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FAO REGIONAL CONFERENCE FOR LATIN AMERICA AND THE CARIBBEAN

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Results and Priorities for FAO in the Latin America and Caribbean Region and Regional Strategic Review

Executive Summary

- As foreseen in the programming, budgeting and results-based monitoring system put in place by the Conference in 2009, the Medium-Term Plan (MTP) 2014-17 was reviewed during 2014 and approved by the FAO Conference in June 2015. For this 2014-17 MTP review, were taken into consideration recent trends and developments in the external environment, including: the Post-2015 Development Agenda (Sustainable Development Goals (SDGs), climate change, nutrition, migration and impacts on food systems, among others; the policy thrusts for the second biennium of the planning period (2016-17); and the updated FAO results-based monitoring framework.
- There has been strong and consistent support expressed by the FAO governing bodies during 2015 for continuity in the strategic direction of the Organization in order to realize the full impact of the reviewed Strategic Framework.
- To address the main policy challenges emanating from the Regional Conference at its 33rd Session, FAO implemented three regional initiatives (RIs), which are strategically focused on the main challenges to ensure an impact at the country level. These are: RI I “Support to the Hunger-Free Latin America and Caribbean Initiative”; RI II “Family Farming and Rural Territorial Development”; and RI III “Improving national and Regional Food and Feed Systems”.
- The work done under the RIs has made significant progress in meeting the aforementioned challenges. As part of the 2014-15 work under the three RIs, a joint strategic review exercise was undertaken between the Regional Office, subregional offices and member countries (in the context of the new Sustainable Development Goals contained in the 2030 Agenda and those of FAO, and adaptation to climate change).
- As a result of this exercise, the RIs for the 2016-17 biennium were restructured. Based on the fact that Initiatives II and III display significant symmetries, a proposal has been made to merge RI II and RI III from the previous biennium into one Initiative, and to define a new RI

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III on the sustainable use of natural resources, risk management and adaptation to climate change.

- Actions suggested for approval by the Regional Conference
- Recognize the strategic planning process and take note of the alignment between the new Sustainable Development Goals set out in the 2030 Agenda and the FAO Strategic Objectives and Results Framework; and urge the Organization to continue focusing the application of its work programme on country priorities in 2016–17 and beyond.
- Recognize the work done by the three RIs and their results, to respond to the main challenges emanating from the 33rd Session of the Regional Conference.
- Recognize and support the need to restructure the RIs for the 2016-17 biennium, and the need to define a new RI to respond to the challenges of sustainable natural resource use, risk management, and adaptation to climate change in Latin America and the Caribbean.
- Call on FAO to prioritize its actions on countries and territories that pose the greatest challenges in terms of hunger and rural poverty, paying special attention to the targets of the new SDGs, including support for capacity building in order to develop indicators on these targets at the regional and national levels.
- Take note of the analysis of the main global and regional trends identified in the strategic analysis exercise performed by FAO in Latin America and the Caribbean, and request it to deepen this process in planning for the forthcoming four-year period 2018-2021.

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I. Introduction

1. As foreseen in the programming, budgeting and results-based monitoring system put in place by the FAO Conference in 2009, the Organization's Medium Term Plan (MTP) 2014-17 was reviewed during 2014, taking into account trends and developments in the external environment and the guidance provided by the Regional Conferences,¹ Technical Committees,² Programme and Finance Committees and the Council.³

2. The MTP 2014-17 (reviewed) was approved by the FAO Conference in June 2015. The review of the MTP, carried out at the end of the first year of work under its four-year timeframe, covered: recent trends and developments in the external environment including: the Post-2015 development agenda, climate change, control and response to transboundary plant and animal pests and diseases, nutrition, urbanization, migration and impacts on food systems, food security and nutrition; the policy thrusts for the 2016-17 biennium of the planning period; and the updated FAO results-based monitoring framework for measuring and reporting results.

3. The results framework guides the planning and monitoring of the Organization's work. At the core of the framework are the indicators that measure progress at each level of the results chain: Outputs, Outcomes and Strategic Objectives. This provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.

¹ As reported in C 2015/14, C 2015/15, C 2015/16, C 2015/17, C 2015/18, C 2015/LIM/1.

² As reported in C 2015/21 COAG, C 2015/22 CCP, C 2015/23 COFI, C 2015/24 COFO.

³ PC 117/5 – FC 157/7 and CL 150/REP paragraph 43c)

4. There has been strong and consistent support expressed by the FAO governing bodies during 2015 for continuity in the strategic direction of the Organization in order to realize the full impact of the reviewed Strategic Framework. Therefore, the overall results framework for 2014-17 remains in place (see Annex 1), with three main policy adjustments, elaborated in the MTP 2014-17 (reviewed) and the Adjustments to the Programme of Work and Budget 2016-17⁴:

5. The FAO governing bodies underlined the importance of articulating areas of programmatic emphasis and de-emphasis, taking into account priorities arising from the Regional Conferences and Technical Committees⁵, as well as the achievements and lessons learned from Regional Initiatives (RI's) implemented in 2014-15 and FAO's Country Programming Frameworks (CPFs) reflecting country priorities. The priority areas of work for FAO in the Latin America and Caribbean (LAC) Region for the 2016-17 biennium have been informed by these developments.

6. In addition, two important global developments in 2015 will frame FAO's work in the future: (i) the 17 Sustainable Development Goals (SDGs) adopted at the United Nations in Agenda 2030 for Sustainable Development (ii) the Paris Agreement adopted as an outcome of the UN Global Climate Change Conference (COP21) which aims to strengthen the global response to the threat of climate change, in the context of sustainable development and efforts to eradicate poverty. In its 153rd session, the FAO Council welcomed the alignment of FAO's Strategic Framework with the SDGs, noting that there would be opportunity for bringing further coherence while preparing the Medium Term Plan 2018-21.

7. The quadrennial review of the FAO Strategic Framework and preparation of a new MTP 2018-21 will take place during 2016, through the Regional Conferences and Technical Committees, for approval by the Council and Conference in the first half of 2017. In the context of continuity of the overall strategic direction, and taking account of results in the region during 2014-15 and a forward-looking regional review, this offers the opportunity to further focus FAO's work aiming for more concrete results particularly at country level.

8. The document is divided in three sections:

- (a) Section II outlines how priorities and issues requiring follow-up emanating from the previous Regional Conference have been addressed, bringing to the attention of the Members major achievements and results.
- (b) Section III sets out the priorities for FAO's work in the region during 2016-17, with a focus on regional initiatives.
- (c) Section IV presents to the outcome of a regional strategic review, which examined regional expression of global trends and specifically significant regional trends that will have a bearing on FAO's work in the region going forward to be taken into consideration in preparing the FAO Medium Term Plan 2018-21.

II. Follow-up to the 2014 Regional Conference: Achievements and lessons learned

Priority areas of work in 2014-15

9. At its 33rd Session, the Regional Conference for Latin America and the Caribbean (LARC) considered the following main policy challenges for the region:

- (a) The eradication of hunger, food insecurity, malnutrition and extreme poverty;
- (b) The sustainable production of goods and services in agriculture, livestock, forestry and fisheries; reducing risks and improving livelihood resilience to threats and crises in a context of climate change; and
- (c) The establishment of more inclusive and efficient agriculture and food systems at the local, national and international levels.

⁴ C 2015/3 and CL 153/3 at www.fao.org/pwb

⁵ CL 150/LIM

10. With regard to prioritizing the eradication of hunger, food insecurity, malnutrition and extreme poverty:

- (a) The Conference recognized that, despite significant progress towards eradicating hunger, millions of Latin American and Caribbean people are still suffering from food insecurity and malnutrition. It stressed the need to promote actions targeted on the most vulnerable people affected by these scourges, and at the same time intensify actions in the legislative and public policy spheres to link food and nutrition security to rural poverty reduction. It also highlighted the strengthening of social protection systems, the development of family farming and the improvement of rural labour-market conditions.
- (b) In addition, FAO was recommended to continue supporting a wide-ranging and dynamic debate, involving civil society and academia, to analyse the concept of food sovereignty.

11. With regard to prioritizing the sustainable production of goods and services in agriculture, livestock, forestry and fisheries; reducing risks and improving livelihood resilience to threats and crises in a context of climate change:

- (a) The Conference supported FAO efforts, framed by the CELAC Plan of Action, to strengthen the agro-environmental policies of the Region's Member Nations in simultaneously promoting rural poverty reduction and food security and nutrition improvements, as well as actions adapting to climate change that include regional initiatives focusing on risk prevention, reduction and management, as well as strengthening national, regional and subregional humanitarian aid mechanisms.

12. With a view to prioritizing the establishment of more inclusive and efficient agricultural and food systems at the local, national and international levels:

- (a) The Conference recognized the need to promote this issue and emphasized that access to food was the Region's main challenge in achieving food security and nutrition, and for that reason requested an intensification of:
 - (i) Actions targeting the most vulnerable groups;
 - (ii) Public policies promoting healthy food supplies;
 - (iii) Analysis of food price volatility trends;
 - (iv) Promotion of intra-regional trade;
 - (v) Support for family farming through public purchasing programs, promotion of social capital and partnerships; and
 - (vi) Strengthening of local markets to highlight cultural identity and foster links between local producers and consumers.

13. The Conference also underlined the importance of promoting policies on gender equality to enhance the status of rural women, by improving their access to productive assets and to credit and finance mechanisms; and of supporting Member Nations in the design, strengthening and implementation of strategies and initiatives for south-south cooperation (SSC). FAO was specially requested to encourage collaboration with national governments in and outside the region, to mobilize SSC in support of Haiti and also to help facilitate the coordination of assistance to that country.

14. To address the main policy challenges to emerge from the Regional Conference in its 33rd Session, FAO implemented three regional initiatives (RIs), which were strategically targeted on the main challenges, to ensure an impact at the country level. These are: RI I "Support to the Hunger-free Latin America and Caribbean Initiative"; RI II "Family Farming and Rural Territorial Development"; and RI III "Improving National and Regional Food and Feed Systems".

15. The actions taken in the context of these RIs helped to achieve the outputs planned under the five strategic objectives⁶ and reach the established goals. A summary of the output-level evaluation for

⁶ Annex 1: Main components of FAO's results framework

the 2014-15 biennium is available in Web Annex⁷. These actions have been supported by the respective Headquarters, regional, subregional and national technical teams. This strategic alignment of the RIs has also enabled the FAO Technical Cooperation Programme (TCP) to channel some USD 4 million in funding to promote the work of the RIs and the CELAC Plan for Food Security, Nutrition and Hunger Eradication 2025 (CELAC FNS Plan) at the regional and national levels, facilitating the integration of the RIs and the CELAC FNS Plan with the countries' programmatic frameworks and development agendas.

Key achievements in 2014-15 and lessons learned

16. To meet the challenge of eradicating hunger, food insecurity, malnutrition and extreme poverty, during the past biennium FAO provided technical assistance to Ecuador, as CELAC President Pro-Tempore, to develop and implement the CELAC FNS Plan, which was developed with support from the Latin American Integration Association (LAIA) and the Economic Commission for Latin America and the Caribbean (ECLAC). Under this Plan, FAO collaborated in promoting analysis and regional exchange of experiences in various areas. It also provided technical cooperation to countries to promote national dialogues enabling better understanding of the plan, improved coordination and reporting of the government agencies involved, and the identification of policy areas posing challenges for the near future.

17. At the regional level, support was provided for exchange and SSC on FSN through the Petrocaribe-Alba Hunger Eradication Plan, the Hunger-free Meso-America Program promoted by the Mexican International Development Cooperation Agency (AMEXCID), and other initiatives with Brazil, Chile and Cuba, among others.

18. To address the challenge of “Achieving sustainable production of goods and services in agriculture, livestock, forestry and fisheries, reducing risks and improving livelihood resilience to threats and crises within the context of climate change”, FAO has developed a series of activities to position the family farming agenda in a variety of domains, including CELAC.

19. In the context of the International Year of Family Farming (2014), support was provided for the creation of 17 national committees and one regional committee on family farming, as inclusive mechanisms for policy discussion on family farming. In addition, the First Ministerial Meeting on Family Farming was held in Brasília, Brazil, which created the CELAC Family Farming Working Group and approved its Plan of Action. In 2015, the Second Ministerial Meeting on Family Farming was held in San José, Costa Rica, in which member countries undertook to contribute to fulfilment of the CELAC FNS Plan through the Family Farming Working Group. The Declaration and plan of Action for 2016 defining priority work areas was also approved.

20. At the regional level, support was provided for the work of the Parliamentary Fronts against Hunger, promoting the development of national laws on this issue, highlighting the passing of the Family Farming Law in Peru. At the subregional level, work with the MERCOSUR Specialized Meeting on Family Farming (REAF) was consolidated. In the CAC/SICA framework, in 2015 the Regional Meeting on Dialogue and Public Policy Instruments for Family Farming was held, linking the Central American Territorial Rural Development Strategy with the family farming agenda for the subregion. Lastly, at the regional level the Latin American Parliament (PARLATINO) supported the preparation and approval of a parliamentary statement on family farming that paves the way for a new framework law governing this activity.

21. In the context of reducing risks and improving livelihood resilience to threats and crises in a context of climate change, FAO, in coordination with the Agricultural Council of the South (CAS), has launched a process for the “Strengthening of national systems for managing risks affecting FSN in CAS member countries (Argentina, Bolivia, Brazil, Chile, Paraguay and Uruguay)”. At the same time it is working with the Caribbean Disaster Emergency Management Agency (CDEMA) of the Caribbean Community (CARICOM) for an agreement to hold a regional workshop in 2016. These actions will make it possible to define a roadmap for preparing an SSC strategy among CAS countries

⁷ Web Annex on biennium assessment of results

and to strengthen risk management capacities for agriculture and FSN in the Caribbean and in CAS countries.

22. In addressing the challenge of “establishing more inclusive and efficient agriculture and food systems at the local, national and international levels”, in this biennium FAO has promoted three strategy thrusts: (i) dynamism of trade and regional integration; (ii) inclusive business models through value chains, including strategies for reducing food losses and waste; (iii) policies and mechanisms to promote public-private investment for food supply, which were incorporated in the CELAC FNS Plan.

23. The network of public food marketing and supply systems in Latin America and the Caribbean was set up, as a mechanism in which the public sector can stimulate local economies, create food stocks, promote family farming and supply their social protection and school meal programs. The first member countries are Brazil, Bolivia, Chile, Costa Rica, Ecuador and St Vincent and the Grenadines.

24. A regional strategy was defined for reducing food losses and waste in Latin America and the Caribbean, which includes a regional network of experts in food losses and waste, national committees on training in Central America and South America, a training programme on post-harvest losses in the Caribbean, and the issuing of guidelines for forming a regional alliance on the subject.

25. Haiti continues to be a priority country for the Region and for FAO. For this reason, the three RIs converge on Haiti, along with SSC efforts. In this regard, SSC exchanges have been promoted to strengthen Haiti’s technical capacities. Peru will sign a cooperation agreement with Haiti which FAO has articulated and promoted. Official Haitian delegations have undertaken study trips to both Peru and Ecuador.

26. During the biennium, FAO approved USD 1.3 million in TCP funding of which USD 758,000 was used to promote execution of the Triennial Agricultural Development Programme. Other programs aimed at strengthening FSN were approved with funding amounting to USD 6.5 million obtained from other partners. FAO continues to provide support for FSN governance and for the updating of the National FSN Plan (PSAN). Support is also being provided to the Haitian authorities to implement activities under the CELAC FNS Plan.

27. The main lessons learned on the development of the RIs and the FAO planning process are as follows:

- (a) The political commitment, public policies and strategies for eradicating hunger were widely discussed in the different national and regional mechanisms, particularly with Heads of State during the CELAC Summit which was attended by the FAO Director-General. This work made it possible to achieve a high-level regional perspective on SCC and mobilization of resources in favour of a group of countries that are the focus of the RIs.
- (b) The planning process undertaken by the RLC has launched the various concepts proposed within the new SOs, facilitating greater leadership and capacity to cope with the dilemmas for which the region’s countries are seeking solutions. This process has made it possible to internalize the concept of results-based management, aligning the technical support and mobilization of RLC resources through the CFPs and RIs.
- (c) The strengthening of relations between the regional and subregional teams, and the updating and organization of their technical staff around the strategic objectives and the RIs has resulted in more efficient technical support from the decentralized offices. The areas proposed by the RIs are focused on a group of countries, thereby enabling FAO to connect directly with the efforts being made by these countries to cope with priority problems such as hunger, rural poverty and measures in response to climate change.

28. As FAO is unable to cover the multiple needs of the region’s countries on priority issues out of its regular budget and the Technical Cooperation Fund, it must develop a regional strategy to mobilize resources for actions in the priority countries.

III. Main areas of work in the region during 2016-17

29. Based on the Country Programming Frameworks (CPFs), the main targets for the 2016-17 biennium linked to the Strategic Objective outputs have been identified by the country offices. This target setting exercise was the main pillar in identifying regional and country priorities, along with achievements and lessons learned from the regional initiatives.

30. The work done under the RIs has made significant progress in meeting the aforementioned challenges. As part of the 2014-2015 work, under the three RIs, a joint strategic review exercise was undertaken between the Regional Office, subregional offices and member countries (in the context of the new Sustainable Development Goals contained in the 2030 Agenda and those of FAO, and adaptation to climate change).⁸ As a result of this exercise, the RIs for the 2016-17 biennium were restructured. Based on the fact that Initiatives II and III display significant symmetries, a proposal has been made to merge RI II and RI III from the previous biennium into one Initiative, and to define a new RI III on the sustainable use of natural resources, risk management and adaptation to climate change.⁹ Thus, the regional priorities to be confirmed in the 34th Session of the Regional Conference are: (i) Food Security and Nutrition; (ii) Family Farming and Rural Development; (iii) Sustainable Management of Natural Resources, Climate Change and Disaster Risk Management.

Regional Initiative 1. Support for the Hunger-free Latin America and Caribbean Initiative

31. This RI I will target its actions on priority countries that have a higher prevalence of food insecurity. This Initiative will firstly continue supporting the construction of political commitments in countries around the fight against hunger, food insecurity and malnutrition, with a rights approach to food, making it possible to develop legislation, regulations, institutions and investment, together with the formulation and implementation of more and better sectoral and intersectoral policies and programmes. This effort will be accompanied by institutional capacity strengthening, legal frameworks, access to information and financial/human resources, and policy mechanisms such as the Parliamentary Fronts against Hunger.

32. Secondly, it will support the implementation of the CELAC Plan for the Eradication of Hunger and Poverty, by ensuring greater consistency and articulation between the different pillars and promoting the exchange of development solutions, good practices, policies, legislation and knowledge. It will also foster development of the Plan of Action for the Eradication of Hunger and Poverty, which benefits countries of the Petrocaribe economic zone and ALBA, by supporting projects that foster the creation of integrated policies and plans for hunger and poverty eradication.

Regional Initiative 2. Family Farming and Rural Territorial Development

33. Family farming is a fundamental part of the solution to the problems of hunger and rural poverty. Work will be done to: (i) position family farming at the centre of public policies for sustainable rural development and poverty reduction in rural territories; (ii) strengthen mechanisms for accessing productive resources (land, water, seeds, etc.), rural services (technical assistance, financing, insurance), markets and value chains; and (iii) strengthen mechanisms for the sustainable land management and the articulation of agricultural policies with employment policies, social protection and risk at the territorial level.

34. It will support governments in their strategies for reducing rural poverty with an integrated approach to family farming, rural development, inclusive food systems and sustainable livelihoods. It will act in promoting SSC and triangular cooperation between the region's countries; it will facilitate the exchange of experiences related to institutional frameworks and policies for family farming, sustainable development and reduction of poverty in rural zones. It will act to strengthen producer organizations; and it will set up mechanisms for policy dialogue between governments, civil society and the private sector, at the national, subregional and regional levels. This RI will support the

⁸ LARC/16/2, LARC/16/4

⁹ The three RIs defined for the work of the 2016-17 biennium, framed in the domains established by the five Strategic Objectives defined by the Organization. Annex 1: Main components of FAO's Results Framework.

implementation of the CELAC Regional Integration Agenda on Family Farming and Rural Development, in the framework of the 2025 CELAC FNS Plan.

Regional Initiative 3. Sustainable Use of Natural Resources, Risk Management and Climate Change Adaptation

35. The main objective of this new RI¹⁰ is to support the transition to a more sustainable development in the region under a holistic approach that strengthens FSN in the long term. To that end, work is being done at the national, subregional and regional levels in priority countries to promote sustainable management and restoration of natural resources that are used by the agriculture sector, adaptation of the livelihoods of family farmers to climate change, and the integration of prevention, mitigation, response and recuperation actions, expanding their resilience to potential disasters.

36. At the subregional level, work is being done to promote the: FAO Blue Growth Initiative and the SAMOA Initiative in the Caribbean; water management and transfer of financial risks in countries of the Central American Dry Corridor; and SSC for disaster reduction in South America, with a special focus on Paraguay and Bolivia. At the regional level, the development of agro-ecological and agro- environmental policies are being promoted, along with early warning systems for FNS risks, and the control of agricultural pests and diseases. Gender is being mainstreamed in all actions.

37. This RI supports the implementation of the CELAC Plan of Action and the CELAC FNS 2025 Plan, particularly Pillar 4 on sustainable production and early response to disasters. For implementation, subregional agreements will be reached with CARICOM, the Central American Integration System (SICA) and CAS, among others. At the regional level, collaboration with the United Nations Office for Disaster Risk Reduction (UNISDR), the Office for the Coordination of Humanitarian Affairs (OCHA), the World Food Programme (WFP) and the International Federation of Red Cross and Red Crescent Societies, among other international organizations.

IV. Priorities for the Future Work of the Organization

38. During 2012-2013, a corporate Strategic Thinking Process was used to review FAO's Strategic Framework as a basis for preparing the MTP 2014-17, which were approved by the FAO Conference in June 2013. The process resulted in a much more focused set of priorities and a monitoring framework for measuring results and impact of FAO's work.

39. In the interest of effectively incorporating regional specificities in the preparation of the MTP 2018-21, a strategic review was carried out in each region, to identify the special problems of the region and priority areas of work in the future.

40. Each Regional Office undertook a thorough internal strategic reflection exercise with the participation of high-level experts and FAO staff in the region. The result is a Regional Strategic Review Paper¹¹, which provides an overview of major regional challenges and regional manifestations of global challenges, expected to influence the work of the Organization in the Region within a time horizon of 10-15 years. The main trends and challenges are summarized below.

Main trends emerging from the regional strategic review

41. The strategic thinking exercise undertaken in RLC involved specialists on demographics, poverty and inequality, macroeconomic trends and geopolitical issues, FSN, technological innovations, agrarian structure, trade, economic and political integration, policies and institutional frameworks, and social movements and citizenship. The analysis performed made it possible to

¹⁰ The 33rd Session of the FAO Regional Conference recognized the need for countries to develop national policy frameworks and strategies to protect natural resources and adapt to climate change; and it requested FAO support for this purpose. The Conference also stressed the importance of FAO cooperation to strengthen the sustainable production of goods and services in the agriculture sector, and to reduce risks and enhance livelihood resilience.

¹¹ Provided as a Web Annex

highlight the process of change in the region, where the role of agriculture as a food provider is exposed to the impacts of climate change and the global and regional economic situation.

42. The macroeconomic scenario is one of constraint with declining growth, in which the family farming sector faces obstacles for participating in more efficient markets. The effects of climate change are now being felt in agricultural production, where climate variability is eroding resource wealth, especially water, forests and soils, particularly in the most vulnerable territories.

43. Public policies, specifically on agro-environmental issues and social protection, play a fundamental role for public action, because their implementation can help avert an increase in food and nutritional insecurity in the region. This is where public policies, in particular public expenditure on social protection, public investment and the promotion of local food systems, should make it possible to cope better with the impacts in the region.

Priority areas of FAO action for the future

44. The recent Paris Conference on Climate Change (COP21) resulted in an historic agreement between 186 countries to reduce greenhouse gas emissions. In this promising scenario, FAO must draw on its experience of working in sustainable food production to lead processes aimed at eradicating hunger and malnutrition.

45. According to a report on the attainment of the MDGs, published by ECLAC, the region's countries made significant progress between 2000 and 2015 in reducing extreme poverty, hunger and child mortality; increasing school enrolment rates among girls; and expanding access to drinking water. Nonetheless, further efforts are needed to reduce maternal mortality and greenhouse gas emissions, among other areas. At the present time, and now that the countries have made the 2030 Agenda for Sustainable Development official, the work is focused on addressing the 17 Sustainable Development Goals (SDGs) and the guidelines for their implementation. This is where the topics addressed by the SDGs require the formulation and implementation of public policies in the economic, environmental and social domains.

46. The actions that FAO can carry out in this new context relate to: the structure and tenancy of land; the fight against rural poverty; governance at different levels (zonal and institutional); particular attention to indigenous peoples, women and youth; local markets and intra-regional trade; energy and the technological matrix for family and peasant farming production. It is also essential to give special attention to the Caribbean zone, given its specific dynamics.

Annex 1: Main components of FAO's results framework

FAO's vision

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

Three Global Goals of Members:

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

Strategic Objectives

- 4) Contribute to the eradication of hunger, food insecurity and malnutrition
- 5) Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
- 6) Reduce rural poverty
- 7) Enable more inclusive and efficient agricultural and food systems
- 8) Increase the resilience of livelihoods to threats and crises

Additional Objective

- 9) Technical quality, knowledge and services

Cross-cutting themes

- Gender
- Governance
- Nutrition
- Climate Change

Core Functions

- Facilitate and support countries in the development and implementation of normative and standard-setting instruments, such as international agreements, codes of conduct, technical standards and others
- Assemble, analyse, monitor and improve access to data and information, in areas related to FAO's mandate
- Facilitate, promote and support policy dialogue at global, regional and country levels
- Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes
- Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate
- Facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector
- Advocate and communicate at national, regional and global levels, in areas of FAO's mandate

Functional Objectives

- Outreach
- Information Technology
- FAO Governance, oversight and direction
- Efficient and effective administration