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COMMITTEE ON COMMODITY PROBLEMS

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FAO'S PROGRAMME OF WORK IN TRADE AND MARKETS UNDER THE REVIEWED STRATEGIC FRAMEWORK

Executive Summary

This document provides an overview of FAO's achievements in the area of trade and markets in the 2014–15 biennium, analyses major trends and emerging issues that are likely to influence FAO's future work and activities in trade and markets and lays out the priority areas of FAO's work in these domains in 2016–17 to be taken into account in the quadrennial review of the Strategic Framework and the preparation of the Medium Term Plan 2018–21.

Suggested action by the Committee

The Committee is invited to:

- Take note of the achievements in FAO's work on trade and markets during 2014–15;
- Advise on the trends and emerging issues identified as part of the global development context;
- Highlight the main priorities for work in the area of trade and markets that should be taken into account in the review and implementation of programmes to achieve FAO's Strategic Objectives;
- Recognize the importance of investment flows to agriculture for commodity prices and trade (including foreign flows) and the need to examine the links between investment flows, trade and commodity prices;
- Take note of the need to develop a systematic collection of quantitative trade policy information as a work priority under trade and markets.

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I. Introduction

1. As foreseen in the programming, budgeting and results-based monitoring system put in place by the Conference in 2009, the Organization's Medium Term Plan (MTP) 2014–17 was reviewed during 2014, taking into account trends and developments in the external environment and the guidance provided by the Regional Conferences, Technical Committees, Programme and Finance Committees and the Council. The MTP 2014–17 (reviewed)¹ was approved by the FAO Conference in June 2015.

2. There has been strong and consistent support expressed by the FAO governing bodies during 2015 and 2016 for continuity in the strategic direction of the Organization in order to realize the full impact of the reviewed Strategic Framework (see Annex I).

3. Several important global developments occurred in 2015–16 which will provide the broad framework for FAO's work in the future: the 17 Sustainable Development Goals (SDGs) adopted at the United Nations in the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda; the Paris Agreement on climate change (COP21); the Second International Conference on Nutrition (ICN2) and its outcome documents, the Rome Declaration on Nutrition and its Framework for Action; the Sendai Framework for Disaster Risk Reduction, the World Humanitarian Summit, the UN Summit on Refugees and Migrants; and Habitat III/New Urban Agenda.

4. The quadrennial review of the FAO Strategic Framework and preparation of a new MTP 2018–21 is taking place during 2016, through the Regional Conferences and Technical Committees, for approval by the Council and Conference in the first half of 2017. This offers the opportunity to further focus FAO's work aiming for more concrete results, particularly at the country level. In its 153rd session, the FAO Council welcomed the alignment of FAO's Strategic Framework with the SDGs, noting that there would be opportunity for bringing further coherence while preparing the MTP 2018–21.

5. In this context, the document provides information on FAO's work in Trade and Markets, organized as follows:

- Brief overview of FAO's achievements in trade and markets contributing to the Strategic Objectives (SOs) in the 2014–15 biennium;
- Global and sector specific developments and trends influencing FAO's work and to be taken into account in the review of the Strategic Framework and preparation of the MTP 2018–21.
- Areas of future priority action in the context of the FAO Strategic Framework and the global trends and developments identified.

II. Achievements in FAO's work in trade and markets in 2014–2015

6. The Programme Implementation Report 2014–15 (PIR)² documents the achievements of the Organization during the biennium. FAO's work on trade and markets was guided by previous sessions of the CCP and has contributed to the achievement of all five SOs and Objective 6.

7. FAO provided governments and national stakeholders with up-to-date information to help them design and implement efficient and inclusive market and trade strategies. Seventeen FAO market information products showed an increased usage during the biennium. As host of one of these products, the Agricultural Market Information System (AMIS), FAO continued to contribute to the enhancement of transparency in international food commodity markets by providing regular updates of crop growing conditions, global supply and demand situations, price movements and policy

¹ Refer to Conference document C 2015/3: <http://www.fao.org/3/a-mm710e.pdf>

² C 2017/8 PIR 2014-15 (www.fao.org/pir)

developments. Together with the nine member organizations forming the AMIS Secretariat, FAO also facilitated the exchange of knowledge and policy dialogue between the main producing and consuming countries of basic food commodities (wheat, maize, rice and soybeans). FAO also took a lead in strengthening monitoring capacities in AMIS participating countries by training national focal points through the AMIS Exchange Programme and by implementing targeted development projects in several countries.

8. FAO published the quarterly early warning bulletin for food and agriculture and issued Global Information and Early Warning System on Food and Agriculture (GIEWS) updates on the impact of various natural hazards at sub-regional and country level. In this regard, special attention was given to monitoring the impact of the El Niño weather phenomenon during 2015 in affected regions and countries. GIEWS has also played a lead role in shaping the FAO Early Warning Early Action (EWEA) system, designed to translate forecasts and early warnings into fast, smart and well-targeted early actions. The Organization also released regular reports highlighting the impact of protracted crises on food security and crop production, while the global Agriculture Stress Index System (ASIS) and the Earth Observation Web site provided up-to-date remote sensing data, and helped improve the detection of cropping areas suffering water stress (drought). A total of 12 Crop and Food Supply Assessment Missions (CFSAMs) were undertaken in seven countries in 2014–15, while capacity building on food price monitoring for decision making was provided in two countries through implementation of the national version of the GIEWS Food Price Monitoring and Analysis (FPMA) Tool.

9. FAO's work on trade focused on supporting countries in engaging effectively in international and regional trade agreements by providing analytical inputs and capacity development in relation to trade and food security. This work culminated in the publication of The State of Agricultural Commodity Markets 2015–16 report "Trade and food security: achieving a better balance between national priorities and the collective good". Numerous roundtable discussions at international and regional level were held in collaboration with the World Trade Organization (WTO) and other organizations to disseminate and discuss the key messages.

10. Under the Regional Initiative on Agrifood Trade and Market Integration in Europe and Central Asia, FAO worked to strengthen national and regional capacities to deal effectively with the challenges posed by greater trade integration, including WTO accession. To ensure sustainability of these capacity development efforts, an informal regional Agricultural and Trade Policy Expert Network was established in 2014 with FAO support, bringing together experts in governments, private sector and academia to promote exchange of knowledge and experiences with trade policy issues and to improve the quality and relevance of technical advice and policy recommendations.

11. FAO continued to provide syntheses on the trends and impacts of international investment in the agricultural sector. A summary of case studies of investments in developing countries and an analysis of challenges and opportunities were published and widely disseminated. FAO supported the development and negotiations of the Principles for Responsible Investment in Agriculture and Food Systems, which were endorsed by the Committee on World Food Security (CFS) in October 2014. It also developed jointly with the Organisation for Economic Co-operation and Development (OECD) the Guidance for Responsible Agricultural Supply Chains, which aims to help enterprises apply these principles and other voluntary standards for corporate social responsibility.

12. A Joint Meeting of the Intergovernmental Group (IGG) on Hard Fibres (Thirty-eighth session) and of the IGG on Jute, Kenaf and Allied Fibres (Fortieth session) was held in Bogota, Colombia, from 25 to 27 November 2015, preceded by the Nineteenth Session of the Sub-Group of Sisal and Henequen Producing Countries. An intersessional meeting of the Intergovernmental Group on Citrus Fruits was held in Guangzhou, China from 30 November to 4 December 2015, focusing on international cooperation on research for citrus disease control. The Twenty-second Session of the Intergovernmental Group on Tea (IGG/Tea) was held from 25 to 27 May 2016 in Naivasha, Kenya. Delegates reviewed the factors affecting demand and supply as well as specific issues such as the

impact of maximum residues levels (MRLs) on international tea trade, the role of smallholders in tea production and the impact of climate change on tea.

13. FAO continued its collaborative outlook work with OECD and substantially expanded its medium-term projections work in terms of geographical and commodity coverage. The 2014 edition of the OECD-FAO Agricultural Outlook featured a special chapter on India which was produced in close collaboration with India's National Council of Applied Economic Research. This collaboration resulted in establishing regular medium-term commodity outlook work in the country. In the 2015 edition, the special chapter focused on the prospects and challenges of Brazilian agriculture. In preparation for an increased regional focus, the commodity simulation modelling system was enabled to produce medium-term outlooks for almost all member countries. In 2014–15, regional outlooks for the Near East and North Africa (NENA) region and Sub-Saharan Africa were prepared.

III. Global developments and trends and their implications for FAO's work in trade and markets

14. Developments in global agricultural commodity markets and in international trade are increasingly affected by multi-stakeholder governance mechanisms and global processes.

2030 Agenda for Sustainable Development and SDGs

15. The 2030 Agenda for Sustainable Development, which entered into effect on 1 January 2016, represents a shift of paradigm in the world's vision, approach and ambition to tackle poverty and hunger, promote sustainable use of natural resources and address climate change through an interconnected set of 17 SDGs, recognizing that issues concerning food, nutrition, livelihoods and the management of natural resources cannot be addressed separately. The 2030 Agenda calls for a major expansion of the reporting and monitoring framework, ensuring mutual accountability among all stakeholders, grounded in 230 global indicators that all countries will report on, and capped by a country-led process of follow-up and review that culminates in the High-level Political Forum.

16. The 2030 Agenda for Sustainable Development places significant emphasis on both food security and nutrition, and international trade. While the specific linkages between international trade and food security and nutrition are not comprehensively articulated in the SDG framework, the fact that there are trade-related targets under a number of goals provides scope for strengthening the role of trade in addressing sustainable development and food security and nutrition. Ultimately, the capacity to realize the transformative potential of the SDGs also depends on delivering on the Addis Ababa Action Agenda. The new vision taking shape puts trade at the core of international cooperation, transforming aid relations into trade relations and with the recognition that trade and related policies can play a major role in creating the enabling conditions for facilitating structural transformation.

Market transparency and stability

17. International food markets appear to be calmer than in recent years, but price volatility and mechanisms to limit price spikes continue to be matters of concern. Prices began to moderate in 2013, yet this does not preclude the likelihood that prices will experience bouts of volatility, including upward price spikes, in the next ten years. Factors beyond macro-economic conditions could continue to affect price stability – for instance, climate-related extreme weather events are expected to become more frequent and more intense, reflecting in yield trends and therefore prices. In the medium-term, prices are projected to be structurally higher than in the decade before the 2007–08 price spike, but not inconsistent with a very long-term trend for declining real prices. Over the past 100 years, wheat prices have declined by an average of 1.5 percent per year in real terms, while the magnitude of price spikes has been declining over time due to improvements in the resilience of production and the globalisation of trade.

18. Nonetheless, ensuring proper functioning of food commodity markets and limiting extreme food price volatility will require renewed efforts to increase coordination among countries and enhanced market transparency in order to further stabilizing markets both domestically and globally. In particular, there is a need for more timely and reliable information on commodity markets, improved food security and vulnerability information as a measure to enhance market transparency and reduce price volatility. Constant and strengthened monitoring and assessment and improved understanding of short-term market developments remains critical both to ensuring immediate food security needs are met and to promoting improved coordination and coherence in policy responses to market shocks and disruptions. This was highlighted in the Communiqué of the last G20 Agriculture Ministers Meeting, held in Xi'an (China) on 3 June 2016.

Global and regional trade agreements

19. The Tenth WTO Ministerial Conference resulted in the successful conclusion of a ministerial declaration and six ministerial decisions, four of which refer particularly to agriculture, on: Export Competition, the Special Safeguard Mechanism for developing countries (SSM), Public Stockholding for Food Security purposes and Cotton. Importantly, the commitments on Export Competition foresee immediate elimination of export subsidies by developed countries, except for a small number of agriculture products, while developing countries will do so only by 2018 and at a slower pace of elimination in certain cases. Concerning other forms of export policies (export credits, food aid, and State Trading Enterprises), the disciplines contained in the decision are less strict, but also seek to minimize the possible distorting impact of such policies on trade.

20. The decision on Public Stockholding reaffirms the agreement reached previously at the WTO, which foresees that Members shall refrain from challenging, through the WTO Dispute Settlement Mechanism, compliance of a developing Member with its obligations in relation to trade-distorting domestic support, to the extent that this relates to traditional staple food crops held through existing public stockholding programmes for food security purposes. The decision on SSM mandates a work-programme for negotiations on the issue but it also reaffirms that developing countries will have the right to have recourse to such a mechanism. Finally, the decision on cotton does not address the issue of developed countries' domestic subsidization but it does contain provisions that will result in better access for cotton from the least developed countries (LDCs) to the markets of developed members as well as to the markets of those developing members declaring themselves in a position to do so.

21. While there are still divergent positions among WTO members on the future of the Doha Development Agenda, regional agreements and in particular the 'mega-regionals', such as the Trans-Pacific Partnership Agreement, for which the negotiations concluded in October 2015, and the Transatlantic Trade and Investment Partnership (TTIP), are gaining momentum and will likely influence the directions of global agricultural trade.

Climate Change

22. In December 2015, the Conference of the Parties (COP21) of the United Nations Framework Convention on Climate Change (UNFCCC) adopted the landmark Paris Agreement for post-2020 climate action. Over 90 percent of all countries who submitted Intended Nationally Determined Contributions (INDCs) towards the COP21 negotiations included agriculture as a sector to be considered for mitigation and/or adaptation. With the signature of the Paris Agreement in New York on 22 April 2016, these contributions became binding Nationally Determined Contributions (NDCs). Directing climate finance into investments in food and agriculture will be central in implementing the NDCs.

23. FAO has prepared a corporate climate change strategy and action plan, presented in the current session of CCP³, which lays out what FAO aims to achieve and how it will do so in order to

³ CCP 16/6 FAO's Corporate Strategy on climate change

best support member countries in confronting the climate change adaptation and resilience needs of their food and agricultural systems and dependent livelihoods, particularly of that of the poorest, while also realizing the mitigation potential of these systems.

Value chain development and trade

24. Along with its potential benefits, increased participation in international trade can bring various challenges. The growing interdependence of markets can result in wider repercussions of global economic or health-related crises, influencing domestic food prices and potentially contributing to food safety issues. Alignment of trade and sanitary and phytosanitary measures (SPS) to meet WTO commitments can create challenges for countries in accessing international markets. Many import-dependent countries are vulnerable to price and supply risks. Regions such as Africa and the Near East and North Africa which have persistent food-import dependency face serious problems and low-income countries are particularly vulnerable when high and rising food import bills take money away from other important development agendas further aggravating food insecurity. The problem is compounded for countries that rely on agricultural exports where the revenues from traditional exports such as cocoa, coffee and spices are less certain and affected by volatile international market prices.

25. Tackling trade-related challenges will require actions to enhance the reach toward new markets both through alignment of trade, food safety and SPS policies and legislation to meet WTO commitments under trade agreements, and through value chain development for meeting international food safety requirements. Strengthening of the institutional frameworks for food safety, plant and animal health through capacity development for national food safety agencies is essential. There is a growing demand for upgrading value chains to ensure consistency with international food safety and quality standards. This is important particularly for small and medium enterprises in food exporting countries, including farmers and food business operators. While large food processors have the resources for meeting standards themselves, small businesses often do not. Trade facilitation should focus on both the strengthening of institutions and technical assistance to assist the value addition and improvement of quality and safety for local and regional markets as well as exports of selected products for small- and medium-size businesses.

26. In many countries, developments in value chains are not inclusive of disadvantaged groups. Family farmers and small enterprises, particularly those run by women, often lack the knowledge, skills, assets and access to enabling institutions to effectively participate and compete in value chains. Inclusive and gender-equitable value chain development requires appropriate policy and regulatory frameworks that enable the development and empowerment of producer organizations, and build technical and entrepreneurial capacity, including through vocational training of farmers and their institutions/enterprises.

Investment

27. Foreign investment has a significant impact on agricultural trade and, reciprocally, greater trade flows can contribute to attracting more foreign investment. International investment in agriculture rose markedly in the years following the food price hike of 2007–08 and has remained at a higher level than before the crisis. This is a positive development, as achieving SDG 2 will require a significant increase in productive investments in rural development and agriculture, estimated by the UN Rome-based agencies at an additional USD 140 billion annually. However, the developmental benefits of agricultural investment do not arise automatically, and some forms of investment may carry risks for rural people. For instance, it has been shown that a large part of the additional investment in agriculture that followed the 2007–08 crisis went into farm machinery and structures, which now represent a burden for many farmers and agricultural markets as food prices have come down since 2012 and are no longer sufficient to cover production costs. The broad endorsement of the Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) by the CFS in 2014 indicates the importance that member countries, companies and civil-society organizations give to responsible agricultural investment.

28. As the share of agricultural production that enters global supply chains continues to rise, the activities of companies operating in these chains have an increasing impact on the countries where they produce or purchase. By applying recognized standards for responsible business conduct, in particular due diligence procedures, multinational companies can reduce the risk of adverse effects on the host country. The need for responsible business conduct has been emphasized in recent international summits, and several countries have taken legislative steps to address due diligence in supply chains, including through non-financial reporting or disclosure obligations. The OECD-FAO Guidance for Responsible Agricultural Supply Chains can help guide countries in this regard.

IV. Priorities for FAO's future work in trade and markets

29. While the majority of FAO's work on trade and markets contributes directly to the achievement of inclusive and efficient agriculture and food systems (SO4) and to a lesser extent resilience (SO5), important contributions also go to food security (SO1), productive and sustainable agriculture (SO2) and poverty reduction (SO3).

30. With its ability to draw upon expertise in climate change adaptation and in trade analysis, FAO is ideally placed to lead much needed improvements in the knowledge base on the implications of climate change for changes in patterns of trade. FAO will support governments and relevant stakeholders in utilizing this generated knowledge to develop climate-adaptation policies that integrate trade and inclusive growth, including mechanisms to facilitate the transition to sustainable value chains utilizing instruments such as carbon certification and sustainability standards.

31. FAO will promote the active use of the CFS-RAI by all relevant stakeholders. It will develop and implement an umbrella programme to translate the principles into action in member countries. The programme will include activities to raise awareness, facilitate multi-stakeholder dialogue and build capacity in partnership with other organizations such as the International Fund for Agricultural Development (IFAD), the United Nations Conference on Trade and Development (UNCTAD) and the World Bank. Some countries intend to incorporate the Principles into their policies and incentives governing extra-territorial investments. FAO will respond to the needs of member countries by providing syntheses, expertise, technical assistance and policy advice on responsible agricultural investment. It will organize training seminars on this topic for decision makers, in collaboration with other national and international organizations such as the OECD and International Labour Organization (ILO).

32. In collaboration with the OECD, FAO will launch a pilot project to field-test the implementation of the Guidance for Responsible Agricultural Supply Chains by enterprises and support the efforts of member countries to promote responsible business conduct in agricultural trade, including through the establishment of due diligence procedures by enterprises. This project will operate in close coordination with the above umbrella programme, as the Guidance helps companies to operationalize the CFS-RAI principles.

33. FAO will continue to support the development of *multi-stakeholder, more inclusive partnerships for sustainable commodity trade* (SO4, SO2). The World Banana Forum provides a useful model of successful partnership between governments, companies and non-governmental organizations that could be replicated for other commodities. It will hold its third Global Conference to discuss international collaboration to address the challenges facing the banana trade, in particular the spread of new diseases such as tropical race 4 of the Fusarium wilt. FAO will launch a global programme to combat this disease and prevent it from spreading to other member countries. The establishment of a web portal of good practices for sustainable trade and the provision of training on occupational health and safety will contribute to the development of more inclusive and efficient banana value chains. FAO will also help governments, producer organizations and trade associations to develop tools to measure and reduce the emissions of greenhouse gases ("carbon footprint") of the banana trade.

34. Given the importance of trade for food security, FAO will continue supporting member countries in *effective engagement in the formulation of trade policies and agreements* (SO4) that are conducive to agricultural development and improved food security. This assistance is provided through analysis, capacity development and facilitation of dialogue aimed at generating greater understanding of key policy issues affecting agricultural and food trade and market developments. Assistance at country level will focus on strengthening the evidence on the consequences of different trade policies and strategies for food security and encourage greater alignment between national agricultural policies and trade/investment priorities and programmes. In this context, a systematic account of country policy measures would be of particular value. It would also help strengthen intergovernmental coordination, build synergies to increase policy coherence for food security and balance priorities in the design of trade policies, with a view to improving their compliance with regional and global trade frameworks.
35. Supporting countries to *strengthen capacity in food price monitoring and analysis* (SO5, SO1) to inform evidence-based policy decisions in order to help limit extreme food price volatility will continue to be a key role for FAO. The GIEWS FPMA Tool is planned to feature an improved national version of the Tool at country or regional level, while FAO's monitoring and analysis of domestic food price trends as well as benchmark international quotations will be further expanded. While continuing to provide regular information and early warning on food security as well as supporting the FAO EWEA system, GIEWS will improve its global monitoring systems that support timely meaningful analysis as well as meet demands for capacity development. As part of a more general effort by FAO to increase the resilience of rural populations climate change, including extreme climatic events such as El Niño, GIEWS will continue to monitor extreme climatic events and work to minimize their impact on food security. A standalone version of the GIEWS ASIS for implementation at country level will be finalized and piloted. The GIEWS Vulnerability Index methodology and a system for its regular maintenance will also be implemented.
36. FAO's *Intergovernmental Commodity Groups* (IGGs) will ensure that they keep abreast of contemporary commodity issues and strengthen their roles in capacity development and international cooperation to enhance smallholder producers' income and food security (SO3). To this end, the Joint Meeting of the IGG on Hard Fibres and of the IGG on Jute, Kenaf and Allied Fibres, have recommended that the CCP consider merging the IGG on Hard Fibres with the IGG on Jute, Kenaf and Allied Fibres in order to achieve critical mass, economy of scale and improved political relevance. A similar suggestion was made at the Intersessional meeting of the IGG on Citrus to merge the IGG on Citrus with the IGG on Bananas and Tropical Fruits.
37. FAO will maintain the *OECD-FAO Agricultural Outlook* as the global reference publication for medium-term projections and market analysis for the agricultural sector (O6). FAO will further provide support to member countries to enhance their strategic planning and policy analysis capabilities through the use of global, regional and national market projections. The geographical and commodity coverage of the medium-term projections system will be expanded to provide comprehensive market projections and scenario analyses regarding evolving market developments and the formulation of trade agreements. Capacity building efforts will enable countries to become more active collaborators and users of the modelling framework. By engaging FAO's decentralized offices and regional conferences, a dynamic feedback and review system will be established.
38. FAO will continue to provide to its Members and other interested stakeholders information on agricultural commodity markets, through constant monitoring and assessment of supply, demand, trade, stocks and prices, and the regular preparation of reports, namely Food Outlook and Crop Prospects and Food Situation. This also includes the hosting of the inter-agency secretariat of AMIS and related activities.
39. As part of its programme of work, and to bring to policy makers and the broader public an accessible discussion of agricultural commodity markets and related policy matters, FAO will continue to produce the flagship publication *The State of Agricultural Commodity Markets* (SOCO).

The report seeks to provide an objective treatment and analysis of economic issues for all those interested in agricultural commodity market developments and their impacts.

Annex 1: FAO Results Framework – Main Components

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:

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

Strategic Objectives

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

Additional objective

Technical quality, knowledge and services

Cross-cutting themes

- Gender
- Governance
- Nutrition
- Climate Change

Core Functions

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

Functional Objectives

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