



منظمة الأغذية
والزراعة
للأمم المتحدة

联合国
粮食及
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Food
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pour
l'alimentation
et
l'agriculture

Продовольственная и
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Organización
de las
Naciones
Unidas
para la
Agricultura
y la
Alimentación

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DRAFT STRATEGIC FRAMEWORK 2010-2019

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FOREWORD

The first long-term Strategic Framework in FAO's history, covering the 2000-15 period, was adopted by the FAO Conference in November 1999, after an extensive process of internal and external consultations. However, the report of the Independent External Evaluation of FAO (IEE) issued in 2007 unequivocally stated that this Strategic Framework: "has not played the role for which it was intended". Hence, the IEE called for a renewed effort to formulate a Strategic Framework for the Organization, which would stand more effectively at the apex of a revitalised family of planning documents, i.e. with the complementary Medium Term Plan and biennial Programme of Work and Budget, all being firmly based on Results-based Management (RBM) principles.

This call was echoed in the Immediate Plan of Action for FAO's Renewal (IPA) endorsed by the 35th (special) session of the Conference in November 2008. Work on the new Strategic Framework is a cardinal feature of the IPA and has further engaged both Members and Secretariat during the year 2009, building on the encouraging signs of inter-governmental agreement on some of its key features at the latter Conference.

The IEE also expected the Strategic Framework: "to be aspirational, but ... grounded in pragmatism and rooted in reality". As usual, any forward looking document of such nature must start with a thorough assessment of trends and challenges (embodying both risks and opportunities) facing Members in the areas of FAO's mandate. This is the purpose of Section I, which also provides a fitting background to the already endorsed Vision for the Organization and the three Global Goals of Members that are recalled in Section II. So as to confirm its overarching and lasting character, the long-term Strategic Framework embraces also the enhanced results-based regime to which both Members and management committed to via the IPA, as summarised in Section III.

The document then presents the Strategic and Functional Objectives which are to constitute the major conceptual building blocks of the Organization's total package of activities. These are highlighted in Section IV in abbreviated form, with more detailed articulation in the Medium Term Plan. In view of their potential interest in giving a more concrete feel of anticipated impact, the underlying Organizational Results applying to the initial 2010-13 period have been listed.

These high-level Objectives have been patiently honed through several rounds of intergovernmental consultations, and equally intense internal discussions within the Secretariat during 2009. They should convey the attention paid to ensuring an appropriate mix of those taking a primarily sectoral approach with those of a more multi-disciplinary nature. They necessarily reflect a fair measure of compromise among the many different aspirations prevailing in the Membership, especially at such a complex and critical juncture in the evolution of the food and agriculture sector, both globally and in individual regions and countries, when more than 1 billion people are going hungry.

Finally, the concluding Section V gives justice to the importance of the eight core functions singled out in the IPA, enlightening readers about the main strategic choices and orientations which their application involves.

The Strategic Framework is in the first instance a document for Governing Bodies, and it is submitted for approval. It will become a valuable source of basic information and reference in order to meet the needs of broader audiences, including partners of FAO and constituents worldwide. More importantly, it provides the broad principles and the specific guidance on the substance of future programmes of work of the Organization.

Jacques Diouf
Director-General

I. The challenges facing food, agriculture and rural development

Trends, risks and opportunities

1. Fundamental trends will affect food and agriculture at global, national and local levels in the coming decade. Their impacts will generally be felt most strongly in the developing countries, especially as their ability to cope with challenges is more limited. In the shorter term, impact will be compounded by the unfolding global financial and economic crisis.
2. The main challenge facing food, agriculture and rural development is the large and increasing number of undernourished in the world and the prospect of rising inequality and problems of access to food by the most vulnerable populations. Other important concerns include:
 - a) further, though slower population growth for the world as a whole, but continued high population growth in developing countries, particularly in LDCs;
 - b) rapidly ageing populations in developed and relatively advanced developing countries, and dynamic urbanisation in all developing regions. However, continued predominance of youth is still likely in rural areas of sub-Saharan Africa and South Asia, particularly among the poor;
 - c) massive shifts in food production and consumption patterns associated with these changes, including a growing “double burden” of malnutrition, i.e. the co-existence of undernourishment and over-nutrition;
 - d) increasing demands for food due to higher life expectancy and a better nutritional status; but at the same time, stagnating yields of major cereals, especially wheat and rice;
 - e) increased international trade as well as growing mobility of capital and labour both across borders and within countries;
 - f) along with growing trade, the greater importance of, and concerns about food safety and biosecurity issues, including transboundary pests and diseases;
 - g) industrialisation of the food sector, with rapid changes in the organisation and structure of agricultural markets and services, including growing importance of the modern retail sector, coordination in value chains, specialised procurement practices, product certification and labelling, and contracting;
 - h) continuing gender and social inequalities in access to productive resources and services, particularly by women, young and indigenous people in rural areas, intensifying their vulnerability to food insecurity and poverty;
 - i) demands on agriculture to provide not only food and feed, but also commodities for energy and other purposes;
 - j) considerable pressures on natural resources such as land, water, forest, aquatic resources and biodiversity, which could also fuel potential conflicts; and
 - k) climate change and consequent increases in the severity and frequency of weather-related impacts on food production, with more frequent and severe occurrence of emergencies and disasters.
3. There are several opportunities to help address these concerns:
 - a) continued evolution of the state's principal role of providing policy and regulatory frameworks conducive to sustainable development;
 - b) growing number of countries in the middle-income group, and increased role of regional and subregional groupings;
 - c) global governance mechanisms to address issues common to all countries, such as food security, biodiversity loss (in particular the erosion of genetic resources for food and agriculture), climate change, deforestation, land and water degradation, and disease emergence;

- d) a broadening base of governance to give full recognition to the roles and interests of the private sector, NGOs, regional economic organizations, regional development banks and other agencies;
 - e) increased awareness in the general public regarding environmental, health and development dimensions of food production, trade and consumption systems, prompting governments, civil society and the private sector to act in making food supply chains more environmentally friendly, supportive of human health, and pro-poor;
 - f) the opportunities offered by scientific and technological developments to address nutrition, health and environment problems;
 - g) the rapid spread of affordable information and communication technologies, supporting global sharing of information and knowledge, increasing smallholder market access and know-how, and making food supply chains more efficient;
 - h) steady increase in payment for environmental services in developing countries (e.g. REDD for forestry);
 - i) a new momentum – after decades of “benign neglect” – to re-invest in agriculture;
 - j) evolving financial and institutional environments, particularly amongst humanitarian actors; and
 - k) the evolving role and performance of the UN system in a context of widespread reforms, and the impact of the Paris Declaration on aid harmonisation, alignment and predictability.
4. Furthermore, there are two main external forces will have a significant bearing on FAO's future work:
- a) increased vulnerability on a global scale to various forms of shocks: e.g. abrupt changes in food prices, movements of people in search of better lives, shifting of climate patterns affecting wide regions, concentration of food production in vulnerable areas; and;
 - b) complex, protracted and recurrent crises affecting agricultural livelihoods, food security and the resilience and coping capacity of rural populations which will continue to affect tens of millions of persons globally - in addition to those people affected by sudden and slow onset of natural disasters.

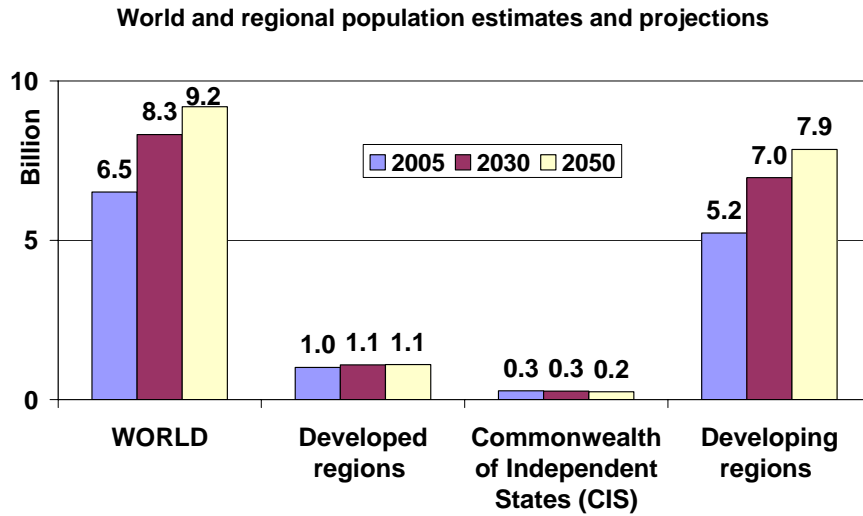
5. The challenges facing food and agriculture can be derived from the detailed projections for population, urbanisation, food demands and distributions systems, food production requirements, fisheries and forestry, rural development, trade, climate change, the incidence of emergencies, implementation of the MDGs, and the evolving development cooperation context.

Population projections

6. According to current projections (UN 2006) the world's population is likely to rise from about 6.5 billion in 2005 to nearly 9.2 billion by 2050. The entire increase of 2.7 billion will take place in developing countries and the share of developed countries and transition economies is projected to shrink (cf. following *Figure 1*).

Figure 1

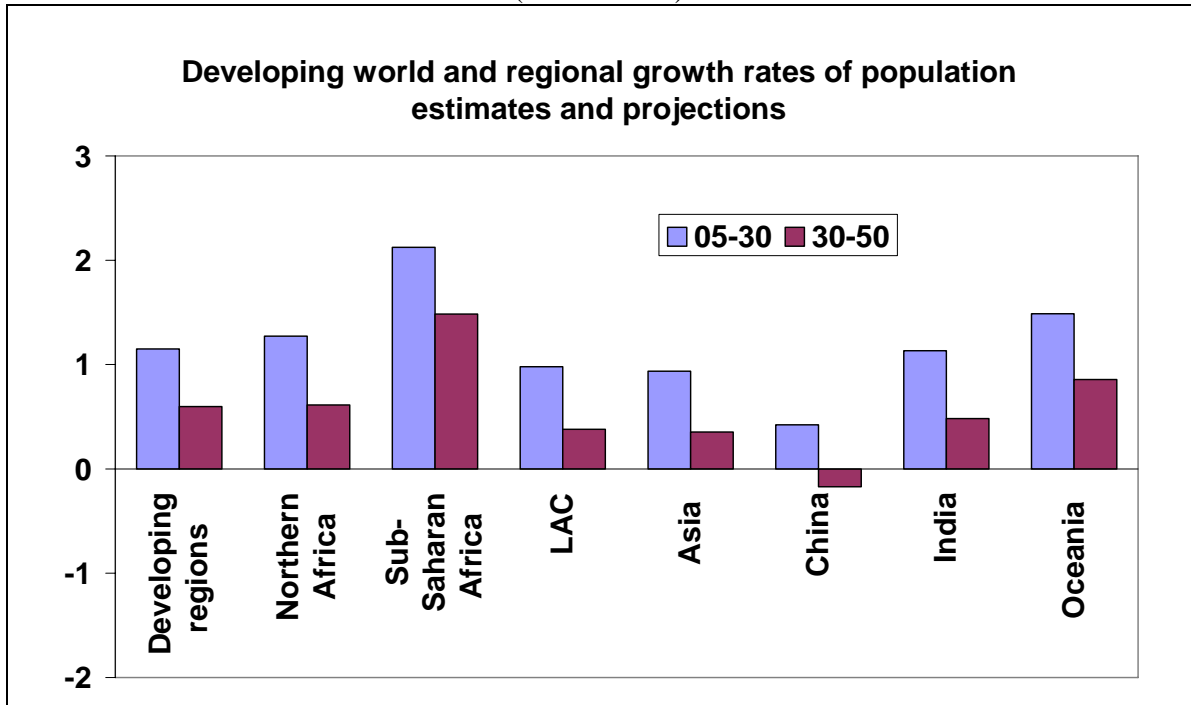
(Source: UN Population Division, 2006 Revision, World Population Prospects)



7. Population growth will be unevenly distributed across and within developing countries. The highest growth rates are expected for sub-Saharan Africa, whose population is expected to double by 2050. For Asia, growth rates are projected to be lower. They are expected to be particularly low for East Asia, where population growth could come to a complete halt by 2030 and turn negative thereafter.

Figure 2

(Source: Ibid.)



Urbanisation

8. In almost all developing countries, population growth will be concentrated in urban areas. The massive population shift from rural to urban areas will be so pronounced that urban areas will have to absorb nearly 3.9 billion people by 2030. However, rural areas are likely to remain the nucleus of world hunger and to contain the majority (51%) of the developing world's population at least through 2015.

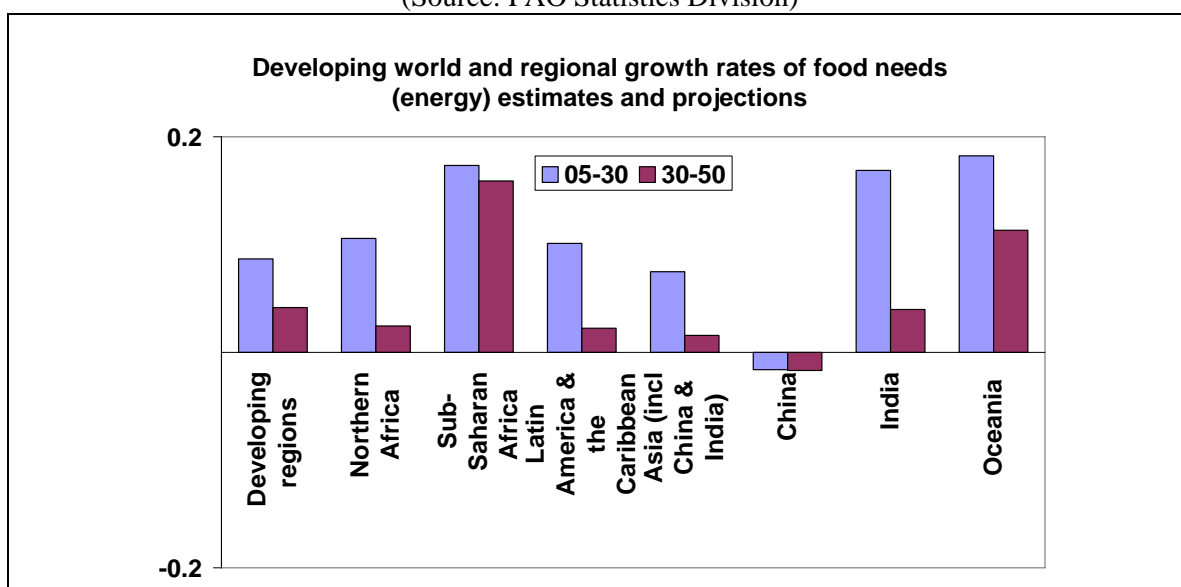
9. The impact of strong urbanisation will be country-specific, while it can affect hunger and poverty in both positive and negative ways. Negative impacts are expected to be more acute in poor countries, where urbanisation can result in a shift from rural to urban poverty, expanding slums and further pressures on social services. In almost all cases, urbanisation is associated with abandonment of agricultural land and loss of fertile cropland to urban development, as well as loss of young and skilled workers.

Food demands and distribution systems

10. The projected population growth (and better income prospects in many areas) will spur higher demand for food, particularly from 2005 to 2030 and to a lower extent thereafter. Demographic trends may exacerbate the fragile food security situation in developing regions, particularly in sub-Saharan Africa. In this latter region, rates of food need increases are expected to remain particularly high for the entire period from 2005 to 2050.

Figure 3

(Source: FAO Statistics Division)



11. The population shift towards urban areas will have a profound impact on the location of food production and on volumes and composition of national and international trade and food distribution channels. The food sector will become more industrialised to meet both efficiency needs for transport and greater shelf-life. Alongside this transformation, demand for higher food quality and safety is expected to rise, requiring better and more sustainable production technologies.

12. Food supplies will have to be transported over longer distances, with consequences on infrastructure (especially road, storage and market infrastructure). Storage and post harvest handling facilities will need to be greatly improved, if losses are to be minimised. Increasingly urban environments will also lead to higher demand for semi-processed and processed food products, requiring good manufacturing practices. The closer integration of production with post production enterprises to ensure competitiveness will call for improved value chain linkages and

better organisation and coordination, especially of small producers, to meet the requirements of buyers and processors. If this integration is not realised, there is a danger of marginalisation of substantial numbers of small producers and adverse effects on livelihoods and rural development.

13. Feeding growing populations will also entail increased food imports in many countries, especially of grains and livestock products. This will imply more effective planning of food marketing infrastructure needs in terms of ports, bulk handling and storage systems and transport means. Much of this huge transformation can be financed by the private sector, provided a sufficiently attractive environment is established.

Food production requirements

14. With a global population of 9.2 billion people by 2050, food production will have to nearly double over levels attained in 2000. Much of the increase will need to take place in developing countries. For this increase to materialise, new land will have to be brought into cultivation, and competing requirements for land, and related water resources, will have to be reconciled. More importantly, productivity of existing agricultural resources (land, water, plant and animal genetic resources) will need to rise further through intensification and enhanced resource use efficiency. This will require improved know-how and innovative farming methods to produce more food on limited resources in a more sustainable way, as well as a good knowledge and understanding of the natural resource base itself. More integrated food-energy systems should be put in place.

Crop intensification

15. Crop production is expected to continue to account for over 80% of the world's food. Over 70% of the crop production increase will have to come from intensification on existing or shrinking cropped land area, while not compromising the capacity to produce even more food in the medium term future. Crop production intensification strategies must be more sustainable than current or historical ones: they must value and enhance ecosystem services such as soil nutrient dynamics, pollination, pest population control, and water conservation. They must also build on elements that include integrated pest management, conservation agriculture, access to and sustainable use of plant genetic resources, and better management of soil and other crop-associated biodiversity, while also reducing soil, air and water pollution. Countries and regions must enhance their capacities to monitor, detect, and prepare rapid responses to transboundary pests, so that these pests do not threaten other regions and trading partners. These challenges would be amplified due to climate change: pest distributions may shift, production may be affected by extreme and catastrophic weather events, and the resilience of local rural communities in developing countries may be compromised.

Livestock

16. Livestock contributes 40 percent of the global value of agricultural output and supports the livelihoods and food security of almost a billion people. Rapid income growth and urbanisation over the past three decades, combined with underlying population growth, are spurring high demand for meat and other animal products in many developing countries. Supply-side factors such as the globalisation of supply chains for feed, genetic stock and other technology are also at play. The sector is complex and differs with location and species, but a growing divide is emerging, in which large-scale industrial producers serve dynamically growing urban markets and traditional pastoralists and smallholders, who often serve local livelihood and food security requirements, risk marginalisation.

17. In many parts of the world, this transformation is occurring in the absence of adequate governance, resulting in failures in terms of natural resource use and public health. In some cases, government actions have created market distortions. While this is not only specific to the livestock sector, institutional and policy deficiencies have led to missed opportunities presented by rapid growth. Further growth must be nurtured with a view to reducing pressures on natural resources and climate, and ensuring control and management of animal and zoonotic diseases.

Fisheries

18. In relation to fish and fish products, efforts should concentrate in the first instance on at least maintaining the current level of catch from marine and inland capture fisheries, through improved management as well as the adoption of regulatory and institutional measures to address overfishing, overcapacity and illegal, unreported and unregulated (IUU) fishing. Because of the limited potential growth of global catches of wild fish stocks, sustainable expansion and intensification of aquaculture production should be the second major objective of policy making.

19. Fishers, fish farmers and coastal inhabitants, many of whom already live a precarious existence, may suffer proportionately more from the impacts of climate change, including sea level rise and the modification of the distribution and productivity of marine and freshwater species. The adoption and implementation of adaptation measures is necessary to build resilience. Mitigation measures are also needed. For instance, reducing the present overcapacity in fishing fleets would not only benefit the resource base but could substantially reduce carbon emissions from the sector.

Forests and forestry

20. Forestry has become more people centered, and society's perception of forests have undergone significant changes, with increasing awareness of environmental, social and cultural aspects. Interactions with other sectors, and the critical roles that forests and trees play in water production, soil conservation, climate change mitigation, biodiversity conservation, as well as a key source of bioenergy, are well recognised. The significant contributions of forests and trees to sustainable livelihood and eradication of hunger and poverty are also increasingly appreciated.

21. However, progress towards sustainable forest management is still limited, and the continuing loss of forests and forest degradation in many developing countries, particularly in tropical forests, pose a critical challenge. Increasing demand for food, fibre and fuel can trigger unplanned land use changes, including large scale deforestation. There is a need to improve the quality of forest management, reforestation and forest rehabilitation, and a holistic approach is needed to ensure forest protection, including against fires and invasive species, in order to maintain or improve their capacity to produce wood and non-wood products, mitigate climate change, conserve biodiversity, safeguard wildlife habitat and protect soils and watersheds.

Balanced rural development remains essential

22. Special efforts will be needed to offer decent opportunities to the 60 percent of the world's 450 million agricultural workers who live in poverty, including by improving occupational health and safety, supporting farmer and worker organizations and trade unions, ensuring basic social security, and reducing child labour in post-harvest processing, transport, marketing and agro-industries and ensuring equitable access to, and secure tenure of, the natural resources required for this development.

23. Directing rural economies into higher value-added sectors and promoting non-farm employment, which already constitutes 30 to 45 percent of the household income of the rural poor globally, will also be essential. Between half and three-quarters of those who make or supplement their living from micro- and small enterprises are women, who particularly stand to benefit from enterprise development and home based work, particularly if these can be combined with support services that reduce women's care burden and improve the distribution of domestic and productive responsibilities between men and women. Also the sustainable production of bioenergy for rural communities has the potential of making substantial contributions to improved livelihoods.

24. Youth must remain a target for rural employment policies: in Sub-Saharan Africa and South Asia, half the total youth population enter the labour force work in agriculture. Yet, 93 percent of jobs available to young people in developing countries are in the informal economy where earnings are substantially lower, working conditions unsafe and there is little or no access

to social protection. Supporting policies and programmes to promote skills development and adherence to basic labour standards in rural areas will be critical.

The trade dimension

25. The rapid pace of globalisation and rising share of trade in national economies are other important determining factors for agricultural development and food security. Projections show that developing countries' cereal imports could nearly treble from just over 100 million tonnes in 2000 to about 300 million tonnes by 2050. For poorer countries, a rising import dependency could become a serious concern. They need to be more competitive, not just in exports but also in terms of domestic and regional markets. Opportunities from increased demand should be canvassed more aggressively, including from "niche" markets.

26. This rapidly evolving context requires well-articulated trade policies and support measures, with additional resources mobilised from the new Aid for Trade initiative. The trade policy environment is also becoming complex, due not only to multilateral trade agreements but also multiple regional and bilateral agreements. At the same time, it is increasingly realised that for trade policies to be effective for growth and poverty reduction, these need to be mainstreamed within national development frameworks such as the Poverty Reduction Strategies.

Natural resources, climate change and the incidence of emergencies

27. Global agriculture will have to cope both with additional pressure on natural resources (land, water and genetic resources), as well as with climate change. The Intergovernmental Panel on Climate Change (IPCC) has documented the likely impact on agriculture in great detail. If temperatures rise by more than 2°C, the global food production potential may contract severely and yields of major crops like maize may fall globally. The declines will be particularly pronounced in lower-latitude regions. In Africa, Asia and Latin America, for instance, yields could decline by 20-40 percent. In addition, the frequency of severe weather leading to droughts and floods is likely to intensify and cause greater crop and livestock losses, and land and forest degradation. These changes require the development of national adaptation plans, as well as increasing investments to enhance adaptive capacities. In addition, agriculture will also be required to adjust its production methods to help mitigate the overall impact of climate change. Mitigation efforts will further raise investment requirements, creating an additional burden for developing countries. Significantly more detailed national studies are required to define impacts, as well as mitigation and adaptation strategies.

28. A further impact of resource scarcity and competition is significantly increased interest and activity in large scale agricultural investment by international and national actors. This can bring many opportunities but can also cause great harm if local people are excluded from decisions about allocating land and if their land rights are not protected.

29. Food and agricultural emergencies, whether due to natural causes or human-induced, have the most severe consequences on the food security and livelihoods of poor, vulnerable and agriculturally-dependent populations. Emergency preparedness, response and rehabilitation 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. All elements of disaster risk management (DRM), including disaster risk reduction (preparedness, prevention and mitigation), response, rehabilitation and transitions between relief and development provide essential support to national DRM planning.

Need to reengage in the implementation of the MDGs

30. With only a few years remaining in the period against which the Millennium Development Goals (MDGs) were set, progress in achieving hunger and poverty reduction goals has been mixed. Parts of the world are on track for achieving MDG1 (East Asia) or have already met the target (China), but others are at severe risk of failing to cut the prevalence of hunger and poverty by half, as was expected by 2015 (sub-Saharan Africa). Inter-regional differences persist

even in countries and regions that are exhibiting overall progress towards achieving MDG1. Moreover, “hidden hunger” caused by deficiency of iron, iodine, zinc and vitamin A in the diet, is widespread.

31. The global food insecurity situation has worsened and continues to represent a serious threat for humanity. Global hunger has not been declining, with close to 850 million people constituting a “core” which the world community has failed to reduce. Close to 150 million have been added recently by the combined effects of high food prices and the global financial and economic crisis. Today, the world counts approximately 1 billion people suffering from chronic hunger – that is 15 percent of the world population. An example of encouraging determination to act at regional levels is the recently agreed commitment from Latin American countries to eradicate hunger from their region by 2025, to which FAO will lend support.

32. Lack of progress on the hunger reduction target impedes the attainment of other MDGs, especially poverty reduction. High levels of child and maternal mortality (MDG4 and MDG5 respectively) and low rates of school attendance in developing countries (MDG2) are also intimately linked to the prevalence of hunger and malnutrition and associated poverty. The persistence of hunger and its negative effects on health and productivity of individuals will continue to be a major brake to poverty reduction and contribute to further degradation of the environment. Intensified efforts will be needed to ensure environmental sustainability (MDG7), without which long-term development, including food security, will be jeopardised.

33. Insufficient access to affordable and sustainable forms of energy in the rural areas compounds the challenges in achieving most MDGs, but more particularly MDGs 1 and 7.

34. The global financial and economic crisis has reduced incomes, remittances, export revenues, investment and development assistance at a time when food prices remain high in many developing countries and public and private response mechanisms are already stretched thin. Prices have fallen since their peak in mid-2008, but in many developing countries they remain well above international prices, higher than they were before the price spike, and they are projected to remain higher over the coming decade than they were in the past decade.

35. The situation could worsen should further financial and economic difficulties reduce employment and deepen poverty. This could have serious implications for world peace and security.

Evolving development cooperation context

36. Significant changes are affecting the development cooperation and aid architecture context in which FAO needs to operate. The Organization will need to continue to adjust to these changes, in consistency with broader UN reforms, including “delivering as one” in the field. The following aspects can be highlighted:

- a) new modalities of financing with increased direct budget support and comprehensive approaches, including government-led Sector-Wide Approaches (SWAs) becoming the favoured aid modality tending to replace the stand-alone project approach;
- b) the expected more incisive contributions of multilateral institutions to defining and implementing national development plans;
- c) the further drive towards national ownership;
- d) concerted efforts for aid coordination, harmonisation and alignment, also linked to capacity building;
- e) the emergence of new sources of investment and other forms of assistance from civil society, foundations and the private sector;
- f) the emphasis placed on managing for results, accountability and transparency; and
- g) the expectation of enhanced partnerships within and outside the UN system.

Official Development Assistance

37. The share of agriculture in official development assistance (ODA) declined sharply over the past two decades, from a high of about 18 percent in 1979 to 3.5 percent in 2004. It also declined in absolute terms, from a high of about USD 8 billion (2004 dollars) in 1984 to USD 3.4 billion in 2005. In 2004, agriculture based economies applied just 4 percent of public spending in agriculture as a share of their agricultural GDP, far less than the 10 percent that Asia spent during the agricultural growth spurt in the 1980s. This decline in attention to agriculture is all the more striking because it happened in the face of rising rural poverty. An ODA commitment of USD 30 billion per year for investment in rural infrastructure, productive safety nets for the most vulnerable, and factors of agriculture productivity growth would go a long way towards redressing failure so far to achieve MDG 1.

UN reforms at country level

38. A number of UN reform processes are ongoing in order to make the system more responsive, coherent and efficient to meet the needs of countries. The Paris Declaration on Aid Effectiveness, adopted in 2005, lays out five key principles of effective aid: ownership by countries; alignment with partner (aid recipient) countries' strategies, systems and procedures; harmonisation of donors' actions; managing for results; and mutual accountability. The third High-Level Forum on Aid Effectiveness, held in Accra, Ghana in September 2008 reaffirms the principle of country ownership and stresses the importance of engaging with, and building partnerships with Civil Society, Private Sector and the UN agencies.

39. The "Delivering as One" initiative in eight pilot countries marked an important step in pursuing UN reform at country level and applying the above principles of aid effectiveness. A significant number of additional countries are embracing the new approach, based on the "lessons learned" from the initial exercise.

40. FAO has been fully participating in the above process, and playing an active role in UN country team (UNCT) and making an important contribution to UNDAF through its NMTPF and MDG Achievement Fund, has been able to mobilise some resources. At regional level, FAO is also participating on a pilot basis in the Regional Directors Teams (RDT) which are composed of Regional Directors/Representatives of UN system organizations, and are emerging as a key mechanism in the UN system's regional architecture. Furthermore, a well-coordinated response to the recently unfolding crisis linked to higher food prices was ensured through the High-Level Task Force established by the UN Secretary-General.

II. Vision for FAO and Global Goals of Members

Vision

41. FAO's vision is of a world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

Global Goals of Members

42. To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuing contribution of food and sustainable agriculture to the attainment of three global goals:

- a) reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- b) elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;

- c) sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

III. The results-based regime in the Organization

43. The Immediate Plan of Action for FAO's renewal (IPA) approved by the 35th (Special Session) of the FAO Conference in November 2008 lays the foundation of an enhanced results-based approach to programme planning and implementation in the Organization. This is coupled with a revitalised and more inclusive inter-governmental process of review of priorities and programme and budget proposals.
44. This Strategic Framework embraces the principles and major elements of a results-based regime in FAO, which are recapitulated below.
45. The hierarchy shown in Figure 4 involves:
- **Global Goals**, representing the fundamental development impacts, in the areas of FAO's mandate, which the member countries aim to achieve;
 - **Strategic Objectives** contributing to the achievement of the Global Goals;
 - **Functional Objectives** providing the enabling environment for FAO's work;
 - **Organizational Results** defining the outcome of FAO's work under each Strategic and Functional Objective; and
 - **Core Functions**, as the critical means of action to be employed by FAO to achieve results.
46. The Strategic Objectives express the impact, in countries, regions and globally, expected to be achieved over a long-term (ten-year) timeframe by Members based on FAO's value-added interventions. In order to ensure that all aspects of FAO's work are considered within a results-based framework, complementary Functional Objectives assist the Organization to ensure effective impact of technical delivery, with due attention to efficiency, and therefore also firmly contribute to the achievement of Strategic Objectives. The eleven Strategic and two Functional Objectives reflect the assessment of challenges facing food, agriculture and rural development, and the state of thinking and inter-governmental agreement at the time this Strategic Framework is adopted by the Conference. They are subject to review and eventual adjustment, as required, every four years.
47. Under the Strategic Objectives, the more specific Organizational Results represent the outcomes expected to be achieved over a four-year period – for which FAO will be held accountable – through the taking up and use by Member Countries and partners of FAO's products and services. The identification of Organizational Results also applies to Functional Objectives. The Objectives and Results are outlined in *Section IV* and further elaborated in the Medium Term Plan.
48. The eight Core Functions draw on FAO's comparative advantages and are to be applied at all levels: global, regional and national. They are subject to articulated strategies to ensure coherent approaches, cooperation among organizational units, mutual learning and the pursuit of excellence. The main strategic directions in respect of these core functions are summarised in *Section V*.

Figure 4: FAO's results-based regime**FAO's vision**

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

The three Global Goals of Members

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

Strategic Objectives

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

Functional Objectives

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

Core functions

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

49. The Organizational Results, as measured by indicators, constitute the backbone of the Organization's four-year Medium Term Plan and biennial Programme of Work and Budget, exemplifying the substantive priorities upheld by the Membership. These are considered in a more inclusive inter-governmental process of discussion on priorities, as shown in *Annex 2*.

50. The other tools to inform the development, and contribute to the achievement of the Organizational Results and Strategic Objectives include:

- National Medium-term Priority Frameworks which are developed together with the concerned governments to focus FAO's efforts on well-identified national needs;
- structured and consultative development of subregional and regional areas of priority action, including *via* the Regional Conferences and specialised Regional Commissions; and
- at the global level, a limited number of *Impact Focus Areas*.

51. Mobilisation and application of voluntary contributions to FAO is also guided by this results-based regime at all levels – national, subregional, regional and global. *Impact Focus Areas* are identified, and modified as required over time, working within or across agreed Organizational Results in order to:

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

52. The initial Impact Focus Areas are:

- Support to the implementation of the CFA - smallholder farmer food production and global information and monitoring systems (IFA-CFA);
- Transboundary Threats to Production, Health and Environment (IFA-EMPRES);
- Strengthening the base for sustainable forest management (IFA-SFM);
- Capacity Building in support of Implementation of the Code of Conduct for Responsible Fisheries (IFA-CCRF);
- Coping with scarcity of water and land resources (IFA-WALS);
- Capacity Building to strengthen information and statistics for decision making for the sustainable management of agriculture, natural resources, food security and poverty alleviation (IFA-CBIS);
- Global Standard Setting and implementation into national policies and legislation (IFA-SNL).

53. Clear managerial responsibilities throughout the cycle of preparation, implementation and assessment are to be assigned for each Strategic and Functional Objective, Organizational Result, Core Function and Impact Focus Area. Managers at all locations will be accountable for progress, not only in terms of provision of products and services, but also the results achieved.

IV. Strategic and Functional Objectives

54. Eleven Strategic Objectives and two Functional Objectives are agreed by the Membership *via* this version of the Strategic Framework, as outlined below. They owe their rationale in the first instance to the macro-level assessment of challenges facing the Organization, as presented in *Section I*. They are deemed to be fully consistent with the overall Vision for FAO and the three Global Goals of Members which are put at the apex of the enhanced results-based approach.

55. The high-level Objectives – and the underlying Organizational Results – are to be subject to review and adjustment, as required, every four years.

56. The prime purpose of the complementary four-year Medium Term Plan document is to inform inter-governmental discussions with full articulations of both Strategic and Functional Objectives, based on logical framework analysis (i.e. describing the specific issues being addressed, the assumptions and risks involved in their formulation, the identified indicators and targets, the primary tools foreseen to be used to reach the Organizational Results).

Strategic Objective A - Sustainable intensification of crop production

Relevance

In full conformity with FAO's mandate, this SO is one of the principal responses to anticipated growing demands for food and other agricultural products. It is rooted in the requirement for Members to increase crop productivity and quality, based on science-based sustainable practices, to improve resource use efficiency, and thereby also contributing to meet broader food security, rural development and livelihoods enhancement aims.

Organizational Results

A1 - Policies and strategies on sustainable crop production intensification and diversification at national and regional levels

A2 - Risks from outbreaks of transboundary plant pests and diseases are sustainably reduced at national, regional and global levels

A3 - Risks from pesticides are sustainably reduced at national, regional and global levels

A4 - Effective policies and enabled capacities for a better management of plant genetic resources for food and agriculture (PGRFA) including seed systems at the national and regional levels

Strategic Objective B - Increased sustainable livestock production*Relevance*

This Objective is critical to needed increases in the supply of food and other agricultural products, ensuring that the “livestock revolution” continues to bring benefits to populations at large (in terms of both income and nutritional improvements). It takes fully into account the growing dichotomy between smallholders and large-scale commercial operations, and the complex production vs. health and environmental protection nexus which characterise the livestock sector.

Organizational Results

B1 - The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development

B2 - Reduced animal disease and associated human health risks

B3 - Better management of natural resources, including animal genetic resources, in livestock production

B4 - Code of Conduct for a Responsible Livestock Sector

Strategic Objective C - Sustainable management and use of fisheries and aquaculture resources*Relevance*

The Objective covers in a holistic manner effective management, expansion where appropriate and conservation of fisheries and aquaculture resources, as called for by the Code of Conduct for Responsible Fisheries (CCRF), which it will continue to promote. It addresses well recognised or emerging challenges affecting the economic and social benefits from, and viability of the important fisheries sector.

Organizational Results

C1 - Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues

C2 - Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including Regional Fisheries Bodies (RFBs)

C3 - More effective management of marine and inland capture fisheries by FAO Members and other stakeholders has contributed to the improved state of fisheries resources, ecosystems and their sustainable use

C4 - Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture

C5 - Operation of fisheries, including the use of vessels and fishing gear, is made safer, more technically and socio-economically efficient, environmentally-friendly and compliant with rules at all levels

C6 - Members and other stakeholders have achieved more responsible post-harvest utilization and trade of fisheries and aquaculture products, including more predictable and harmonized market access requirements

Strategic Objective D - Improved quality and safety of foods at all stages of the food chain*Relevance*

The Objective is driven by the rapidly growing complexity of food distribution systems in an inter-connected world. It reflects *inter alia* a context of potential risks and ever greater concerns of the public at large, requiring putting in place effective food safety and quality control arrangements at all levels, including recognised standards and adequate capacities.

Organizational Results

D1 - New and revised internationally agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization

D2 - Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach

D3 - National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control, according to international norms

D4 - Countries establish effective programmes to promote improved adherence of food producers/businesses to international recommendations on good practices in food safety and quality at all stages of the food chain, and conformity with market requirements

Strategic Objective E - Sustainable management of forests and trees*Relevance*

The Objective covers, and seeks to enhance, the significant contributions forests and trees make to sustainable livelihoods and eradication of hunger and poverty. It takes account of critical linkages of the sector with agriculture, energy, water and climate. A major concern is to redress the insufficient progress made towards sustainable forest management.

Organizational Results

E1 - Policy and practice affecting forests and forestry are based on timely and reliable information

E2 - Policy and practice affecting forests and forestry are reinforced by international cooperation and debate.

E3 - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses.

E4 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation.

E5 - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option.

E6 - Environmental values of forests, trees outside forests and forestry are better realised; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented

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

Relevance

The Objective combines the promotion of judicious multi-sectoral approaches, critical technical inputs and support to the development of international instruments from the perspective of FAO's mandate, and an enhanced information and knowledge base so that sustainable management of natural resources is for the benefit of present and future generations.

Organizational Results

F1 - Countries promoting and developing sustainable land management

F2 - Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels including transboundary water systems

F3 - Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable sharing of benefits arising from the use of genetic resources

F4 - An international framework is developed and countries' capacities are reinforced for responsible governance of access to, and secure and equitable tenure of land and its interface with other natural resources, with particular emphasis on its contribution to rural development

F5 - Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy

F6 - Improved access to, and sharing of knowledge for natural resource management

Strategic Objective G - Enabling environment for markets to improve livelihoods and rural development*Relevance*

The Objective is primarily to meet the extensive needs of Members and appropriate national authorities for technical inputs and information and analyses (including identification of opportunities) to serve policy formulation and decision-making in the face of rapidly evolving market arrangements and conditions and their impact on rural development.

Organizational Results

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

G2 - Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships.

G3 - National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries

G4 - Countries have increased awareness of, and capacity to, analyse developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective pro-poor trade policies and strategies

Strategic Objective H - Improved food security and better nutrition

Relevance

The Objective is at the core of FAO's mandate in addressing the root causes of hunger, food insecurity and malnutrition. It aims at providing countries and other stakeholders with data, information, analysis, policies and programmes, and other means, including strengthened food security governance and the right to food to confront the food security and nutrition challenges facing the world today.

Organizational Results

H1 - Countries and other stakeholders have strengthened capacity to formulate, implement and monitor coherent policies, strategies and programmes that address the root causes of hunger, food insecurity and malnutrition

H2 - Member countries and other stakeholders strengthen food security governance through the implementation of the Voluntary Guidelines to Support the Progressive Realisation of the Right to Adequate Food in the Context of National Food Security and a reformed Committee on World Food Security

H3 - Strengthened capacity of Member countries and other stakeholders to address specific nutrition concerns in food and agriculture

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

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

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

Relevance

In conformity with the confidence placed in it by the international community, FAO needs to stand ready to assist Members and vulnerable populations exposed to growing emergency risks. This Objective is the main expression of this commitment, while increasingly addressing preparedness and disaster risk management.

Organizational Results

I1 – Countries' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions

I2 - Countries' and partners respond more effectively to crises and emergencies with food and agriculture-related interventions.

I3 - Countries and partners have improved transition and linkages between emergency, rehabilitation and development.

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

The Objective addresses the critical gaps in embracing a more gender and socially inclusive policies, capacities, institutions and programmes for agriculture and rural development. It also helps to mainstream this approach across all of FAO's Strategic Objectives.

Organizational Results

K1 - Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development

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.

K3 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development

K4 - FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work

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

The Objective reflects Members' strong desire and imperative to redress situations of insufficient investment in the food and agriculture sectors. It covers a range of supportive activities for the design of concrete and effective investment programmes and operations, for building capacities at national level, and for ensuring that limited public funding is applied in core areas to maximise leverage and impact on poverty reduction and food security, catalyzing private sector funding.

Organizational Results

L1 - Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks.

L2 - Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations.

L3 - Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed

Functional Objective X - Effective collaboration with member states and stakeholders*Relevance*

The Organization relies on a variety of services, delivered both in-house as well as in collaboration with Members and external Partners, in order to achieve results. Many of these services go well beyond the scope of pure administration, touching upon elements directly related to honing strategic direction, leveraging and focusing on comparative advantage and properly governing and overseeing the totality of FAO operations. This Functional Objective embodies these services and provides the enabling environment without which the outcomes of the Organizational Results under the Strategic Objectives cannot effectively be achieved.

Organizational Results

X1 - Effective programmes addressing member priority needs developed, resourced, monitored and reported at global, regional and national levels

X2 - Effective and coherent delivery of FAO core functions and enabling services across Organizational Results

X3 - Key partnerships and alliances that leverage and complement the work of FAO and partners

X4 - Effective direction of the organization through enhanced governance and oversight

Functional Objective Y - Efficient and effective administration*Relevance*

The Functional Objective provides for efficient and effective administration in carrying out FAO's work. It sets out the expected improvements in services provided to all organizational units in the areas of finance, human resources and administrative and infrastructure services. This will allow for improved monitoring and reporting on administrative services and related costs, continuous enhancement to service levels and identification of possible savings and efficiency gains. It will also define the administrative budget.

Organizational Results

Y1 - FAO's support services are recognised as client-oriented, effective, efficient and well-managed

Y2 - FAO is recognised as provider of comprehensive, accurate, and relevant management information

Y3 - FAO is recognised as an employer that implements best practices in performance- and people-management, is committed to the development of its staff, and capitalises on the diversity of its workforce

V. Core Functions

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

A. MONITORING AND ASSESSMENT OF LONG- AND MEDIUM-TERM TRENDS AND PERSPECTIVES

58. As for all Specialised Agencies of the UN system, Members look to FAO to review continuously trends, issues and challenges in its mandate areas and propose policy solutions to address them. Major findings have been – and will continue to be – compiled to serve as reference points for planners, policy makers and partner development agencies. Projections are used to set international policy goals such as in the recent past the World Food Summit target or MDG1. FAO's outlook studies and projections also inform many technical assessments, notably those of the International Panel on Climate Change, the World Bank and other UN system organisations.

59. FAO's assessments and perspective studies must deal with a wide range of topics, from agricultural commodity markets to the outlook for food security and poverty, land water and genetic resources, trade and globalisation, the environment, and climate change. In a dynamically changing world, such work will continue to address internationally recognised challenges as they emerge. Future directions are likely to include: broader and deeper analysis of the impacts of high energy prices on agricultural markets, the consequences of climate change, or the impact of transboundary pests and diseases on agriculture and societies at large. While coverage may change, the prevailing concern is to offer solid and reliable data, assessments and analyses that should help policy makers and planners make informed choices and decisions.

60. Global perspective studies also require a true multidisciplinary approach. Internally, they will draw on the considerable knowledge available in the specialised units of FAO's technical departments. Thus, future outputs will benefit from accumulated know-how on a vast variety of agriculture related topics, such as crop and livestock production, rural infrastructure, mechanisation and storage, seeds, fertilizer and pesticides, land and water or natural resource use and management. The second – external – pillar of multidisciplinaryity is the specialised knowledge of other organizations. FAO will seek to expand long-standing and fruitful cooperation agreements with IIASA, the OECD, the World Bank, the UN Population Division, and many other organizations inside and outside the UN system. An important feature of this cooperation is to keep open dialogue on issues of strategic importance. Hence FAO's "outlook" work will continue to combine proven or innovative quantitative approaches well rooted in its vast store of information and knowledge, a multidisciplinary basis where pertinent and active cooperation with professional partners.

B. ASSEMBLY AND PROVISION OF INFORMATION, KNOWLEDGE AND STATISTICS

61. Being at the centre of FAO's mandate, the assembly and provision of information, knowledge and statistics is underpinned by a detailed *Information and Knowledge Strategy*, under the aegis of an Interdepartmental Working Group on Knowledge Management and the WAICENT Committee. A complementary corporate strategy on statistics is implemented by the newly formed Statistics Programme Steering Committee.

62. Work under this core function is governed by three main concerns:

- a) *how information and knowledge adds value through FAO's own programme and cooperation with partners.* Hence, the above corporate strategy will give due prominence to the principal mechanisms by which FAO should serve Members as:

- (i) a *provider* of knowledge; and (ii) a *facilitator of knowledge flow* within the global community;
- b) *continuous improvement of FAO as a Learning Organization*. Knowledge management, as a discipline, has developed practical, common sense methods and tools such as: “learning before, learning during, learning after” and support to “communities of practice” which will be exploited further. FAO staff and partner organizations will convene in such venues as the Knowledge Share Fair to exchange experiences on practices, lessons learned, tools and methods in the field of agricultural development and food security;
- c) *ensuring synergies between people, processes and technology*. It has been amply demonstrated that successful information and knowledge activities require a holistic approach with well-coordinated inputs from different disciplines, and this will be pursued.

63. On the side of statistics, main areas of focus are: i) improving countries’ capacity to collect, compile, analyse, store and disseminate relevant and timely data on food and agriculture, including fisheries and forestry, following the recommendations of the independent evaluation on statistics; ii) support to countries through CountrySTAT and other tools developed and agreed for individual sectors, i.e. fisheries, forestry and natural resources; iii) continued efforts to upgrade FAOSTAT, the organisation’s corporate statistical database, and other major information systems; iv) a statistical data warehouse within the corporate data repository for technical information, to integrate better the statistical information available within FAO, as well as provide the required data quality assessment and metadata.

C. DEVELOPMENT OF INTERNATIONAL INSTRUMENTS, NORMS AND STANDARDS

64. The FAO Constitution (i.e. Art. I. and XIV) foresaw a major role for the Organization as a neutral forum for Members to negotiate international instruments. This core function orchestrates assistance to Governments in the development of regional and international legal instruments, and also in the implementation of their resulting national obligations.

65. Stemming from the activities of its own statutory bodies or at the request of other intergovernmental organizations, in particular the WTO, setting norms, standards and voluntary guidelines is also a major tool by which FAO satisfies the priorities of the Membership.

66. From a technical point of view, the development and implementation of internationally recognised instruments, standards and action plans, and also Members satisfying requirements under WTO Agreements, depends on Secretariat support to the appropriate Bodies, including preparing draft standards for negotiation at intergovernmental level.

67. In cases where agreements and standards are of a mandatory legal nature, this core function will seek to meet substantial demands for advice in drafting and subsequent enactment of pertinent national legislation (basic law and regulatory instruments), also bearing in mind the need for public administration and private sector cooperating in a mutually beneficial manner. The fields concerned are expected to be mainly plant protection and quarantine, food safety and genetic resources. In addition, the Organization will promote further national and international actions with respect to scientific, technical, social and economic issues relating to nutrition, food and agriculture resources, and responsible policies and methods of agricultural production.

D. POLICY AND STRATEGY OPTIONS AND ADVICE

68. This core function is closely interlinked with other core functions. It seeks to meet growing demand for policy assistance. FAO needs to articulate policy and strategy options based on available evidence and its assessments of trends in food security and agriculture, fisheries and forestry. Members and their Regional Economic Integration Organizations (REIOs) are expected to require and demand policy advisory services which build on the knowledge available in FAO (as well as obtained through its partners). The array of policy assistance work includes: policy

advice, capacity building for policy formulation and implementation, institutional strengthening and restructuring, country information, policy intelligence and monitoring, and identification of Members' priorities for effective field programme development.

69. A strong policy assistance node involving all concerned units should contribute to achieving this.

70. In the legal area, policy and strategy options are formulated with an eye on strengthening binding and non-binding international regulatory frameworks, with appropriate partnerships where joint action is needed. Besides the essential contribution of standards and other national legal instruments to these frameworks, advocacy and communication tools are to mobilise political will to foster effective implementation.

71. In the application of this core function, it will be important:

- to build and maintain institutional knowledge on policy and strategy options and avoid fragmented approaches;
- hence, identify and analyse cross-cutting issues and privilege multi-disciplinarity in such strategy options and advice;
- to enhance further capacity building in countries to enable them to implement well-tailored policies, as well as effective tools for their implementation;
- to engage in regular consultations with public and private stakeholders;
- to share widely guidelines and best practices on the development of policy;
- to participate proactively in other international fora where policy and instruments with bearing on FAO's mandate, are conceived and adopted.

E. TECHNICAL SUPPORT TO PROMOTE TECHNOLOGY TRANSFER AND BUILD CAPACITY

72. Stewardship of this core function is done by the Interdepartmental Working Group on Capacity Building. In effect, "*capacity development*" is promoted, going beyond "*capacity building*" to take account of general trends in the international development community, including in UN agencies. Capacity Development is defined as the "process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time" (OECD/DAC). The shift in terminology reflects an evolution from an essentially externally-driven process where there were virtually no pre-existing capacities, to a new approach placing emphasis on national ownership and endogenous change processes.

73. This core function involves taking account of three key dimensions: the enabling environment, specific institutions, and the individuals, with all three dimensions ideally addressed in interventions. While individuals are the ultimate beneficiaries, their contributions greatly depend on the effectiveness of the institutions which affect them. This effectiveness, both singly and *via* networks, is in turn influenced by the general policy environment. Two types of capacities are addressed: *technical capacities* to carry out the tasks required to intensify in a sustainable manner production, manage resources and eventually improve food security; and *functional capacities* falling in the following areas: normative and policy, knowledge, outreach and partnering and implementation/delivery. Functional capacities are essential to *plan, lead, manage and sustain change initiatives* in relevant areas of FAO's mandate.

74. Application of this core function implies aligning FAO's internal processes, so that:

- capacity building or development activities are fully institutionalised within existing systems and procedures and adequate tools and guidelines are made widely available;
- good practices are mainstreamed in FAO's programming tools;
- effective tracking and reporting mechanisms are in place;
- awareness-raising effort is made internally within FAO as well as externally with authorities in countries and partners;
- Human Resources systems take account of most valid contributions of individual staff.

F. ADVOCACY AND COMMUNICATION

75. Application of this core function serves to achieve broader outcomes, including:
- ensuring lasting impact from science-based policies promoted by the Organization, also favouring investment in agriculture and rural development;
 - building consensus globally for ambitious yet realistic objectives of eradicating hunger;
 - enhancing FAO's status as a reference point and authoritative source of technical information, in global debates on hunger relief and other issues related to agriculture, forestry, fisheries, livestock and rural development;
 - increasing awareness of concrete contributions to the development process, as well as post-emergency relief, rehabilitation and transition to development, thereby increasing support to the Organization; and
 - assuring Members that their financial and other contributions are put to good use.
76. Work will involve various types of communication with a range of audiences, including:
- information to the general public, the media, governments and civil society on matters related to FAO's mandate (e.g. the impact of, and current situations vis-à-vis transboundary animal and plant pests and diseases, post-emergency needs assessments, trends in commodity prices, etc.);
 - advocacy materials, primarily on behalf of the needs of undernourished people;
 - technical and policy information through online and print publishing;
 - "executive" dissemination of information to stakeholders and Permanent Representatives;
 - FAO flagship publications of the "*state of ...*" type, i.e. covering food insecurity, agriculture, forestry, fisheries and trade;
 - the Internet web site – one of the most visited in the UN system – as a crucially important "window"; "online social networks" are increasingly utilised as well.
77. Internal communication is also expected to play a key role as well-informed staff can convey better FAO's core messages and be among its most effective advocates. Active partnerships with other international agencies, civil society organizations and the private sector will be called upon to assist in magnifying FAO's messages and promoting action against hunger. High-profile events involving goodwill ambassadors and other celebrities are used to communicate with, and involve broad audiences and boost the visibility of World Food Day events in developed countries. These efforts are coordinated by a permanent Communication Working Group, reporting to the Corporate Communication Committee.

G. INTERDISCIPLINARITY AND INNOVATION

78. Interdisciplinary approaches and the design of cross-sectoral programmes by essence capitalise on the Organization's disciplinary excellence and make it possible to induce impact or produce outputs that cannot be generated by one unit working in isolation. A regular flow of innovations – provided they are well-tested and accepted by those most concerned – are a major ingredient to the constant evolution effort required of any institution. Some of the summaries above on knowledge and information, capacity building and advocacy and communication give ample evidence of successful innovative approaches which are expected to continue.
79. The new results-based regime will greatly contribute to enhance interdisciplinarity. Most, if not all of the Strategic and Functional Objectives and underlying Organizational Results, the Impact Focus Areas, and the Core Functions, which underpin the present Strategic Framework, imply constant interactions and working across disciplinary lines. Their conceptualisation has clearly involved considerable internal discussions among the concerned divisions, departments and offices. This momentum will pursue its positive effects during implementation, and the latter is expected to involve the same degree of shared commitment.
80. At the same time, interdisciplinarity must be seen in the context of external partnerships and alliances, particularly in the UN system context in which FAO, as a Specialised Agency, needs to participate actively in broad intersectoral efforts and initiatives, particularly at country

level, but also in relation to developments in other intergovernmental fora (cf. preceding text on the core function of policy and the following one on partnerships and alliances).

81. Interdisciplinarity also affects Human Resources Management in many ways, including:
- appropriate training to strengthen capacity for interdisciplinary and cross-sectoral problem identification, goal formulation, priority setting, planning, monitoring and evaluation;
 - recognizing in staff appraisal systems the achievements and benefits obtained through working along interdisciplinary lines.

H. PARTNERSHIPS AND ALLIANCES

82. FAO's leadership in international governance of agriculture and agricultural development matters clearly requires mobilisation of the pertinent best knowledge and capacities. Such knowledge and capacities do not reside only in FAO so that effective collaborative links should be established with various institutions in support of shared goals. FAO's ability to fulfil its mandate would be greatly leveraged by partnerships that can reinforce its credibility as a knowledge organization and raise its profile in global fora, adding value through combining effort.

83. At practical level, this implies knowing where the knowledge for sound stewardship in the areas of food, agriculture and nutrition can be found and accessed at global, regional, national and even local levels. This core function aims at building such durable and sustainable strategic partnerships. Partnerships also offer potential for cost savings and economies of scale. However, up-front investments may also be required and should be recognised before longer-term benefits can materialise. It is also important that practical and constantly updated guidance is available to both FAO units and partners to facilitate the selection, prioritisation, development and management of new or renewed partnerships.

84. This core function also takes account that FAO partners to: (i) enhance its technical performance; (ii) establish horizontal collaboration in strategic or operational programming, funding or advocacy; and (iii) reach out better to ultimate users of its services. Partnerships include those with research institutions and international financing institutions. FAO also partners with inter-governmental entities and regional organizations, as well as with civil society including both people's organizations and NGOs, and the private sector. Many less formalised networking arrangements also contribute.

85. Special attention is given to strengthen partnership with the UN system, including through UN reform processes and in the context of *Delivering as One*. Ongoing cooperation with the other Rome-based agencies, IFAD and WFP will be actively pursued.

ANNEX 1



ANNEX 2

Schedule for Governing Body Input and Oversight Under
The Reformed Programming, Budgeting and Results Based Monitoring Systems

Process		YEAR 1				YEAR 2			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
PLANNING	Review Implementation Performance Strategic Framework (Alternate biennia)	RC	PC/FC CL	TC	PC/FC CL	EB	PC/FC CL	CONF	PC/FC CL
	MTP-PWB (Next biennium)	Input on Priorities				Review/Approval		Adjustment	
IMPLEMENTATION MONITORING	Implementation Review and Adjustment (Current Biennium)								
	Results (Previous Biennium)								
EVALUATION	Impact								

Legend: RC: Regional Conference	TC: Technical Committees of Council MTP Medium-Term Plan	PC: Programme Committee PWB Programme of Work and Budget	FC: Finance Committee EB: Extra-Budgetary	CL: Council	CONF: Conference
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