



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Продовольственная и  
сельскохозяйственная  
организация  
Объединенных  
Наций

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

## COMMITTEE ON AGRICULTURE

### Twenty-first Session

Rome, 22 – 25 April 2009

### ADDITIONAL STRATEGIC OBJECTIVES OF RELEVANCE TO COAG

*Strategic Objective and Organizational Results G – Enabling environment for markets to improve livelihoods*

#### *Issues and Challenges*

Agricultural producers, workers, traders, processors, input suppliers, exporters, importers and consumers are linked through local, national, regional and international markets. As a result of these multiple exchanges, incomes and employment can be generated. Livelihoods are therefore affected by the extent to which participants exploit market opportunities, and markets function efficiently in a changing environment. However, the effective participation of developing country producers in markets is limited and the efficient functioning of markets is constrained by *inter alia* inappropriate policies, low volumes, limited competitiveness, lack of information, inadequate infrastructure, weak institutions and market power asymmetries. At the same time, markets are evolving as a result of changes in technology and trade rules, structural developments, the proliferation of demanding standards and a variety of other emerging issues.

Stakeholders need to be aware of the nature and the implications of such changes for growth, rural poverty and food security. They also need to participate effectively in international fora negotiating international trade rules so that their interests are taken into account. While policies, regulations, stronger institutions, and agribusiness and agro-industry development can increase competitiveness in international and domestic markets, these changes may also pose difficulties, especially for smaller producers. To reduce poverty and meet development and food security needs, policy makers should facilitate the response of the private sector, including small producers, to the emerging demands for product quality and safety and adherence to increasingly high industry standards brought about by rapid urbanization and the expanding urban middle class. Employment creation in agriculture or through rural enterprise and agribusiness development needs to be accompanied by policies that ensure fair and safe conditions in rural

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areas.

### ***Assumptions and Risks***

- It is assumed that there is a significant need for assistance to countries, regional bodies and other stakeholders to assess the implications of key developments and to identify market, institutional, policy and legal responses and resource mobilization strategies. It is assumed that those involved directly in production, processing and marketing activities generally need to adopt a more commercial approach and improve their technical, managerial and marketing skills in order to benefit from remunerative markets. Given the globalization of value chains, it is assumed that stakeholders need to be cognizant of developments in international markets and policy and in international trade rules. Analysis and information concerning markets are needed to support the development of appropriate national and international policies. Countries must support policy design and implementation and FAO and its partner organizations should have the capacity to assist them.
- Some ministries of agriculture and other relevant organizations may be ill-equipped to analyze, formulate or implement appropriate policies, regulations and legislation and to develop other aspects of an enabling environment for rural producers, workers, and agribusinesses. Governments may not demonstrate the political will and financial commitment to improve the functioning of national and international markets and other institutions and infrastructural investments to encourage greater market orientation of small producers may not be in place. There are also exogenous risks. The market possibilities of smaller enterprises may be adversely affected by the power of larger enterprises, including multinational companies. Efforts to create an enabling environment may be compromised by political, economic (including food price volatility), and environmental crises that may transcend national boundaries. Countries may not have enough human or institutional capacity to implement policies and provide services required.

### **Application of Core Functions to Strategic Objective G**

Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Interdisciplinary approach	H - Partnerships, alliances
G01		x		x	x		x	x
G02	x	x	x	x	x	x	x	x
G03		x		x	x		x	x
G04	x	x	x	x	x	x		x

### **Organizational Result G1 - Appropriate analysis, policies and services enable producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements**

Indicator	Targets (4 year)
<b>G1.1</b> Policy makers and development partners are better informed about markets and opportunities and about effective policies and strategies to help producers respond and improve their access to output and input markets	Six countries have initiated policy developments or reforms related to market access and revised strategies -four regional or sub-regional organizations have increased awareness of appropriate policies and strategies
<b>G1.2</b> Countries have improved institutional	Countries and sub-regional organizations in six sub-

<p>capacity to formulate and implement relevant policies and programmes to strengthen producers' capacities to access markets, access financial services and access input and equipment supply</p>	<p>regions have participated in capacity building workshops on contract farming, linking farmers to markets, financial services and related topics - countries and organizations in all sub-regions have utilized examples of programmes to strengthen farm-business linkages - Farm-business linkages have been developed by national stakeholders in four countries</p>
<p><b>G1.3</b> Countries, working with the private sector, donors, NGOs and producer organizations, develop market-oriented institutions and services to support producers in exploiting market opportunities</p>	<p>Eight countries have updated plans indicating commitment to reorientation of extension to give a greater market focus -eight countries have launched in-service training programs to reorient extension officers -25 heads of extension have considered requirements for market-oriented extension refocusing</p>
<p><b>Primary Tools</b></p> <ol style="list-style-type: none"> <li>1. A global analysis/framework on the future of smallholder farmers as agriculture and food systems transform.</li> <li>2. Appraisal of market trends at country level.</li> <li>3. Develop methodologies to assist countries to carry out competitiveness, value chain, impact studies and institutional analysis</li> <li>4. Identify best practices for developing equitable, efficient and sustainable linkages between the private sector and small producers</li> <li>5. Support to countries on policies to reorient extension services</li> <li>6. Extension guides on farm management, marketing and post-harvest handling</li> <li>7. Promote policies and mechanisms for improving financial services provision for all value-chain actors</li> <li>8. Advisory support on the planning and design of market-oriented infrastructure</li> <li>9. 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 chains</li> <li>10. Contribute to the development of appropriate risk management tools for producers</li> </ol>	
<p><b>Organizational Result G2 - Rural employment creation and income diversification are integrated into agricultural and rural development policies, programmes and partnerships.</b></p>	
<p><b>Indicator</b></p>	<p><b>Target (4 year)</b></p>
<p><b>G2.1</b> Policy makers, partners, and FAO units use FAO analyses of patterns and trends of farm and non-farm employment and effective policies and programmes to promote sound</p>	<p>60 Citations 8 countries/partners 8 FAO units/offices</p>

approaches to rural employment and income diversification	
<b>G2.2</b> Countries are developing food security, agriculture and rural development programmes and policies that explicitly promote sound approaches to rural employment and income diversification	8 countries ; 8 units/offices
<p><b>Primary Tools</b></p> <ol style="list-style-type: none"> <li>1. Establishment and maintenance of a database with primary data and information on sources of income and other socioeconomic characteristics of rural households</li> <li>2. Policy relevant analytical work on rural households' sources of income and patterns and trends in farm and off-farm employment, including gender differences</li> <li>3. FAO self-assessment, strategy, and work programme on decent rural employment developed to reflect all relevant FAO technical areas and accessible to member countries and partners through the FAO-ILO website and other channels.</li> <li>4. Policy advice to create both more and better rural employment in agricultural and non-agricultural rural sectors</li> <li>5. Capacity building and advocacy work to support policies that are more conducive to decent rural employment</li> <li>6. Capacity building in data collection and analysis of rural employment and income issues</li> <li>7. ILO standards and conventions (i.e. gender discrimination, child labour, youth employment, occupational health and safety, rural enterprise creation, rights of association, labour standards) and FAO negotiated and voluntary standards and codes of practice relevant to rural employment concerns (i.e. chemicals/pesticide use, distribution and disposal, equipment safety, Good Agricultural Practices (GAP), logging, and safety at sea (on board of vessels); maritime convention; code of conduct of responsible fisheries, etc.)</li> <li>8. FAO-ILO Memorandum of Understanding (2004) and ILO, IFAD, FAO, IFPRI, IFAP, IUF Declaration of intent on cooperation on child labour in agriculture (2007)</li> </ol>	
<p><b>Organizational Result G3 - National and regional policies, regulations and institutions enhance the competitiveness and developmental impacts of agribusiness and agro-industries</b></p>	
<b>Indicator</b>	<b>Target (4 year)</b>
<b>G3.1</b> Policy makers and development partners are better informed about agribusiness and agro-industry trends, opportunities and risks, and effective public sector actions to promote agribusiness and agro-industries development	Ten countries with strategies for improving agribusiness competitiveness in their ARD policy documents -at least ten member countries and private sectors within those countries have an enhanced understanding of issues relating to value chain financing for agribusiness development
<b>G3.2</b> Countries with agribusiness development strategies mainstreamed in	Six countries have clarified institutional mandates for agri-business and agro-industries. - four countries

agricultural and rural development (ARD) policies and plans, and with clarified institutional mandates and enhanced capacity for agro-industry sector oversight and coordination, and stronger public-private cooperation	receiving direct assistance from FAO to build public sector capacity for agri-business, mechanization, value chain and agro-industries development
<b>G3.3</b> Governmental and non-governmental organizations with improved capacity to provide services for strengthening farm-agribusiness linkages, agribusiness management, and agro-industry product, process and technological innovation, including through SME development	Ten countries have official documented mechanisms for including the private sector in policy development. -six countries have received direct FAO assistance on strengthening and diversifying support services to the SME sector. six countries have received direct FAO assistance on developing agro-industry product, process and technological innovation
<p><b>Primary Tools</b></p> <ol style="list-style-type: none"> <li>1. Appraisal of trends and policy responses</li> <li>2. Support countries in developing sectoral strategies for agribusiness and agro-industries</li> <li>3. Identify sector specific indicators and benchmarks to guide policy development and institutional reform</li> <li>4. Promote actions to improve financial services to agribusiness</li> <li>5. Support governments in formulating strategies and policies for mechanization</li> <li>6. Provide guidance on public sector roles and responsibilities for contract intermediation, conflict resolution, and promotion of responsible business practices</li> <li>7. Build capacity of organizations that provide support to agricultural SMEs</li> <li>8. Support piloting and appraisal of SME value adding technologies and value chain innovations</li> <li>9. Contribute to the development of appropriate risk management tools for agro-enterprises</li> </ol>	
<b>Organizational Result G4 - Countries have increased awareness of and capacity to analyze developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective trade policies and strategies</b>	
<b>Indicator</b>	<b>Target (4 year)</b>
<b>G4.1</b> Policy-makers and other stakeholders are better informed about trends in international agricultural commodity markets, trade policy and related trade negotiations issues	Increase/same
<b>G4.2</b> FAO analyses of international agricultural commodity markets, trade policies and negotiating issues found relevant and of high technical quality	Higher ranking +10 percent
<b>G4.3</b> Capacity to analyse policy options, formulate appropriate trade policies and participate effectively in trade negotiations	80 percent

enhanced	
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***Primary Tools***

1. monitoring, statistical information and analysis of situation and outlook for international markets for agricultural products
2. analysis of standards in international agricultural trade
3. analysis of trade policies and strategies
4. monitoring and analysis of changes in trade rules under multilateral and regional trading arrangements
5. advice, training support and assistance in market information and analysis
6. advice, training support and assistance related to standards and certification
7. advice, training support and assistance in policy formulation and legislative development
8. advice, training support and assistance on international trade negotiations - workshops, roundtables and technical assistance.

*Strategic Objective and Organizational Results H - Improved food security and better nutrition*

***Issues and Challenges***

As progress towards reaching internationally-agreed goals has been much too slow, this poses a huge challenge to the international community, and ways and means must be identified of addressing rising levels of food insecurity, hunger and malnutrition in many parts of the world.

FAO's most recent estimates put the (rising) number of hungry people at 963 million in 2008, an increase of more than 120 million since the 1990-92 base period. Moreover, about 150 million children under five worldwide are undernourished, and under-nutrition is a key contributor in more than 3 million preventable child deaths every year.

As events in 2008 have demonstrated, national, regional and also global capacities in support of appropriate and effective food security governance are quite weak. Economic, political, institutional, legal and social frameworks for better food security governance and in support of the realisation of the right to food must be strengthened.

The magnitude of hunger, food insecurity and malnutrition has been assessed in many countries; however, there remains insufficient understanding of the prevalence of food insecurity and malnutrition among most vulnerable groups at sub-national levels. Timely and forward looking assessments and analysis are needed for the design and implementation of adequate rights-based responses to address food security and nutrition challenges, as well as prioritised investment programmes.

Up-to-date information, analyses, policies and programmes are needed, not only for determining the underlying causes of food insecurity and malnutrition, but also for identifying and implementing effective solutions. Bringing together FAO knowledge, targeted initiatives and programmes supported by coherent and effective action at country (at both at sub-national and national), regional and global levels is a prerequisite to achieve this Strategic Objective.

***Assumptions and Risks***

- National governments and the international community have the policy, institutional and technical mechanisms necessary to implement cross-sectoral food security and nutrition programmes and actions
- Adequate human resources and budgets are made available by member countries and development partners to overcome the constraints to achieving sustainable food and nutrition security
- Given the multi-disciplinary nature of food security and nutrition issues, there is willingness among concerned national line ministries and institutions, and among international agencies and other development partners to work cross-sectorally at all levels
- National information systems have minimum capacity needed to assess and monitor developments in food security and nutrition, while also providing the necessary data for the compilation of Supply Utilization Accounts and Food Balance Sheets used for the estimation of undernourishment
- Member countries and development partners provide adequate attention and resources in support of dietary diversification and nutrition improvement in the food and agriculture sectors
- Households and household members have entitlement and access to sufficient economic

resources								
<ul style="list-style-type: none"> <li>• Risk: Political instability, lack of financial commitment and insufficient policy dialogue hinder the implementation of needed reforms</li> <li>• Risk: Insufficient capacity of key stakeholders to effectively participate and contribute to decision-making processes</li> </ul>								
<b>Application of Core functions to Strategic Objective H</b>								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Interdisciplinary approach	H - Partnerships, alliances
H01	x			x	x	x	x	x
H02	x		x	x	x	x	x	x
H03				x	x	x	x	x
H04	x	x			x	x	x	x
H05	x	x	x	x	x	x	x	x
<b>Organizational Result 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</b>								
<b>Indicator</b>					<b>Target (4 years)</b>			
<b>H1.1</b> Countries and other stakeholders formulate sectoral and cross-sectoral policies and strategies that better incorporate food security and nutrition dimensions					(i) 10 countries; 2 regions (ii) ex-ante assessment 6 countries			
<b>H1.2</b> Countries implement cross-sectoral policies, strategies and programmes that address food security and nutrition concerns and objectives, in particular for most vulnerable groups					(i) 33 NPFS and 8 RPFS (ii) 10 countries			
<b>H1.3</b> Stakeholders establish cross-sectoral results-based policy monitoring systems					Methodology implemented in at least 5 pilot countries			
<b>Primary Tools</b>								
<ul style="list-style-type: none"> <li>• Advocacy and cross-sectoral collaboration: Development and dissemination of lessons learnt on policy processes and management, raising awareness of, and developing evidence-based advocacy strategies, while working through partnerships and alliances across agencies (e.g. SCN/REACH, IAAH/NAAH, UNDP/Spain MDG Fund) and at national and regional levels to advocate for investment in prioritised cross-sectoral food security and nutrition programmes, including through improved information and communication</li> <li>• Monitoring and analysis: Develop and deliver methods and tools for strengthening global, regional and national food security information and early warning systems including support to national FIVIMS, poverty and vulnerability assessments in support of better-targeted and prioritised policies and programmes. In addition, provide methods and tools for ex ante socio-economic policy impact assessments, policy monitoring and intelligence systems, and technical assistance for results-based policy monitoring system</li> </ul>								



- Provision of FAO policy and programme advice: Conduct global, regional and country analysis of impacts of macroeconomic, agricultural and socio-economic policies on food and nutrition, and the impacts of food security and nutrition policies on development objectives of the country; preparation of policy profiles and frameworks on food security and nutrition-related emerging issues, and technical advice on ways to integrate food security and nutrition goals and objectives in national development and sector policies, strategies and programmes
- Capacity development and institution building: Provision of technical and institutional support for the development of analytical and methodological tools for ex-ante policy impact analysis and policy monitoring, priority setting for programme development and implementation, food security and nutrition linkages, negotiations skills, participatory and sustainable food security and nutrition strategy and policy formulation; furthermore, strengthen capacities of national and local institutions to formulate, implement, monitor and evaluate food security and nutrition strategies and programmes, reduce post-harvest production losses and enhance efficiencies in the food system/value chain

**Organizational Result 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**

<b>Indicator</b>	<b>Target (4 years)</b>
<b>H2.1</b> Countries adopt a triple-track strategy and apply good governance principles in the formulation, implementation and monitoring of policies, programmes and other public actions	5 countries
<b>H2.2</b> Countries implement enabling institutional, legal and/or social environments for the progressive realization of the right to adequate food	10 countries
<b>H2.3</b> Countries target specific food insecure and vulnerable groups and apply human rights principles when implementing policies and programmes	10 countries
<b>H2.4</b> Countries undertake advocacy, communication and education strategies in support of good food security governance and the right to food	10 countries

**Primary Tools**

- Conceptual guidance on the development and implementation of a triple-track approach
- Capacity development and advocacy on the application of triple-track approach and the principles of good governance (including transparency, accountability, participation, non-discrimination, empowerment, and respect for the rule of law)
- Application and adaptation of FAO's Right to Food Methodological Toolbox (comprising guides and methodological tools on how to legislate, monitor, assess, budget for the right to food, including the right to food curriculum development) to guide and promote policies, strategies, programmes and public actions
- Assessment and analysis of population groups most vulnerable to food insecurity and malnutrition (FAO-FIVIMS)
- Knowledge generation and exchange with national and international partners on the

<p>application of the right to food and human rights-based approaches, including the collection, analysis and dissemination of best practices and lessons learned</p> <ul style="list-style-type: none"> <li>• Provision of a multi-stakeholder platform for dialogue and exchange of lessons learned on the implementation of good governance and the right to food (e.g. CFS, GPFS, RTF Forum)</li> <li>• Technical and policy advice on legal, institutional and social reforms</li> <li>• Integration of the right to adequate food and human rights principles and approaches in FAO's normative and operational work</li> </ul>	
<p><b>Organizational Result H3 - Strengthened capacity of Member countries and other stakeholders to address specific nutrition concerns in food and agriculture</b></p>	
<b>Indicator</b>	<b>Target (4 years)</b>
<b>H3.1</b> Countries and other stakeholders incorporate nutrition objectives into agricultural and other sector policies, strategies and programmes	10 countries
<b>H3.2</b> Countries have strengthened capacity to assess and analyse the impact of changing food systems on nutrition	10 countries
<b>H3.3</b> Countries have strengthened institutional capacity to address nutrition problems through relevant training, education and regulations	10 countries
<p><b>Primary Tools</b></p> <ul style="list-style-type: none"> <li>• Provision of household food security and nutrition expertise, methods, guidelines and analytical tools for nutrition and dietary assessment to support food and nutrition policy, strategy and programme development, to select appropriate food-based interventions and to assess impact</li> <li>• Household and individual level dietary diversity and food access measures (food security and nutrition assessment and monitoring)</li> <li>• Assessment and analysis of population groups most vulnerable to food insecurity and malnutrition (FAO-FIVIMS)</li> <li>• Advice on incorporating nutrition objectives into food and agricultural policies and programmes to address food-related nutrition problems</li> <li>• Build capacity in the development of science-based national dietary guidance and regulations and develop educational and communication resources on improving nutrition and the diversity of diets for dissemination and adaptation at local, national and regional levels</li> <li>• Upgrade countries' institutional abilities to develop and implement nutrition curricula and professional training programmes at all levels to assist countries raise the level of capacity and understanding of the importance of nutrition concerns in the broader policy/programme environment</li> </ul>	
<p><b>Organizational Result H4 - Strengthened capacity of Member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition</b></p>	

Indicator	Target (4 years)
<b>H4.1</b> Countries use FAO guidelines, methodologies and standards for collecting, analyzing and disseminating data and statistics on food and agriculture	50 countries
<b>H4.2</b> Countries strengthen their capacity in data management, analysis and dissemination to support decision-making at national and sub-national levels	30 countries
<b>H4.3</b> Countries and other clients access FAO databases and statistical publications on food, agriculture and nutrition at global, regional and country levels	1.5 million hits for FAOSTAT
<p><b>Primary Tools</b></p> <ul style="list-style-type: none"> <li>• Capacity building on food balance sheets, agricultural census and household budget surveys</li> <li>• Developing global datasets on food security situation and trends</li> <li>• Promoting greater sharing and consolidation of food security and nutrition data and statistics</li> <li>• Promoting the adoption or development of data and information management systems, such as CountrySTAT</li> <li>• Adapting and developing new and appropriate statistical methods</li> <li>• Providing technical support to improve countries' capacity to analyse data and statistics in order to better assist decision-makers to formulate sound food security and nutrition policies and programmes</li> <li>• Developing strategies in support of sustainable national statistical services</li> <li>• Promoting the production of supply/utilization accounts and food balance sheets (SUAs/FBSs), including statistics on macro-nutrient and micro-nutrient availability</li> <li>• Promoting the generation and dissemination of food security statistics from household surveys</li> </ul>	
<p><b>Organizational Result H5 - 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</b></p>	
<b>H5.1</b> Member countries and other stakeholders access FAO knowledge and information resources, products and expertise to address food security and nutrition concerns	30 countries, regional institutions
<b>H5.2</b> Member countries and other stakeholders use FAO research and analysis on food security, agriculture and nutrition	
<b>H5.3</b> Member countries and other stakeholders use FAO standards, tools, and systems for information management and knowledge sharing	
<p><b>Primary Tools</b></p> <ul style="list-style-type: none"> <li>• Publish country, regional and global FAO research and analytical materials on food security,</li> </ul>	

poverty, agriculture and nutrition (i.e. Working papers, journal articles, policy briefs, etc)

- Publish FAO targeted information/knowledge products including flagship publications (SOFA, SOFI, SOCO, SOFIA), periodic reports and key documents on emerging issues relevant to food security, agriculture and nutrition (Food Outlook, CPFS, CFSAM Reports, Agricultural Outlook)
- Conduct socio-economic analysis on global perspective issues related to major long-term global food, nutrition, agriculture and natural resources issues with the objective to inform policy decisions and development plans based on analytic information and informed judgement
- Conduct household analysis relevant to address rural poverty, food insecurity, income and employment issues
- Develop and deliver methods, tools and guidelines to standardize and harmonize food security and nutrition information (FIVIMS, EC/FAO Food Security Programme)
- Develop global analysis and monitoring services and advocacy for improved decision-making in food security and nutrition (CFS, FAOSTAT, GIEWS, FIVIMS, Nutrition Country Profiles)
- Global, regional and national fora on food security and nutrition supported by FAO (CFS, technical meetings, high level meetings)
- Development of face-to-face and virtual knowledge exchange events and platforms and knowledge sharing services on current and emerging issues at global, regional and national and local levels (e.g, CFS, CCP, Regional/national fora)
- Development and dissemination of FAO standards, methods, tools, and systems related to information management and knowledge sharing (including for digital information)
- Undertake assessments and appraisals of capacity gaps in information and knowledge to strengthen food security and nutrition
- Support to national/local capacity development in management and exchange of information and knowledge
- Development of platforms for documenting experiences, sharing good practices and lessons learned

*Strategic Objective and Organizational Results I - Improved preparedness for, and effective response to, food and agricultural threats and emergencies*

***Issues and Challenges***

Every three out of four people in developing countries live in rural areas and are mostly dependent on agriculture for their livelihoods. Emergencies tend to have the most severe consequences on the food security and livelihoods of poor vulnerable and agriculturally-dependent populations - in short, disasters can move people off the development track. These emergencies include: sudden natural disasters, slow or chronic disasters such as those related to drought, and complex crises such as civil conflict, market shocks, and the consequences of climate variability. Climate change is not only increasing the frequency and severity of natural disasters, but may also affect transboundary pests and diseases. Pro-active strategies are thus essential if vulnerable countries are to avoid large-scale loss of life and destruction of environment, infrastructure and economic activity, as well as degradation of livelihoods and nutrition. Emergency preparedness and response must address the specific needs of agriculture-based populations, particularly smallholders, pastoralists, fishers, forest users, landless farm workers and their dependents, with particular emphasis given to food insecure and nutritionally vulnerable groups. Effective support should involve all elements of disaster risk management (DRM), including early warning, contingency planning, disaster risk reduction (preparedness), needs assessment, timely response and support to national DRM planning. Collaboration with primary partners, such as UN System ones (UNISDR, GFDRR), regional organizations and national counterparts, as well as other sectors, such as health, education, social affairs, need to ensure integrated support at global, regional and national levels.

The financial and institutional environments in which FAO needs to operate (particularly concerning emergencies) are evolving: (1) the level of funding related to emergencies has increased and is becoming more diversified; humanitarian action is increasingly financed by pooled funds at the global and country levels; (2) the high number of UN agencies and NGOs involved in food, nutrition and agricultural emergency and rehabilitation work, creates opportunities for collaboration and cooperation, but also coordination challenges, particularly those associated with transition from immediate response and rehabilitation to development; (3) the ongoing UN reform process offers opportunities for FAO with regard to coordination and leadership on food security and nutrition issues at the global, regional and national levels; (4) capacity building of national disaster management institutions enables the governments of countries experiencing emergency situations to play new and stronger roles in risk reduction and the coordination of external assistance.

***Assumptions and Risks***

- Governments assign sufficient priority to capacity building in risk analysis, early warning, contingency planning, preparedness, coordination of response in emergencies and supporting transitions from relief to development programming. Countries support national preparedness and early warning systems, and promote capacity development in community, national, regional and international systems to identify new threats and risks, and related impact and mitigation measures. Cost effective and sustainable preparedness methodologies are available for implementation in developing countries. FAO will manage food chain emergencies applying the Crisis Management Framework for Preventing and Responding to Transboundary Animal Diseases and Plant Pests and Food Safety Emergencies [CMC for the Food Chain]. FAO will augment its rapid response capacity through the progressive corporate implementation of the Incident Command System (ICS) within the Crisis Management Framework for large emergencies. Core capacity of FAO technical divisions

<p>generally remain consistent with the need to support work in emergencies, rehabilitation and transitions, and to assume leadership when appropriate.</p> <ul style="list-style-type: none"> <li>Major potential risks include: the number and severity of crises may become far greater than the capacity of the Organization to respond effectively; FAO may not be able to ensure the integrated and coordinated approach necessary to provide appropriate and timely support across all elements of disaster risk management associated with food and agriculture; and the global financial crisis precludes adequate levels of funding for humanitarian relief, recovery and transitions programming over the next four years.</li> </ul>								
<b>Application of Core Functions to Strategic Objective I</b>								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Interdisciplinary approach	H - Partnerships, alliances
I01		x	x	x	x	x	x	x
I02		x	x	x	x	x	x	x
I03		x	x	x	x	x	x	x
<b>Organizational Result II - Countries vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions</b>								
<b>Indicator</b>					<b>Target (4 years)</b>			
I.1.1 National early warning systems for agriculture and food security established/ strengthened					With FAO support, X countries have shifted from category 2 to category 1, or from category 3 to 2			
I.1.2 Contingency plans for agriculture and food security prepared and tested					With FAO support, X countries have shifted from category 2 to category 1, or from category 3 to category 2			
I.1.3 Strengthened institutional capacities for disaster risk reduction					DRR training strategies in agriculture field tested and implemented in at least 10 high risk disaster hotspot countries			
I.1.4 Risk reduction strategies for Agriculture, included in national disaster risk management plans.					Sector specific DRR action plans for agriculture included in 15 national DRM plans			
<b>Primary Tools</b>								
<ol style="list-style-type: none"> <li>Early warning systems and preparedness: - Development and application of services and products for EW food security situation analysis (GIEWS information and tools, GIEWS Workstation, IPC, climate forecasts) -Products and services supporting assessment and EW systems and food security situation analysis (Livelihood Analysis, Vulnerability Analysis, CFSAM methodology IPC) - Streamlined/ strengthened/ funded local, national, regional and global early warning systems through appropriate partnerships - Developed and implemented FAO Training Package in Disaster Preparedness, internally and with partners - Hazard, Livelihood and Vulnerability Baseline methodology - Guidelines to build/ strengthen capacity to produce, monitor, analyze and manage early warning data in high risk developing countries with significant vulnerable rural populations - Guidelines/ support to contingency planning - FAO response teams established and trained for rapid deployment with core</li> </ol>								

functions delivered for different types of emergencies - Agriculture cluster operational including contingency plan and networks in country (including DRM) - Technical support to emergency preparedness and response provided - Development of disaster preparedness plans and practices (to be an inter-agency - UN, NGOs, Governments and donors) exercise with a holistic approach inclusive of local communities - Disaster preparedness further mainstreamed in emergency and rehabilitation activities - Contingency plan available and owned by the Government - FAO leadership established for coordination of agriculture-based livelihood and food security

2. Policy and technical support for integrating risk reduction practices and principles into sectoral policies and programmes, including: -FAO and partners (within contingency planning and within cluster groups of UNCT) facilitate Governments to develop DRM strategy and plan (rolling document and linked to the NMTPF) and based on most likely scenarios -DRM mainstreamed in national policies and institutions, with multi-partner collaboration on transition -Integrated policy and technical support for integrated risks reduction practices and principles -Cost benefit analysis tool developed to support mitigation choices/ activities -Countries allocate resources to prevention and mitigation and train surge teams or quick intervention leaders -Countries allocate resources and implement policies on DRR (evidence-based analysis to contribute to national programming processes and capacity building) -Best practices on knowledge sharing and lessons learnt for preparedness, prevention and mitigation communicated through a systematic approach and integrated into projects/ programmes
3. (CONTD) Policy and technical support for integrating risk reduction practices and principles into sectoral policies and programmes, including: -Promoting sustainable natural resource management practices (for example: land, water, watershed, forestry, or coastal areas) - Farming options development and adoption for Agriculture (forestry, fishery and livestock) in the context of extreme events -Support Household adaptive capacities through the support to food systems resilience -Disease and pest monitoring and control in a crisis context, including climate change -Land use planning and tenure in the context of extreme events or encroachment into new habitats -Infrastructure and agricultural services (for example, seeds systems, seed storage, vaccine banks and cold chain) development in the context of recurrent crises -Infrastructure and appropriately designed food safety risk management programmes - Access to integrated databases for food chain risks -Technical advice and/or assistance provided on food security, nutrition and livelihoods in at risk areas and emergency contexts - TECA database on good practices for DRM, particularly good practice options for climate risk management documented in international DRR and CCA databases - Developing guidance on the principles of good practice options associated with DRR/DRM and documenting lessons learned from application and replication of context-location specific good practice options at the local level - Developing guidance on how to integrate conflict analysis with DRR (focus on complex emergencies and associated rehabilitation)- Farming good practices adopted - Guidance on how to integrate conflict analysis with DRR
4. Institutional and technical Capacity building for comprehensive Disaster Risk Reduction(Preparedness prevention and mitigation ), including: - Assessing and enhancing institutional and technical delivery capacities for DRR within sectoral line departments and extension services; - capacity building and training (Policy and technical support) for integrating DRR practices and principles, into sectoral development plans or country programming exercises (United Nations Development Assistance Framework [UNDAF], National Medium-Term Priority Framework [NMTPF]); -EMPRES-led capacity building programme at national and regional levels on risk assessment, management and communication, including the establishment of regional [laboratory] networks [Regional Animal Health Centres] to share information and deliver training - Provision of targeted FAO expertise and knowledge products in disaster risk profiling, monitoring and analysis and disaster preparedness and mitigation policies and planning - Capacity building programmes

<p>(such as EMPRES, GIEWS) at national and regional levels focused on risk assessment, preparedness and contingency planning - Internal built capacity on DRR mitigation, at headquarter and at field level - Trained and experienced core staff group in FAO supporting national efforts in capacity building</p> <p>5. Advocacy, coordination and provision of inputs to national, interagency and intergovernmental processes, including: -Participating in inter-agency and intergovernmental processes, and conventions and conferences; -Contributing to integration of DRR and CCA concepts within UNFCCC process; - DRR/DRM advocacy tools focused on Agriculture are used to enhance focus on global DRM agenda (ISDR and UNFCCC) and attract funding for preparedness, prevention and mitigation. - Improved communication strategy and dissemination of information CMC Food Chain contributions to improved risk analysis and coordination of food chain risk management in intergovernmental processes</p>	
<p><b>Organizational Result I2 - Countries and partners respond more effectively to crises and emergencies with food and agriculture related interventions.</b></p>	
<b>Indicator</b>	<b>Target (4 years)</b>
<b>I.2.1</b> Proportion of countries where post disaster needs assessments lead to coordinated national response plans and activities	Increase by 25% of countries that are supported through joint post disaster needs assessments leading to coordinated national response plans and activities
<b>I.2.2</b> Countries are able to coordinate timely and technically sound response with national, local and international partners.	50% of countries responding to a new crisis are applying the Cluster approach and implementing a technically sound agriculture and food security cluster plan.
<b>I.2.3</b> Countries are able to implement emergency programmes using socio-economic and gender analysis tools (developed by FAO or with FAO assistance).	Increase by 10% the number of countries utilizing the socio-economic and gender analysis tools and approaches developed by FAO or with FAO assistance.
<p><b>Primary Tools</b></p> <ol style="list-style-type: none"> <li>Improved partnerships, coordination and leadership, including: * Global and country level support for effective cluster leadership * Relevant, reliable information on food security related to crisis disseminated to the right people at the right time * Cluster communication and information toolkit developed * Active partnership in IASC, UNCT and international and national fora</li> <li>Advocacy and resource mobilization, including * Advocacy strategies and tools developed and in place * Emergencies communication strategy implemented * Resource mobilization strategy developed for and with headquarter, liaison and field offices * Flexible and fast funding mechanisms established</li> <li>Standardize protocols and procedures for organized response, assessments, and strategic planning, including * Coherent Emergencies Handbook developed for FAO * Active use of internal and external partnerships in well designed, relevant, timely and multi-disciplinary assessments * Training programme for partners developed and implemented * Region-specific, relevant strategic emergency frameworks in place * Crisis Management Centre approach for food chain emergencies * Emergency response system development for FAO</li> </ol>	



<p>rapid response to sudden-onset and large emergencies * Emergency Response Roster and surge capacity development * Plan of Action Guidelines * Livelihood Assessment Toolkit (LAT) * Resilience Tool * IPC</p> <p>4. Standards, "Do no harm" and "building back better" principles and Good practices for response, including * Implement various toolkits and guidelines developed for emergencies dependent on the type of emergency (e.g seed specifications, fertilizer, use of pesticides, processing and storage technologies to facilitate interim food preservation, livestock emergency guidelines, fisheries and aquaculture emergencies guidelines, food safety emergency guidelines, needs assessment guidelines, watershed management approaches, slope stabilization techniques, rehabilitation of livelihood principles, etc)</p> <p>5. Appropriate and timely recovery interventions, including * Response plan developed based on appropriate partnerships and promoting high quality standards * Implementation : targeted households have improved conditions compared to pre-emergency * Project/ programme monitoring aligned with RBM SO I monitoring * Enhanced capacity of partner institutions, organizations and households for direct emergency response * Support to development of national policies relating to emergencies</p>	
<p><b>Organizational Result I3 - Countries and partners have improved transition and linkages between emergency, rehabilitation and development.</b></p>	
<b>Indicator</b>	<b>Target (4 years)</b>
<b>I.3.1</b> Level of funding provided to agricultural transition.	TBC pending baseline review
<b>I.3.2</b> Number of government agricultural recovery strategies and/or programmes that integrate short, medium and long-term needs.	15 transition strategies for agricultural livelihood recovery prepared approved by Governments in countries with emergencies
<p><b>Primary Tools</b></p> <p>1. Capacity of governments, local institutions, communities and other stakeholders enhanced to address immediate and long term needs, including: * Increased national institutional capacity through appropriate capacity building * Resilience tool * Sector analysis in support of Agriculture systems * Short-term contingency plans are integrated into longer term planning</p> <p>2. Formulated response, rehabilitation and transition strategy plans that are harmonized and aligned with government policies and programs, including: * NGOs/CSOs/ community groups / women's groups involved at all stages of programme design * Increasing national ownership and development of a livelihood recovery strategy * Harmonised national development plans through one-UN type approaches which should start with one FAO programme * Multidisciplinary team (FAO, donors, local institutions) set up and deployed to assess "transitional needs", based on which country response programme should be amended * NMTPF formulation and implementation, ensuring linkage between emergency design to UNDAF, PRSP, etc. * Joint training with planning workshops * Involving local institutions * Fisheries co-management with government and communities * National Forest Programs</p> <p>3. Knowledge management for informed decision making by partners, including: * Good practices and lessons learned are documented and disseminated to appropriate audiences * HPAI intervention facilitating policies and programmes to other diseases * Feeding back lessons learnt into policies and training * Partners have access to relevant information and</p>	

references guidelines

4. Mainstreaming of good development practices into emergency transition programs, including: \* Response planning incorporates transition plans starting from initial stages of emergency \* Strategic documents for emergency and transition include 'exit strategies' and are harmonized and aligned with national plans \* Establish procedures to adopt programme approach - should include: elements of medium- to long-term development goals; availability of appropriate expertise; ToRs; leadership and delegation of authority; human resources \* Strategies to increase resilience, enhance productivity, sustain livelihoods \* Type of programmes: Seed policy formulation, Mangrove rehabilitation, Fishery rehabilitation programmes, Farmers field schools, Integrated food safety programmes, Production planning and coordination of farmer market linkages, Enterprise management, Watershed management programmes
5. Effective advocacy and donor coordination in favour of transition, including: \* Resource allocation mechanisms for transition established \* Advocacy tools for donors to secure longer-term funding \* Donors sensitized to the importance of funding for transition \* Resources allocated identified for transition during emergency phase (including SFERA-like funding and long-term cluster coordination) \* Adequate resources are mobilized for post-emergency activities \* Advocacy and communication for funding transition (and building in-country support and ownership) \* IPC analysis \* CWGER: policy dialogues to create space for transition funding

*Strategic Objective K – Gender equity in access to resources, goods, services and decision-making in the rural areas*

***Issues and Challenges***

Gender inequalities and other forms of social inequities will remain a significant challenge in the quest for equitable social and economic development. This will certainly exacerbate the challenges of food, nutrition and income insecurity threatening the achievement of the World Food Summit and Millennium Development Goals. The truism is that in many rural societies largely dependent on agriculture for their livelihoods, pervasive patterns of gender and social inequities and low levels of women's empowerment have hitherto impeded progress in defeating hunger. Although men and women may play different and complementary roles in agriculture, gender bias in a range of institutions, including government, social norms, families and markets, limits women's ability to access resources, goods and services and to make informed decisions about their productive use. Evidence indicates that economic strategies intended to promote agriculture and rural development are not always beneficial to rural populations and sometimes amplify existing socio-economic disparities and marginalization, notably among specific food insecure rural populations (poor households including most female headed ones, indigenous peoples, communities affected by HIV and AIDS, the landless, precarious rural workers, etc.). Like society itself, the causes and drivers of inequality evolve over time.

Although many countries have shown some progress in embracing a more gender and socially inclusive approach in agricultural policy formulation and implementation, critical gaps remain. First, low political will and cultural bias have resulted in the uneven adoption and implementation of internationally agreed policies and conventions on gender and social equality and women's empowerment. Second, the data needed to understand gender differentiated access to productive resources and its impacts on rural poverty reduction and economic growth are scarce. Third, "gender blindness" in policies and programmes has decreased slightly, but the capacity of policymakers and technical staff in many developing countries remains weak, slowing progress and hindering the integration of gender issues in development programmes. Fourth, even where progress has been made, monitoring and evaluation of results and impact is often weak. To address these critical gaps, it is indispensable for FAO to support countries in strengthening capacity for the formulation and implementation of well targeted and gender-sensitive policies and programmes for agriculture and rural development.

Internal to FAO, progress has been made over the years including formulation, adoption and implementation of successive Gender Plans of Action (GAD PoA). Presently, three critical issues are that: a) the existing Gender and Development Plan of Action (GAD PoA) is fully integrated into the overall Strategic Framework, b) the capacity of staff and the Gender Focal Point (GFP) network is sustained to integrate evolving gender issues into the various technical areas of the Organization, and c) capacity to monitor and evaluate progress on gender mainstreaming is further enhanced.

FAO has a clear comparative advantage in working for the achievement of gender and social equality in agriculture, particularly in rural areas. Within the UN, FAO plays a lead role on rural gender issues critical for food and agriculture. The accumulated experience, skills, tools, methodologies and partnerships confer a unique opportunity for the Organization to carry on this work in the next decades.

***Assumptions and Risks***

- National priorities include strategies to deal with emergencies and consider the needs of

<p>women and poor/vulnerable groups</p> <ul style="list-style-type: none"> <li>Political, economic and cultural biases do not diminish stakeholder appreciation, understanding, and implementation of the social and economic changes needed to address gender inequalities.</li> <li>Adequate financial and human resources are made available for FAO staff, member countries and key development partners to address gender issues.</li> <li>Member countries, UN agencies, other development partners, FAO governing bodies and senior management become and/or remain committed to achieving gender and social equality.</li> <li>Data are available to adequately evaluate gender issues, identify the needs of women and poor/ vulnerable groups, and support the development of appropriate gender plans and policies.</li> <li>The One UN pilot programme succeeds and UN joint programming becomes the modus operandi for UN support at country level.</li> </ul>								
<b>Application of Core Functions to Strategic Objective K</b>								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Interdisciplinary approach	H - Partnerships, alliances
K01		x	x			x		x
K02				x	x	x	x	
K03	x	x	x	x				x
K04				x	x	x	x	
<b>Organizational Result K1 - Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development</b>								
<b>Indicator</b>							<b>Targets (4 year)</b>	
<b>K.1.1</b> Countries are implementing UN joint programmes which contain a significant rural gender equality component as a result of tools and methodologies developed by FAO or with FAO's assistance.							7	
<b>K.1.2</b> (New) UN system-wide policy instruments comprise rural gender issues as a result of FAO inputs.							2	
<b>K.1.3</b> Partners are introducing rural gender equity issues with FAO support particularly in countries under the One UN pilot programme.							4	
<b>Primary Tools</b>								
<ol style="list-style-type: none"> <li>Assess current mechanisms, tools and approaches to gender mainstreaming within the One UN framework with the view of identifying needs, gaps and entry points for FAO's technical support in this field.</li> <li>Develop tools and methodologies to inform UN System common approaches based on identified gaps and entry points.</li> <li>Develop more effective partnerships within the UN system and with other relevant</li> </ol>								

<p>stakeholders, building on existing National Medium Term Priority Frameworks, One UN pilots, UN Joint Programmes, and other UN system wide approaches and frameworks.</p> <p>4. Provide technical assistance to support the uptake of rural gender issues in UN joint programmes and policies.</p>	
<p><b>Organizational Result K2 - Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources.</b></p>	
<b>Indicator</b>	<b>Targets (4 year)</b>
<b>K.2.1</b> National institutions are formulating projects and programmes based on socio-economic and gender analysis (SEAGA) and use other relevant approaches and tools developed by FAO or with FAO's assistance.	30
<b>K.2.2</b> National institutions are collecting, analyzing, using and disseminating sex-disaggregated data as a result of FAO supported training programme.	20
<p><b>Primary Tools</b></p> <ol style="list-style-type: none"> <li>1. Assess current and emerging capacity building needs in order to identify areas requiring FAO intervention in gender mainstreaming in agriculture, food security, and rural development.</li> <li>2. Support efforts of governments and other stakeholders to design and provide training that develops skills for gender and socio-economic analysis, participatory policy making and programme development.</li> <li>3. Provide technical support for the collection, analysis and dissemination of sex-disaggregated data and statistics in policy-making.</li> <li>4. Develop, revise and/or adapt materials and resources including tailor-made training modules to address rural gender issues in specific technical areas (e.g. nutrition, forestry, fisheries, livestock, etc).</li> <li>5. Provide training focused on the "how to" of gender mainstreaming both within FAO and among member countries based on the SEAGA approach and tools.</li> </ol>	
<p><b>Organizational Result K3 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development</b></p>	
<b>Indicator</b>	<b>Targets (4 years)</b>
<b>K.3.1</b> Countries and partners are using FAO's analyses, information and data related to gender and social equity for policy and programme formulation, revision, and review.	15
<b>K.3.2</b> Agricultural and rural development policies, laws, and regulations include measures and/or introduce favourable 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.	5 additional
<p><b>Primary Tools</b></p> <ol style="list-style-type: none"> <li>1. Strengthen national government efforts to use gender sensitive information and to formulate, implement, and revise policies and programmes that are gender sensitive, socially inclusive</li> </ol>	

<p>and legally empowering of the rural poor.</p> <ol style="list-style-type: none"> <li>2. Assist national governments, civil society organizations and research institutions to enhance gender and socio-economic analysis of emerging issues which have the potential to undermine gender and social equity in food security and rural development.</li> <li>3. Collect, analyse and disseminate information and statistics on the social and gender equality dimensions of emerging social, economic and environmental issues (e.g. climate change, environmental degradation, bioenergy, population dynamics, emerging diseases (i.e. AIDS), undernutrition, property rights regimes, and employment opportunities) to support policy-making and implementation processes.</li> <li>4. Disseminate participatory tools and approaches relevant to agriculture and rural development to member countries and partners through the FAO Participation website and other information channels.</li> </ol>	
<p><b>Organizational Result K4 - FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work</b></p>	
<b>Indicator</b>	<b>Targets (4 years)</b>
<b>K.4.1</b> Organizational results deliver gender-sensitive outputs as a result of gender mainstreaming effort.	20% increase
<b>K.4.2</b> FAO units at headquarters and decentralized offices are able to integrate gender issues and monitor programme implementation against gender-sensitive targets and indicators.	50% increase
<p><b>Primary Tools</b></p> <ol style="list-style-type: none"> <li>1. Upgrade the gender analysis skills of FAO staff at headquarters and decentralized levels using SEAGA-based gender mainstreaming modules or through catalytic technical support.</li> <li>2. Develop a new monitoring and reporting mechanism which allows divisions and Gender Focal Points to report periodically on gender mainstreaming activities.</li> <li>3. Facilitate the appointment of senior staff as Gender Focal Points (GFPs) of FAO technical units as an essential mechanism in the Organization's effort to mainstream gender in its technical programme.</li> <li>4. Advocate for the allocation of regular programme and extrabudgetary resources to ensure commitment and delivery on agreed gender targets.</li> </ol>	

*Strategic Objective and Organizational Results L - Increased and more effective public and private investment in agriculture and rural development*

***Issues and Challenges***

Volatile food and energy prices, the current financial crisis, climate change and biodiversity loss are among the major threats to global food security, pose a broad range of humanitarian, human rights, socioeconomic, environmental, developmental, political and security-related challenges and seriously undermine the achievement of the Millennium Development Goals (MDGs). Over the past two decades, public funding of agriculture has declined sharply, in both relative and absolute terms and at both international and national levels. The share of agriculture in Official Development Assistance (ODA) declined from 18% in 1979 to 3.5% in 2004, rising to 4.4% in 2007. Improved agricultural productivity will require firm reversal of this reduction in development assistance to agriculture, along with the commitment of increasing amounts of domestic resources to the sector. In 2008, the UN High-level Task Force on Food Security estimated that the share of ODA for food and agricultural development needs to increase to ten percent within five years to boost agricultural production and productivity, especially of the world's 450 million smallholder farms.

In order to achieve the highest possible impact of public and private investments in food, agricultural and rural development, a number of conditions must be met: among others, appropriate policies, strategies and institutions creating an enabling environment supportive of private investment; state-of-the art formulation of public/private investment programmes and projects; and timely and comprehensive monitoring and evaluation of results and impact. Analysis is needed to increase the viability of investments and to identify barriers to investment options.

With rising untied donor assistance, public financial management needs to be strengthened, in the context of medium-term expenditure frameworks, public expenditure reviews and others. With increased amounts invested *via* sector-wide approaches, direct budgetary support and basket funding, aid effectiveness needs to be improved in accordance with the Paris Declaration on Aid Effectiveness (2005) and Accra Agenda for Action (2008). Improvements in the design of concrete investment operations are needed, and a shift from international to national expertise in this design process accomplished. Limited public funding must be applied in core areas to maximize leverage and impact on poverty reduction and food security and attract private sector funding. Finally, impact monitoring must be enhanced in many countries, as well as the capacity of staff in ministries and agencies.

***Assumptions and Risks***

Risks within the broader external environment:

- The recent strong momentum for investment at national and international levels is not sustained over time so that pledges (both from national budgets and ODA) are not converted into actual investment in support of food security and poverty reduction;
- Volatility in producer price levels for food staples in developing countries inhibits small producers and agribusiness investors from increasing local food production and processing capacity.
- Market distortions resulting from agricultural subsidies and non-tariff trade barriers in OECD countries are not reduced over time
- Developing countries do not adopt more effective policies and institutions to help farmers and

<p>agri-businesses take advantage of export opportunities</p> <ul style="list-style-type: none"> <li>The Paris Declaration on Aid Effectiveness and Accra Agenda for Action (2008) are not put into effective practice, resulting in incoherence between various sources of funding/support to the benefit of the recipient countries</li> </ul> <p>Risks at the national level:</p> <ul style="list-style-type: none"> <li>Governments do not have the competency to drive a predictable economic reform agenda that applies public funding to leverage private investment, while reducing private investment risk and transaction costs</li> <li>Governments do not have the sufficient capacity and incentives to effectively manage investment projects</li> </ul> <p>Risks at the institutional level:</p> <ul style="list-style-type: none"> <li>There is insufficient flexibility in use of resources to meet the specialized investment needs and requests of countries for support to sectoral and policy analysis, investment strategy development and capacity building efforts</li> <li>Skills are not available, or cannot be brought into the Organization to support investment related priorities of countries</li> </ul>								
<b>Application of Core Functions to Strategic Objective L</b>								
Core Function	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Interdisciplinary approach	H - Partnerships, alliances
L01		x	x	x		x	x	x
L02					x		x	x
L03		x		x		x	x	x
<b>Organizational Result L1 - Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks.</b>								
<b>Indicator</b>						<b>Target (4 years)</b>		
L.1.1 Public investment in rural roads, irrigation, research and agricultural support services						TBD		
L.1.2 Percentage of ODA allocated to FSARD						6%		
L.1.3 Agribusiness and agro-industries investment climate						TBD		
<b>Primary Tools</b>								
1. The provision of targeted FAO expertise and knowledge products in government investment framework formulation.								



<ol style="list-style-type: none"> <li>2. FAO FSARD appraisals, policy advice and technical support in advancement of FAO Strategic Objectives and Organizational Results.</li> <li>3. Develop tools tracking private investment in agriculture and business environment to attract additional private investment.</li> </ol>	
<b>Organizational Result L2 - Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations.</b>	
<b>Indicator</b>	<b>Target (4 years)</b>
<b>L.2.1</b> National experts contribution to investment planning and implementation	TBD
<b>L.2.2</b> Competent practitioners in FSARD investment planning and implementation	TBD
<b>L.2.3</b> Country satisfaction with FAO-provided capacity building in support for investment	TBD
<b>Primary Tools</b> <ol style="list-style-type: none"> <li>1. The provision of FAO-led capacity building and mentoring of national counterparts in investment cycle management</li> <li>2. Advocacy and communication, to mobilize political will and promote global recognition of required actions in areas of FAO's mandate</li> <li>3. Development and application of related information and knowledge products including lessons learned from IFI and regional/ thematic evaluation studies in support to investment</li> </ol>	
<b>Organizational Result L3 - Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed</b>	
<b>Indicator</b>	<b>Target (4 years)</b>
<b>L.3.1</b> Investment funding of FSARD operations	TBD
<b>L.3.2</b> Private sector financial flows to agriculture	TBD
<b>L.3.3</b> FSARD investment quality rating	TBD
<b>Primary Tools</b> <ol style="list-style-type: none"> <li>1. The integrated provision of FAO interdisciplinary technical and investment cycle management expertise to member countries</li> <li>2. The application of innovative approaches to the Organization's technical work and support services</li> <li>3. Effective partnerships with IFIs and Donors to jointly achieve Member Country development goals</li> <li>4. FAO guidelines and technical support on developing Public Private Partnerships for investment in food and agriculture</li> </ol>	