

Consideration of Elements of the Draft Strategic Framework and Medium Term Plan

Impact Focus Areas

Summary

- Impact Focus Areas (IFAs) are “flagships” for mobilizing resources to support priority groups of Organizational Results across or within Strategic Objectives.
- Seven IFAs will support forty-five of the Organizational Results as currently formulated.
- The paper presents full draft formulations of the seven IFAs, indicating the focus with respect to the Organizational Results supported and associated partnerships.
- A consultative process with the Regional and Sub-Regional Offices will allow for elaboration of decentralized action.
- Next steps are: 1) further refine the IFA formulations; 2) develop communication and advocacy material around the IFAs including concrete examples of successful action at regional, sub regional and national level; 3) consider organizing a regional donor conference on a pilot basis.
- The Working Group is requested to review the draft IFA formulations, and provide guidance for their inclusion in the MTP/PWB.

Impact Focus Areas contribute to Strategic Objectives and their agreed Organizational Results, providing a focus within or across them. They will:

- a) help mobilise resources for priority groups of results which could benefit from additional funding, acting as “flagships”, providing a communication and advocacy tool to better attract voluntary extra-budgetary resources and partnerships to supplement assessed contributions;*
- b) progressively enable pooled, and less rigidly tied, funding of voluntary extra-budgetary contributions;*
- c) primarily address issues of priority to developing countries with emphasis on capacity building and getting policy frameworks right; and*
- d) facilitate Governing Body oversight of the use of extra-budgetary resources in line with agreed priorities.¹*

Introduction

1. At its meeting of 16 April, the Working Groups reviewed progress on formulating seven Impact Focus Areas (IFAs) as a means to mobilize extra-budgetary resources, building on the draft Strategic Objective results frameworks. Noting that work was still ongoing, Members looked forward to reviewing the full IFA formulations in June and provided Management with some preliminary comments, including: that the IFA on “Water and Land Scarcity” should be more focused and the corresponding organizational results should be reassessed; and that more emphasis should be put in the IFAs on policy support at country level.

2. Accordingly, the present paper presents a full elaboration of all seven IFAs and provides an update on the process and next steps for their inclusion in the Medium Term Plan and Programme of Work and Budget.

Formulation of Impact Focus Areas

¹ C 2008/4 IPA paragraph 14

3. Seven IFAs have been formulated, building on the agreed indicative listing provided in the IPA, as summarized in Figures 1 and 2, and elaborated in annex.

Figure 1: Impact Focus Areas

Support to the implementation of the CFA - smallholder farmer food production and global information and monitoring systems (IFA-CFA)

The Comprehensive Framework for Action of the UN High-Level Task Force on the Global Food Crisis provides governments, regional and international organizations with a menu of policies and actions from which to draw responses that are appropriate to the specific needs, capacities and conditions of regions and countries. The purpose of the IFA-CFA is to increase the scale and focus of FAO's corporate support to achievement of the CFA outcomes: "*Smallholder farmer food production growth sustained*", and "*Global information and monitoring systems strengthened*".

Transboundary Threats to Production, Health and Environment (IFA-EMPRES);

EMPRES supports the building of national, sub-regional, regional and global systems for early warning, rapid response, supportive research, and rehabilitation emphasizing "building back better" after outbreaks of transboundary animal diseases and plant pests, and food safety incidents. The IFA will focus on strengthening national systems, especially in developing countries, to recognize and respond to transboundary threats earlier; reduce the risk of those threats spreading within countries, to neighbouring countries and to trading partners; protect national production; ensure food safety and quality along the supply chain; and, reduce environmental and health risks.

Strengthening the base for sustainable forest management (IFA-SFM)

In many countries, there is a disconnect between information about forests and trees, and implementing effective practices to improve their management and conservation. The IFA focuses on strengthening national capacities to monitor, assess, report on, and validate forest and tree resources, land uses, and the effective implementation of forest policies and responsible practices based on good information and transfer of knowledge. It will also strengthen capabilities to contribute to international policy formulation and to meet global reporting obligations under the UN Framework Convention for Climate Change, the Convention on Biological Diversity, Convention to Combat Desertification, and the UNFF non-legally binding instrument on all types of forests.

Capacity Building in support of Implementation of the Code of Conduct for Responsible Fisheries (IFA-CCRF)

The IFA supports the promotion of responsible fisheries and aquaculture sector management at the global, regional and national levels with priority given to capacity building in support of implementation of the Code of Conduct for Responsible Fisheries, Compliance Agreement and International Plans of Action.

Coping with scarcity of water and land resources (IFA-WALS)

The scarcity of water and land resources, aggravated in some regions by the impact of climate change, are among the main constraints to doubling the world's food production between now and 2050 and securing adequate food supply at local, national and global levels, while preserving the natural resources base. The agriculture sector will need to increase water and land productivity in a sustainable manner, while negotiating water allocations with other users as a matter of priority. This IFA will contribute to the achievement of the Strategic Objectives where water is a prime productive and environmental agent, providing a focus on natural resource scarcity within and across them, particularly in view of climate change and competition among sectors. It will serve as a platform to mobilize resources in order to scale up operational responses in water and agricultural management, to address the points of competition and reduce the threats to global agricultural production posed by water and land scarcity.

Capacity Building to strengthen information and statistics for decision making for the sustainable management of agriculture, natural resources, food security and poverty alleviation (IFA-CBIS)

FAO plays a key role in the collection, analysis, interpretation and dissemination of information and statistics on nutrition, food, agriculture and forest and fishery resources. Quality issues are at the heart of improving the statistics compiled by FAO as was clearly recognized in the recent independent evaluation on statistics in FAO (2008). The purpose of the IFA is to increase the scale and focus of FAO support to achieve improved basic quality of the data provided by Member Countries, in particular in those countries where the data is most needed to assess food insecurity and vulnerability.

Global Standard Setting and implementation into national policies and legislation (IFA-SNL)

The effective development and implementation of internationally recognized standards, agreements and action plans adopted by FAO statutory bodies and commissions, in particular to satisfy requirements under WTO Agreements, relies on national capacity and secretariat support. The IFA will focus on strengthening national and global capacities for the development and implementation of regulations and standards with particular attention to the capacities and participation of developing countries (plant protection, food safety, genetic resources).

4. Each detailed IFA formulation, presented in annex comprises: i) a title and acronym; ii) an “over-arching” description of the IFA, i.e. its justification and overall focus; iii) the Organizational Results supported; iv) partnerships that will contribute to the IFA; and v) the substantive relationship to each OR supported including the main area of focus with respect to each OR, with emphasis on policy assistance and capacity building. Where appropriate, there is indication of whether some of the risks identified in the OR formulation would be mitigated by funding received through the IFA.
5. Particular emphasis was put on the identification of significant partnerships, including efforts to secure contributions from important external partners in terms that do not necessarily translate into financial resources, but are nonetheless critical to the achievement of the related Organizational Results.
6. Since the Working Group 1 meeting of 16 April, the IFA on *Coping with scarcity of water and land resources* (IFA-WALS) was modified to ensure clearer focus in the selection of the ORs. The IFA on *Global standard setting and implementation into national policies and legislation* (IFA-SNL) has identified the Organizational Results to be supported, and presents a first delineation of other elements, although not yet in a complete form.
7. Each IFA will be concretely linked to the Programme of Work and Budget 2010-11, which takes an integrated approach, based on assessed and voluntary contributions. IFAs are being formulated concurrently with refinement of the Organizational Results in the MTP and PWB. Overall, 45 ORs (80% of all ORs) have been identified for support under one or more IFAs (see Figure 2). There is an average of about 8 ORs supported per IFA (with a high of 13 and a low of 5); ORs may be supported by more than one IFA, as the focus may be on a different angle in terms of core functions, activities required, or geographical coverage. There are fourteen ORs that are supported by more than one IFA, with Organizational Result A1 supported by three IFAs.
8. During the normal course of donor consultations during 2009, Management has observed that the IFAs have started to provide a concrete interface to convey where the Organization

feels it needs to concentrate its resource mobilization efforts, both in terms of voluntary contributions and partnerships.

Update on formulation process and challenges

9. A major achievement since mid-April has been initiation of consultations with the Regional and Sub-Regional Offices, in the second week of May. At the time of writing, all Regional Offices and six Sub-regional offices had reviewed and confirmed the scope of the proposed IFAs and identified those of relevance to their regions. They will provide their substantive inputs to the IFA formulations by 5 June, for reflection in the draft MTP/PWB document that will be presented to Members in July. It has also been suggested to organize a pilot Regional Donor Conference, which is under consideration.

10. Resources attracted through the IFAs will contribute directly to achievement of the ORs. In the current planning process, managers are refining Organizational Results in terms of targets and indicators, and are planning resources based on both assessed contributions and estimates of voluntary contributions. Voluntary contribution estimates include current operational projects that will have budgeted resources in the biennium 2010-2011, projects in the pipeline and prospects for additional voluntary contributions. During implementation, resources leveraged through the IFAs will be directly allocated to relevant OR(s). Attention will be given to the regional, subregional and country specific focus of action as appropriate.

11. As the Organization engages in implementation, monitoring and reporting of the results frameworks, and as resources are leveraged through the IFAs, the effect on indicators, targets, and risks mitigated will be duly analysed and reported.

12. An understanding of this new resource mobilization tool is developing across the Organization. Reaching out to Country Offices to ensure that less earmarked resources can be meaningfully channelled towards results at the country level remains a challenge, and will require communication tools and advocacy material for use by the FAO Representatives.

13. The following next steps are underway:

- further refinement of the IFA content to take into account Members comments and contributions from the Regions, to be reflected in the MTP/PWB document;
- continued process of involvement of field offices;
- development of tailored communication and advocacy material around the IFAs supported by documented examples of good practice from the field at the Regional, Sub-regional National level;
- consideration of organizing a Regional Donor Conference around the IFAs in one region on a pilot basis.

Support to the implementation of the CFA - smallholder farmer food production and global information and monitoring systems(IFA-CFA)

(Indicative Title as published in IPA: Action towards global food security in the context of the current food crisis and climate change)

Organizational Results supported: A1, B1, B4, G1, G2, G3, H1, H2, I3, K3, L1, L2, L3

Overarching description:

The purpose of the IFA-CFA is to increase the scale and focus of FAO's corporate support to the implementation of the Comprehensive Framework for Action (CFA) of the UN High-Level Task Force on the Global Food Crisis (HLTF). The CFA provides governments, regional and international organizations with a menu of policies and actions from which to draw responses that are appropriate to the specific needs, capacities and conditions of particular regions and countries.

Through the IFA-CFA, FAO will play a lead role in support of CFA Objective 2: "*Building longer-term resilience and contributing to global food and nutrition security*", and its Outcome 2.2: "*Smallholder farmer food production growth sustained*", including:

- Ensuring an enabling policy framework stimulating private investment in agriculture, as well as research and technology dissemination.
- Ensuring secure access to and better management of natural resources, including land, water and biodiversity.
- Improving rural infrastructure, and ensuring sustained access to competitive, transparent and private sector-led markets for food products and quality inputs.
- Supporting producer organizations and access of smallholders and other food chain actors to financial and risk management instruments.

In addition, the IFA-CFA will contribute to CFA outcome 3.1: "*Global information and monitoring systems strengthened*", through the establishment of a global agricultural and food market information system and work on assessments, impact analysis, and policy options.

In supporting CFA implementation, FAO will ensure coherence in the provision of its policy assistance and programming support and related provision of sectoral technical assistance to achieve food security and sustainable agricultural and rural development at national and subregional levels.

External partnerships:

The IFA-CFA will be implemented in close collaboration with the HLTF Secretariat and in direct partnership with the members of the HLTF (IFAD, IMF, OHRLLS, UNCTAD, UNDP, UNEP, UNHCR, UNICEF, WFP, WHO, World Bank, WTO, DESA, DPA, DPI, DPKO) as well as the EC and OECD.

Relationship to Organizational Results:

The IFA-CFA intends to scale-up FAO support to CFA implementation through 7 SOs and the 14 ORs listed below (*see table of correspondence in fig. 2*). The focus is on improving food security and nutrition in selected countries and regions through policies, investments and actions along the agri-food supply chain. The focus of action is mainly at the national level, with support from the Sub-regional Offices and HQs as and when needed. Issues of gender, equity, sustainability and the right to food will be given due attention. The IFA-CFA has a particular focus on the crop and livestock sectors.

Organizational Result	Main areas of focus
A1 - Policies and strategies on sustainable crop production intensification and diversification at national and regional levels	<ul style="list-style-type: none"> • Technical advice to policy makers for the integration of sustainable crop production in a wider food security perspective • Guidance for countries on the implementation of sustainable crop production intensification policies, programmes and projects • Framework for sustainable crop production intensification through the ecosystem approach • Guidance documents and technical assistance on assessing the economic, social and environmental sustainability of crop production intensification
B1: The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development	<ul style="list-style-type: none"> • Livestock sector analysis, policy and strategic advice, and decision support tools that enable the sector to contribute to economic development, poverty alleviation and improved human nutrition and health • Livestock components within the National and Regional Programmes on Food Security • Investment facilitation for livestock sector development, as guided by sub-sector policies and strategies, including through enhanced public-private partnerships • Capacity building (technical, statistics, policy, legal and institutional)
B4: Code of Conduct for a Responsible Livestock Sector	<ul style="list-style-type: none"> • Design and negotiation of livestock sector-relevant framework agreement (Code of Conduct for a Responsible Livestock Sector)
G1 - Appropriate analysis, policies and services enable producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements	<ul style="list-style-type: none"> • Appraisal of market trends at country level • Support to countries on policies to reorient extension services • Promote policies and mechanisms for improving financial services provision for all value chain actors • Advisory support on the planning and design of market-oriented infrastructure • Support to value chain actors and organizations that work with producers on rural finance, post-harvest operations, contract farming, linking producers to markets, market infrastructure and inclusive value chain
G2 - Rural employment creation and income diversification are integrated into agricultural and rural development policies, programmes and partnerships	<ul style="list-style-type: none"> • Policy advice to create both more and better rural employment in agricultural and nonagricultural rural sectors • Capacity building and advocacy work to support policies that are more conducive to decent rural employment

Organizational Result	Main areas of focus
G3 - National and regional policies, regulations and institutions enhance the competitiveness and developmental impacts of agribusiness and agro-industries	<ul style="list-style-type: none"> • Support countries in developing sectoral strategies for agribusiness and agro-industries • Promote actions to improve financial services to agribusiness • Support governments in formulating strategies and policies for mechanization • Build capacity of organizations that provide support to agricultural SMEs
H1 - Countries and other stakeholders have strengthened capacity to formulate and implement coherent policies and programmes that address the root causes of hunger, food insecurity and malnutrition	<ul style="list-style-type: none"> • Countries and other stakeholders formulate and implement sectoral policies and strategies that better incorporate food security and nutrition dimensions • Building on proven approaches, countries formulate and implement cross-sectoral policies, strategies and programmes that address food security and nutrition concerns and objectives on a national scale, in particular for most vulnerable groups
H2 - Member countries and other stakeholders strengthen food security governance through the triple-track approach and the implementation of the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security	<ul style="list-style-type: none"> • Countries adopt a triple-track strategy and apply good governance principles in the formulation, implementation and monitoring of policies, programmes and other public actions • Countries implement enabling institutional, legal and/or social environments for the progressive realization of the right to adequate food • Countries target specific food insecure and vulnerable groups and apply human rights principles when implementing policies and programmes • Countries undertake advocacy, communication and education strategies in support of good food security governance and the right to food
I3 - Countries and partners have improved transition and linkages between emergency, rehabilitation and development	<ul style="list-style-type: none"> • Capacity of governments, local institutions, communities and other stakeholders enhanced to address immediate and long term needs • Formulated response, rehabilitation and transition strategy plans that are harmonized and aligned with government policies and programs • Mainstreaming of good development practices into emergency transition programs
K.3 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development	<ul style="list-style-type: none"> • Agricultural and rural development policies, laws, and regulations include measures and/or introduce favorable changes to address rural gender issues in access to land, natural resources and other productive assets and services based on FAO technical advice or analysis

Organizational Result	Main areas of focus
L1 - Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks	<ul style="list-style-type: none"> • The provision of targeted FAO expertise and knowledge products in government investment framework formulation • FAO appraisals, policy advice, programme formulation support and technical assistance in advancement of national objectives for achieving Food Security and Sustainable Agriculture and Rural Development in line with the MDGs
L.2 - Improved public and private sector organizations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations	<ul style="list-style-type: none"> • The provision of FAO-supported capacity development and mentoring of national counterparts in investment cycle management • Advocacy and communication, to mobilize political will and promote global recognition of required actions in areas of FAO's mandate
L.3 - Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed	<ul style="list-style-type: none"> • The integrated provision of FAO interdisciplinary technical and investment cycle management expertise to member countries • Effective partnerships with IFIs and Donors to jointly achieve Member Country development goals

Transboundary Threats to Production, Health, and Environment (IFA-EMPRES)	
<i>(Indicative Title as published in IPA: Prevention and reduction of the negative effects of transboundary animal health, plant pest and food safety incidences)</i>	
Organizational Results supported: A2, A3, B2, C4, D3, E4, I1, I2, I3	
Overarching description:	
<p>Building national, sub-regional, regional and global systems for emergency response, early warning, rapid response, supportive research, and rehabilitation emphasizing “building back better” after outbreaks of transboundary animal diseases and plant pests, and food safety incidences. Stronger national systems, especially in developing countries, that recognize and respond to transboundary threats earlier will reduce the risk of those threats spreading within countries, to neighboring countries and then to trading partners. Every campaign should become an opportunity to learn how to identify vulnerabilities in the food chain, and enhance national response mechanisms and information sharing, often through FAO and regional organizations, to protect national production, ensure food safety and quality along the production chain, minimizing environmental and health risks.</p>	
External partnerships:	
<p>i) Animal health: OIE, WHO, Regional Organizations dealing with animal health (ASEAN, SAARC, AU IBAR, PAHO, EC...), Research Organizations (ILRI, CIRAD...), donors (EC, WB, ADB, national agencies such as USAID and corresponding agencies in FRANCE, Japan), private sector (SSAFE group, feed industry...), professional associations... ii) Plant pests UN CERF- National and Sub-Regional donor; WFP; Regional Locust Control Commissions (five, covering Western-Northwestern Africa, the Red Sea area, South and Central Asia, Southern and Central Africa [Red Locust], Eastern Africa [DLCO-EA]); National Locust Control Organizations; National Plant Protection Organizations; ICIPE; BGRI (ICARDA, CIMMYT, Cornell, India, China); private biopesticides producer companies; NGOs, iii) Food Safety: WHO, OIE, public and private organizations dealing with food safety (e.g. ILSI, ICD, SSAFE); research organizations (e.g. IFPRI, CGIAR); donors (e.g. EC, Norway, The Netherlands,); Consumers organizations (e.g. Consumers International, Safe Food International, Center for Science in the Public Interest) and academia (e.g. Salford University, UK, University of Wageningen, The Netherlands)</p>	
Organizational Results	Main areas of focus
A2 - Risks from outbreaks of plant pests and diseases are sustainably reduced at national, regional and global levels	<ul style="list-style-type: none"> • National capacity building for better threat recognition and rapid response • National contingency planning to prepare more rapid and effective response
A3 - Risks from pesticides are sustainably reduced at national, regional and global levels	<ul style="list-style-type: none"> • National pesticide management systems to prevent obsolete stocks and ensure better matching of field requirements with supplies • National and local application of integrated pest management, biopesticides, and other approaches to reduce field pesticide demand

Organizational Results	Main areas of focus
B2 - Reduced animal disease and associated human health risks	<ul style="list-style-type: none"> • National capacity building for better surveillance, detection, reporting and response to animal health events and crises. Direct support to these components of prevention and control strategies • Design of strategies, methods and tools to prevent and control diseases in animals and to prevent human threats
C4 - Members and other stakeholders have benefited from increased production of fish and fish products from sustainable aquaculture	<ul style="list-style-type: none"> • Promotion of the ecosystem approach to aquaculture including biosecurity frameworks
D3 . National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control according to international norms	<ul style="list-style-type: none"> • Support the review, assessment and strengthening of policy, legislative frameworks and systems for food safety/quality managements and control to enable countries to establish national risk-based food safety programmes and national emergency response plans • Provide timely information, scientific advice, food safety intelligence, early warning and guidance and assistance at national level to enhance preparedness and response to food safety emergencies through EMPRES-food safety, INFOSAN and CMC • Support countries in their effort to develop and implement national strategies for building public awareness and education on food safety and quality focused on emerging threats
E4 - 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	<ul style="list-style-type: none"> • National programmes and regional networks for forest health and protection against transboundary insects and disease
I1 – Countries’ vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions	<ul style="list-style-type: none"> • EMPRES-led capacity building programme at national and regional levels on risk assessment, preparedness, contingency planning management and communication, including the establishment of regional networks [e.g. Regional Animal Health Centres] to share information and deliver training
I2 - Countries and partners respond more effectively to crises and emergencies with food and agriculture related interventions	<ul style="list-style-type: none"> • Crisis Management Centre strategic approaches at regional and global levels for food chain emergencies
I3 - Countries and partners have improved transition and linkages between emergency, rehabilitation and development	<ul style="list-style-type: none"> • Mainstreaming of good medium term development practices into emergency transition programs at national and local levels following transboundary pest and disease events threatening animal health, plant pests incidence, and threats to food safety

Strengthening the base for sustainable forest management (IFA-SFM)

(Indicative Title as published in IPA: Strengthening the information base for sustainable forest management)

Organizational Results supported: E1 to E6

Overarching description:

Timely and reliable information is key to achieving the strategic objective: “sustainable management of forests and trees”, and FAO has a strong comparative advantage for capacity building in this area. Sustainable forest management (SFM) is a broad concept aiming at achieving social, cultural, environmental and economic balance in forestry. Information in support of SFM is required from the local, national, regional and global levels. The global programme to reduce greenhouse gas emissions from deforestation and forest degradation in developing countries (REDD) is based upon improved information about forests, carbon, land use change and forest uses and users at all levels.

In many countries, there is a disconnect between information about forests and trees, and implementing effective practices to improve their management and conservation. The focus of this IFA is on strengthening national capacities to monitor, assess, report on, and validate forest and tree resources, land uses, and the effective implementation of forest policies and responsible practices based on good information and transfer of knowledge.

It will also strengthen capabilities to contribute to international policy formulation and to meet global reporting obligations under the UN Framework Convention for Climate Change, the Convention on Biological Diversity, Convention to Combat Desertification, and the UNFF non-legally binding instrument on all types of forests.

External partnerships:

Key partners include members of the Collaborative Partnership on Forests (CPF, chaired by FAO); partners in the National Forest Programme Facility (10 donors and 70 partner countries); the global network of FRA country focal points (currently 177 countries); national forest monitoring and assessment focal points (currently 20 active countries, with 20 more countries having applied to FAO for assistance, which will be provided as additional resources are available); national focal points for forest sector outlook studies; and national focal points for implementation of best practices guidelines (planted forests, fire management, forest harvesting etc). Equally important to successful implementation is the “internal partnership” within FAO between Headquarters and decentralized offices. Regional Forestry Commissions play a key role to facilitate the exchange of technology, knowledge, good practices and information among countries and subregions.

Organizational Results	Main areas of focus
E-1: Policy and practice affecting forests and forestry are based on timely and reliable information	<ul style="list-style-type: none"> • Strengthen national, regional and subregional capacities to carry out national forest monitoring and assessment • To analyze data and more effectively use information about forests and trees to make good policy decisions and to more effectively implement practices on the ground to manage and conserve forests and trees • To meet global reporting requirements through the global forest resources assessment and other reporting processes such as the inter-agency questionnaire on forest products trade and consumption • To meet international monitoring and reporting obligations for climate change, biodiversity, desertification and forests
E-2 through E-6: The remaining Organizational Results under Strategic Objective E involve the effective use of information and transfer of knowledge to achieve sustainable forest management	<ul style="list-style-type: none"> • Key mechanisms that require good information include national forest programmes (NFPs) • National strategies for forests and climate change, including programmes to reduce greenhouse gas emissions from deforestation and forest degradation in developing countries (REDD) • National programmes to reduce poverty; effective use of guidelines for good practices (e.g. planted forests, forest fires, and forest harvesting) • Implementation of improved conservation and management of forests and trees (e.g. forest landscape restoration, ecosystem-based watershed management, forest genetic resources management, and wildlife management)

Capacity building in support of Implementation of the Code of Conduct for Responsible Fisheries (IFA-CCRF)

(Indicative Title as published in IPA: Implementation of the Code of Conduct for Responsible Fisheries (FishCode - Global Partnerships for Responsible Fisheries) to help ensure sustainable fisheries and aquaculture as integral components of food production and resource management systems at national, regional and global levels, in particular through capacity building.)

Organizational Results supported: C1 to C6

Overarching description:

COFI gives absolute priority to the Implementation of the Code of Conduct for Responsible Fisheries (including inland fisheries and aquaculture) and related instruments by States and international fisheries management agencies. National and international fisheries policies and management practices that better reflect the principles of the Code of Conduct will lead to an improved and sustainable economic, social and environmental contribution of the fisheries sector. The optimization of the contribution of fisheries to achieving benefits in terms of food, employment, recreation and trade as well as ecosystem and socio-economic well-being will benefit populations throughout the world.

The IFA thus relates to the promotion of responsible fisheries and aquaculture with priority given to capacity building in support of implementation of the Code of Conduct for Responsible Fisheries, Compliance Agreements, International Plans of Action. Capacity building might take the form of awareness raising through Regional/National workshops, facilitating countries to participate in key fora or events, mobilization of technical assistance in key areas related to implementation of the articles of the code; focused expert workshops to develop technical guidance related to implementation etc. It is anticipated that support would be provided in particular through FishCode (Multidonor Trust Fund Programme for Global Partnerships for Responsible Fisheries).

External partnerships:

The programme will work in close collaboration with FAO's existing partners at Global, Regional and National level. Key partners will include UN agencies and specialized agencies, and during implementation of proposed activities these partnerships will be further strengthened. In addition to the statutory bodies and FAO organizations, such as Regional Fisheries Bodies, work is undertaken and technical advice is provided to an extensive network of organizations. These include the United Nations family of organizations (including CITES and the CBD) and associated finance bodies and Banks, international NGOs (iNGOs), regional and sub-regional associations and technical bodies, global and regional specialized agencies (WorldFish Centre, NACA, SEAFDEC, ADPC, WFFP, ICSF). Longstanding partnerships will be maintained or developed with bilateral donors in support of specific areas of common interest or goals. In addition, a significant number of projects and programmes are implemented through partnership arrangements with full participation of the many stakeholders in the formulation and delivery process.

The Department is committed to strengthening and expanding its cooperation and partnerships, both within and outside FAO, to ensure the most efficient and effective use of available resources in achieving the Strategic Goals and Operational Objectives.

Organizational Results	Main areas of focus
<p>All Organizational Results C1 to C6 of Strategic Objective C: Sustainable management and use of fisheries and aquaculture resources will be supported.</p> <p>It is intended the IFA might mitigate two of the main risks highlighted in the SO formulation, namely that</p> <ul style="list-style-type: none"> • capacities to effectively perform the required management tasks and integrate fisheries sector interests in national and intersectoral plans and programmes remains inadequate, and • external pressures and factors might lead to a decline in financial resources. 	<ul style="list-style-type: none"> • At the national level: <ul style="list-style-type: none"> ○ Capacity building in support of implementation of new instruments such as an Agreement on Port State Measures to Combat IUU fishing ○ Capacity building on policy formulation processes and systems, and appropriate utilization of related policy instruments ○ Provision of advisory, technical and capacity-building services related to policy, planning, management, legal and institutional arrangements for responsible fisheries and aquaculture ○ Support to the implementation of existing international instruments: IPOAs (Capacity, IUU fishing, shark and seabirds); guidelines for the management of deep sea fisheries, port states measures, subsidies and other key emerging issues • At the regional and global level: <ul style="list-style-type: none"> ○ Enhancing capacity of Regional Fisheries Bodies (RFBs) including Regional Fisheries Management Organizations (RFMOs) in terms of sustainable fisheries management, monitoring, control and surveillance (MCS), combating IUU fishing, and coordination and collaboration among RFMOs and between RFMOs and FAO ○ Dissemination of the Code and related instruments and development of technical guidelines, policy briefs, and new standards and norms for responsible fisheries and aquaculture based on assessments ○ Production of guidelines and toolbox and information material; organization of awareness-raising activities

Coping with scarcity of water and land resources (IFA-WALS)

(Indicative Title as published in IPA: Coping with scarcity of land and water resources)

Organizational Results supported: A1; F1; F2; F4; F5; L2

Overarching description:

Scarcity of water and land is a major constraint to doubling the world's food production between now and 2050. The scarcity of water is already threatening the viability of key global agricultural and environmental systems and impacting supply into global food systems, increasingly leading to tensions and conflicts between users. Equally, the acquisition of sovereign land by foreign investors is a clear sign of global 'land hunger'. Land use change, crop and livestock production intensification as well as the recent interest in biofuel production is expected to further increase demand for land and water. Before competition becomes intolerable, FAO, as also evident from the latest discussions during the COAG, has a responsibility to provide Members with reliable information and informed policy and technical advice to overcome tensions at local and global level. This IFA will focus on the institutional, physical and economic dimensions of scarcity. The physical scarcity of land and water resources, in particular in the Near East and in parts of Asia will be addressed through policies and operational initiatives that promote sustainable intensification and water efficiency gains in agricultural production. This will free water from the agriculture sector to make more water available for environmental systems and other economic sectors. By contrast, where agriculture is constrained by slow socio-economic development and lack of investment, such as in sub-Saharan Africa, there will be a focus on investment to promote sustainable development of available land and water resources. Where institutional access to water and land tenure are a constraint to increased agricultural productivity, the IFA will focus on issues of secured access and equity in the use of land and water resources as a precondition of enhanced livelihoods in rural areas. In addition, the anticipated impacts of climate variability and change will be factored into policy advice on natural resource management, including payment for environmental services and the use of carbon financing and emissions trading mechanisms.

WALS will serve as a platform to mobilize resources in order to scale up best practices and concrete responses in improved policies, planning and use of water and land resources to address the threats to agricultural production and food security. WALS will do this through a set of national, regional and global projects and programs and provide also a frame for monitoring water and land resources quantity, quality and availability at national, shared water basin and global levels.

External partnerships:

Collaborative Applied Research Programmes

- CGIAR (IWMI) initiatives related to agricultural water management
- DFID Sustainable Livelihoods programmes
- Bill and Melinda Gates Foundation (Agriculture Water Management Landscapes)
- Government of Italy (GCP projects)

Multilateral funding sources

- AfDB, ADB, IFAD, Islamic Development Bank, EC, World Bank
- Global Mechanism
- GEF International waters (IW) and Sustainable land management (SLM) and other focal areas

Organizational Results	Main areas of focus
A01 - Policies and strategies on sustainable crop production intensification and diversification at national and regional levels	<ul style="list-style-type: none"> • Promote improved information and agricultural practice to reverse land degradation trends in irrigated areas • Promote joint land-use and basin planning approaches including systems of water accounting in agriculture • Widen the scope of water and land system management practice in specific intensive agricultural systems (e.g. SRI) to promote sustainable intensification and reduce pressure on natural resources • Promote mitigation of environmental externalities linked to surface and groundwater use, notably eutrophication and POPs accumulation <p>OR Risks mitigated by delivering practical planning and operational tools to cope with water scarcity from macro level down to field level where intensive agriculture is being practiced</p>
<p>F1 - Countries have strengthened capacities to promote and develop sustainable land management</p> <p>F2 - Countries address water scarcity in agriculture and strengthen the capacities to improve water productivity of agricultural systems at national and river-basin levels including trans-boundary water systems</p> <p>F4 - An international framework is developed and countries' capacities are reinforced for responsible governance of access to and secure tenure of land and its interface with other natural resources</p> <p>F5 - Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy</p>	<ul style="list-style-type: none"> • Promote farmer management of groundwater systems to cope with groundwater depletion in semi-arid low income food deficit countries • Promote operational modernization of intensively irrigated river basins to control salinity and improve water quality • Adapt water allocation and management in glacier dependant river basins impacted by global warming <p>OR Risks mitigated by raising issues of water and land scarcity at international level and raising levels of investment in related sectors (agriculture, water, energy)</p>
L02 - Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations.	<ul style="list-style-type: none"> • Promote more strategic and effective investments in land and water management in support to agricultural development • Ensure that investments in water are in line with national objectives in terms of food security and rural development <p>OR Risks mitigated through close consultation and collaboration with key government agencies in designing investment programmes</p>

Capacity building to strengthen information and statistics for decision making for the sustainable management of agriculture, natural resources, food security and poverty alleviation

(IFA-CBIS)

(Indicative Title as published in IPA: Information and Statistics: Strengthening national, regional and global capacities to generate reliable information and statistics to improve decision making in sustainable management of agriculture, food security and poverty alleviation)

Organizational Results supported: C1, E1, F1, F2, F6, H4, H5, K2

Overarching description:

FAO plays a key role in the collection, analysis, interpretation and dissemination of information and statistics on nutrition, food and agriculture, including forestry and fisheries.

The IEE Report stressed the need for FAO to have a statistical service that meets the needs of the 21st Century. While FAO adds value to the data through the compilation of indicators and analysis, the basic quality of the data provided by Member Countries remains a major issue as emphasized by the recent Independent Evaluation on Statistics in FAO (2008). Greater emphasis should, therefore, be directed towards improving national and regional capacity to collect and compile statistics needed to address food insecurity and hunger, in terms of their availability, reliability and timeliness. Such assistance will be provided through the development of common standards and protocols, technical guidelines and best practices as well as through an extensive capacity building programme focused on institutions, data assessments, censuses and surveys, food security information systems, agricultural prices, monitoring, etc. CountrySTAT will provide countries with a tool to facilitate storage, analysis and dissemination of food and agricultural data as well as exchange of such data with FAO and other national, regional and international agencies.

This IFA relates to one of the core functions of FAO and will work to connect activities in various specialized fields within the Organization. It is also at the heart of the generation of indicators for monitoring the achievement of the organizational results.

External partnerships:

FAO works closely with national, regional and global fishery, forestry and agriculture organizations, other UN agencies, and development partners in the areas of information and statistics, and these partnerships will continue. In particular with UNSD, UN Regional Commissions, PARIS21, World Bank, IFPRI, Bill and Melinda Gates Foundation, the European Commission, EuroSTAT, AFRISTAT, SPC GFAR, CGIAR, UEMOA, Regional Development Banks and bilateral partners.

Organizational Results	Main areas of focus
C01 – Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues	<ul style="list-style-type: none"> • Development and maintenance of integrated fisheries information systems including dissemination of global fishery statistics; development of norms, standards, methods, strategies, guidelines and supporting tools for data collection; analysis and interpretation of global trends and best practices • Policy advice, technical assistance and field activities to enhance monitoring capacity on fisheries and aquaculture, at global, regional and national levels, to support implementation of the CCRF including ecosystem approach to management, co-management and improved resilience and preparedness to emergencies and climate change impacts
E01 – Policy and practice affecting forests and forestry are (a) based on timely and reliable information and (b) reinforced by international cooperation and debate	<ul style="list-style-type: none"> • Improving capacities in countries to collect, analyse and report statistics on trends in the extent, condition and uses of forest resources, on production and trade of forest products and on forest institutions through a) direct support to selected countries and b) setting up and supporting regional networks of national correspondents to FAO to better share information and experiences • Providing consistent information on trends in forest cover and land use over time at regional, biome and global levels through a global remote sensing survey of forests at 5 year intervals
F01 – Countries have strengthened capacities to promote and develop sustainable land management	<ul style="list-style-type: none"> • Through the Global Land Cover Network, provide standards and recommendations for harmonized land cover product development that form the basis for multiple and area frames • Strengthen the capacity of countries to generate land cover maps and information as the basis for improved sample frame development and improved efficiency of sampling for annual statistics on cropped area
F02 - Countries address water scarcity in agriculture and strengthen the capacities to improve water productivity of agricultural systems at national and river-basin levels including trans-boundary water systems	<ul style="list-style-type: none"> • Through the AQUASTAT Programme coordinate, compile and disseminate assessments of water resources and water use at national, regional and global level, and develop global analysis on status and trends of water resources • Provide technical support to strengthen countries' water monitoring capacity, with emphasis on agricultural water management • Through UN-Water provide standards for interagency water information systems

Organizational Results	Main areas of focus
F06 - Improved access to, and sharing of knowledge for, natural resource management has been facilitated	<ul style="list-style-type: none"> • Develop global access to information on sustainable agriculture and natural resource management through advocacy, policy advice, and capacity building in collaboration with the GFAR, CGIAR and other international research entities
H04 - Strengthened capacity of Member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition	<ul style="list-style-type: none"> • Capacity building at the national level on information collecting and compiling systems needed to monitor and manage food security data, including food balance sheets, agricultural census and household budget surveys, within the framework of CountrySTAT • Strategies to improve information on the status and trends of capture fisheries and aquaculture • Providing technical support to improve countries' capacity to analyse data and statistics in order to better assist decision-makers to formulate sound policies and programmes for sustainable food security • Developing standards and strategies in support of sustainable national, regional and global statistical services
H05 - Member Countries and other stakeholders have better access to FAO analysis and information products and services on food security, agriculture and nutrition and strengthened own capacity to exchange knowledge	<ul style="list-style-type: none"> • Undertake assessments of emerging needs and gaps in agricultural information and knowledge capacities at national, regional, and global levels • Develop and deliver standards, methods, tools and guidelines to enhance sharing of agricultural information in the broadest context, through initiatives such as Agricultural Information Management Standards (AIMS) and GeoNetwork • Establish global, regional and national fora and communities of practice on fostering management and exchange of information and statistics for agriculture and food security facilitated by FAO, through initiatives such as e-Agriculture • Support national/local capacity development in management and exchange of information and knowledge, particularly in the context of the Information Management Resource Kit (IMARK) global partnership-based learning initiative
K02 – Governments develop enhanced capacities to incorporate gender and social equity issues in agriculture, food security and rural development programmes, projects and policies using sex- disaggregated statistics, other relevant information and resources	<ul style="list-style-type: none"> • Work with countries providing technical support and training for agricultural censuses, and agricultural /rural surveys with regard to collection, tabulation, processing, analysis and dissemination of sex disaggregated data • Identify and analyse emerging issues in agriculture and rural development that have implications on social and gender inequalities and subsequently develop statistical methodologies and databases to monitor the dynamics and trends of such emerging issues

Global standard setting and implementation into national policies and legislation (IFA-SNL)

(Indicative Title as published in IPA: Standard setting and regulation: Strengthened national and global capacities for the development and implementation of regulations and standards with particular attention to the capacities and participation of developing countries (plant protection, animal production, food safety, genetic resources)).

Organizational Results supported: A1, A2, A3, A4, B3, D1, D2, D3, D4, F3, H1, H5.

Overarching description:

The effective development and implementation of internationally recognized standards, agreements and action plans adopted by FAO statutory bodies and commissions, in particular to satisfy requirements under WTO Agreements, relies on secretariat support, particularly in preparing draft standards and servicing meetings of governing and subsidiary bodies and commissions, the drafting and subsequent enactment of pertinent national legislation (basic law and regulatory instruments), designing and adopting sound national policies in this respect and developing national capacities for implementing them. This provides a base for stronger and safer trade relations ensuring that economic partners (public administration and the private sector) cooperate in an appropriate manner. The main fields are plant protection and quarantine, food safety and genetic resources.

External partnerships:

- i) Plant protection and quarantine: Regional organizations dealing with plant protection (RPPOs, EU, AU, SAARC, CILSS, ECOWAS, CARICOM, Mercosur, Comunidad Andina, etc.); research organizations (CIRAD, universities); donors (EC, WB, ADB, AFDB, national aid agencies in particular USA, Australia, New Zealand, Canada, France), private sector (trade industry, professional associations)
- ii) Food safety: International organizations (e.g. WHO and its Regional offices, OIE, UN, IAEA, OECD); national food control administrations; public and private organizations dealing with food safety (e.g. ISO, ILSI, ICD, SSAFE), donors (EC, WB, ADB, AFDB, national aid agencies); research organizations (e.g. CGIAR); consumer organizations (e.g. Consumers International; Safe Food International, Center for Science in the Public Interest); academia; agro-industry; professional associations and producer organizations.
- iii) Genetic resources: international organizations (CBD, UPOV, WIPO), national intellectual property protection administrations, research organizations (Bioversity and other CIGAR Centers, universities...); donors (EC, WB, bilateral aid agencies in particular Australia), private sector (trade industry, professional associations...)

Organizational Results	Main areas of focus
A 1 - Policies and strategies on sustainable crop production intensification and diversification at national and regional levels	<ul style="list-style-type: none"> • Support implementation of national agrobiodiversity action plans and other programmes in support of national obligations to CBD
A 2 - Risks from outbreaks of transboundary plant pests and diseases are sustainably reduced at national, regional and global levels	<ul style="list-style-type: none"> • Provide Secretariat of IPPC, preparation of draft standards and delivery of CPM meetings; facilitate obligatory information sharing; national capacity building to implement national measures, conduct pest surveillance
A 3 - Risks from pesticides are sustainably reduced at national, regional and global levels	<ul style="list-style-type: none"> • Co-provide Secretariat of Rotterdam Convention (with UNEP), Codex-JMPR (with WHO), and the Panel of Experts for the Code of Conduct on Pesticides, capacity building, policy advisory support
A 4 - Effective policies and enabled capacities for a better management of plant genetic resources for food and agriculture (PGRFA) including seed systems at the national and regional levels	<ul style="list-style-type: none"> • Provide Secretariat of IT-PGRFA; deliver Governing Body meetings; support MTA; support ITWG-PGRFA; Capacity building and policy advisory support for national implementation of Cartagena Protocol of the CBD
B 3 - Better management of natural resources, including animal genetic resources, in livestock production	<ul style="list-style-type: none"> • Support ITWG-AnGRFA
D.1 New and revised internationally agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization.	<ul style="list-style-type: none"> • Provision of scientific advice on food safety and quality through the implementation of JECFA, JMPR, JEMRA, JECN and ad hoc expert meetings and the operation of INFOFOODS. Activities of Codex itself will not be funded through this IFA but will continue to be supported through regular programme resources.
D 2 - Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach.	<ul style="list-style-type: none"> • Support the review, assessment and strengthening of policy, legislative frameworks and systems for food safety/quality managements and control including consideration of integrated bio-security systems. • Support the development of institutional and individual capacities for the generation, compilation and analysis and use of scientific data on food safety and quality, nutrition and biodiversity to support policy decision and implementation of regulations and standards.
D 3 - National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control to international norms	<ul style="list-style-type: none"> • Assist national actors to develop programmes of producers and consumer awareness/education on food safety and quality • Support the application of the food safety risk analysis framework to food safety decision-making at national level, including the development of food standards.

Organizational Results	Main areas of focus
D 4 - Countries establish effective programmes to promote improved adherence of food producers/businesses to international recommendations on good practices in food safety and quality at all stages of the food chain, and conformity with market requirements	<ul style="list-style-type: none"> • Develop “customized” codes of practices to promote good hygiene practices by food chain operators • Develop and implement programmes of training on good practices for food chain operators
F 3 - 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	<ul style="list-style-type: none"> • Guide and support country-driven assessments of the state of the world’s genetic resources for food and agriculture, develop global policy responses, including action plans, and support the implementation of global policy instruments into national policies and legislation.
H 1 - Countries and other stakeholders have strengthened capacity to formulate and implement coherent policies and programmes that address the root causes of hunger, food insecurity and malnutrition	
H 5 - Member countries and other stakeholders have better access to FAO analysis and information products and services on food security, agriculture and nutrition and strengthened own capacity to exchange knowledge	