

C 2017/3 - Medium Term Plan 2018-21 and Programme of Work and Budget 2018-19

Information Note no. 1 – April 2017

Priorities and resource allocations for technical capacity including opportunities for voluntary contributions

I. Policy Context

1. In preparing the PWB 2018-19, the Director-General has considered the challenges and developments identified in the review of the Strategic Framework, and the guidance received from the FAO Regional Conferences, Technical Committees, Programme and Finance Committees and Council concerning priority areas of work. This context demonstrates an increasing demand for delivering FAO's technical services to achieve results, particularly to support countries in meeting the Sustainable Development Goal targets in a resource constrained environment.
2. Therefore, the PWB 2018-19 has been developed around four main principles:
 - a) Maintain a flat nominal budget, with no change in the level of assessed contributions and net budgetary appropriation compared with 2016-17, by absorbing cost increases and reinvesting savings in priority areas of work, recognizing the budgetary pressure on Members in uncertain times.
 - b) Identify areas of programmatic priority and de-emphasis, reallocate resources to priority areas and highlight other priority areas where voluntary contributions would help the Organization meet the demand for its technical services.
 - c) Increase the share of the Technical Cooperation Programme to 14 percent of the net budgetary appropriation, in line with Conference Resolution 9/89 and the recommendation of Conference at its 39th session.
 - d) Use the programme management arrangements now in place to accelerate the delivery of effective and demonstrable results, particularly at country level.
3. In considering the PWB 2018-19¹ at their sessions during 27-31 March 2017, the Programme and Finance Committees requested the Secretariat to provide additional information on priorities, as well as ring-fenced commitments, and on areas of priority for voluntary contributions, prior to the 156th session of the Council.² This note provides the requested information concerning PWB 2018-19 paragraphs 52-53 on priorities including for voluntary contributions (see Section II and Annex) and 56-57 on ring-fenced resource commitments (see Section III).

II. Priorities and resource allocations for technical capacity including opportunities for voluntary contributions

4. In considering the technical capacity needed to deliver the Programme of Work, the Director-General has addressed the requirements to the extent possible through prioritization, savings and reallocations within a flat budget.
5. During 2016, the Corporate Programmes Monitoring Board, chaired by the Director-General and comprising the Deputy Directors-General, the Assistant Directors-General at all locations, and the Strategic Programme Leaders, guided and considered the preparation of the Medium Term Plan 2018-21 and PWB 2018-19. Through this mechanism, guidance was provided on taking into account the priorities expressed by the governing bodies, including the reallocation of budgeted resources in the form of *technical capacity* (i.e. budgeted posts) to address these priorities, to be delivered through the Strategic Programmes and Objective 6.

¹ C 2017/3 Medium Term Plan 2018-21 / Programme of Work and Budget 2018-19

² CL 156/3 paragraph 20e, CL 156/4 paragraph 4g



6. To provide for this technical capacity, senior management undertook an exercise to match the priority technical requirements of the Strategic Programmes and Objective 6 (including the Corporate Technical Activities)³ with the technical capacity of the Organization, as follows:

- a) Proposals for new or reprofiled technical posts were made by heads of technical departments and regional offices to fill gaps in technical capacity for addressing the priorities of the Strategic Programmes and Objective 6.
- b) The proposals were reviewed and ranked by the Strategic Programme Leaders and the Deputy Directors-General (Climate and Natural Resources, Programmes, and Operations).
- c) The Executive Management and Monitoring Team⁴ then reviewed and decided on those proposals that should be included in the PWB as budgeted posts taking account of the priorities, and those that should be highlighted for Members and partners to provide voluntary contributions and partnerships.

7. The priorities and resulting reallocation of USD 23.7 million for technical capacity are set out in PWB 2018-19 paragraphs 52-53, 108-113, and Tables 3 and 4. Additional information on these priorities and the related technical capacity requirements is provided in the Annex of this note.

8. However, some requirements for technical capacity to address priorities could not be accommodated within the PWB net appropriation resources in a flat nominal budget. Opportunities for Members and partners to provide this capacity through voluntary contributions and partnerships are set out in Annex of this note and are summarized below.

- a) **Climate change adaptation and mitigation**, additional technical capacity needed in:
 - *Climate disaster risk reduction*. An expert in management of natural disasters prone areas and development of alternatives for the medium and long term (post emergency response). Also knowledge of *ex ante* investment will be relevant, for example on better use of agro meteorological data and information to cope with a drought, and for impact on crops, livestock and fisheries.
 - *Climate finance*. An expert on the financial project arrangements with International Financial Institutions (including guaranties and insurance options), with good understanding of project assessment in bankable projects including internal rate of return, cost-benefit, net present value, and financial risk assessment.
 - *Climate and biodiversity*. An expert to understand the tradeoff between more resistant varieties –for drought or pest - and the risk of losing agricultural biodiversity. Additionally, how to continue the sustainable use of firewood or bush meat, in moments of stress, without jeopardizing the survival of critical species.
 - *Soil Carbon Specialist*. An expert in how to reduce erosion, preserve organic soils and at the same time enhance CO₂ stocks in soils. Additionally, knowledge in the soil–water nexus will be growing in importance in areas where water scarcity will become acute in the next 20 years.
- b) **Sustainable agricultural production**, additional technical capacity needed in:
 - *Innovation dissemination*, to scale-up more efficient, productive and climate change adaptation practices within and across the different agricultural sectors with a particular focus on smallholders/family farming agriculture.
 - *Biotechnologies*, to identify and promote adoption of innovative biotechnologies that can sustainably increase production and productivity in different sectors.

³ CL 153/3 [Information Note no. 3](#), FAO's Normative work and its relation to programme delivery

⁴ EMMT: Director-General (Chair), Deputy Directors-General, Assistant Director-General (Economic and Social Development), Director (Strategy, Planning and Resources Management), Directeur de Cabinet

- c) **Food systems, including nutrition and food safety**, additional technical capacity needed in:
- *Public expenditure analysis*, in the area of financial resource allocation and use, especially to track public expenditures for food security and nutrition and to analyze the effectiveness of resource allocation options.
 - *Rural Finance* focusing on food systems, including instruments and services such as agricultural insurance, crop and warehouse receipts, and value chain finance; products and services related to investments, including sector studies and investment policy support; and direct support to public and private investments through the formulation of investment projects, implementation support and evaluation.
 - *Markets and public procurement, focusing on school feeding programmes with local purchases from family farmers*. This would supplement the capacity already put in place to support poverty reduction of smallholder family producers, through increasing income and production diversification, as well as the food security of the food recipients in schools and social protection programmes.
 - *Indigenous Peoples*, on indigenous food systems, indigenous youth and indigenous women leadership schools, and environmental and social safeguards.
 - *Right to Adequate Food and Economic and Social Rights*, to ensure coherence and strengthen a programmatic approach to address inequalities and the root causes of hunger, malnutrition and poverty.
 - *Chemical food safety, risk assessment and exposure assessment*, to address the current backlog in certain areas such as food additives, and the increasing demand for scientific advice in other areas such as contaminants.
- d) **Statistics**, including support for development and measurement of SDG indicators, additional technical capacity needed in:
- *Quality assurance*. Advise on policies and guidelines for FAO statistical processes, including for data collection, processing and dissemination; monitoring their implementation in different data domains; and the preparation of improvement plans for non-compliant statistical processes.
 - *Statistical standards, classifications and methodologies*. Develop, review and implement international statistical standards, classifications and methodologies in the area of food and agricultural statistics.
 - *Methodological support for the development of statistical indicators of forestry, fisheries, land cover and water use*. Oversee the methodological development and validation of the statistical indicators in these domains, including for the SDG indicators.
- e) **One Health Agenda, including antimicrobial resistance (AMR), and livestock**, additional technical capacity needed in:
- *Integrated pest management with entomology and insect ecology background* to support countries in developing and delivering integrated pest management (IPM) programmes.
 - *Agriculture knowledge systems and innovation* to coordinate and further consolidate the agriculture and consumer protection knowledge management systems.
- f) **Poverty reduction**, particularly rural development, including family farming, additional technical capacity needed in:
- *Decent Decent Rural Employment Officer* to increase FAO's support to member countries in addressing the challenges of youth employment and in implementing FAO's related approach to addressing migration.

- *Poverty Analysis Economist* to ensure that poverty analysis and resulting pro-poor approaches and evaluation are built into the design of country programmes and projects, by promoting capacity development of countries to better access data and analytical work and connecting to projects and programmes and country level, with a better frame and theory of change related to poverty reduction/eradication.

g) **Fisheries**, additional technical capacity needed in:

- *Port State Measures*. Support to the essential PSMA implementation duties, including capacity development.
- *Fish stocks management*. To assist with rebuilding fish stocks centered on developing policies and tools (e.g. harvest rules and compliance).
- *Small-scale fisheries*. To support implementation of the FAO Small Scale Fisheries Guidelines in support of coastal communities who have suffered from resource depletion, poverty and unemployment.

h) **Forestry**, additional technical capacity needed in:

- *Forest Forest value chains* with expertise in financial risk mitigation and management strategies and familiarity with local, regional and global outlook analyses and related supply and demand projections.
- *Disaster risk management* to adapt forest management to make forest ecosystems more resilient and contribute to mitigating damage from natural disasters such as pest outbreaks, forest fires, wind throws and other storm damage.
- *Community-Based Forest Management (CBFM)* to further support countries in developing an enabling policy and institutional framework and capacities for the implementation and scaling up of community-based forest management.

III. Priorities for ring-fenced resource commitments

9. FAO's funding commitments for various conventions, treaty bodies and intergovernmental arrangements are managed by the heads of the relevant technical departments and offices in conjunction with the concerned statutory body secretariats. Within the flat nominal budget, the resources for these commitments, which are budgeted and ring-fenced as Corporate Technical Activities under the relevant Strategic Objectives and Objective 6, are maintained at their current level, totaling USD 22.3 million, as elaborated below for the sub-paragraphs of PWB paragraph 56.

a) *USD 7.1 million* for the Codex Alimentarius Commission (SO4).

- The Codex Alimentarius, or "Food Code" is a collection of standards, guidelines and codes of practice adopted by the [Codex Alimentarius Commission](#) (CAC). The Commission is the central part of the Joint FAO/WHO Food Standards Programme and was established by FAO and WHO to protect consumer health and promote fair practices in food. It held its first meeting in 1963. FAO resources are allocated for the Codex Secretariat Professional and General Service staffing requirements, contracts with external service providers, organisation of Commission and subsidiary body sessions, information and communication activities, as set out in the document [Codex Budget Planning \(2016-17\) and Report on Expenditure \(2014-15\)](#).

b) *USD 1.6 million* for Joint FAO/WHO Expert Committee on Food Additives (JECFA) and Expert Meeting on Microbiological Risk Assessment (JEMRA), and Joint Meetings on Pesticide Management (JMPPM), Pesticide Residues (JMPPR), and Pesticide Specifications (JMPPS) (SO2 and SO4).

- The resources cover the cost of technical analyses, reviews and other technical preparatory work for the development of scientific advice; travel of experts to related expert meetings; and preparation and publication of related reports.
- The Joint FAO/WHO Expert Committee on Food Additives (JECFA) is an international expert scientific committee that is administered jointly by FAO and the World Health Organization (WHO) with the mandate of evaluating the safety of food additives, exposure assessments against contaminants and naturally occurring toxicants and the development of analytical methods and principles. Background info: <http://www.fao.org/food/food-safety-quality/scientific-advice/jecfa/en/>.
- The Joint FAO/WHO Expert Meetings on Microbiological Risk Assessment (JEMRA) began in 2000 in response to requests from the Codex Alimentarius Commission and FAO and WHO member countries and the increasing need for risk-based scientific advice on microbiological food safety issues. JEMRA aims to develop and optimise the utility of microbiological risk assessment as a tool to inform actions and decisions aimed at improving food safety and make it available to all countries. JEMRA factsheet: http://www.fao.org/fileadmin/templates/agms/pdf/jemra/jemra_factsheet.pdf.
- The Joint FAO/WHO Meeting on Pesticide Management (JMPPM) originates from a Memorandum of Understanding (MOU) signed between WHO and FAO on cooperation in a joint programme for the sound management of pesticides. It forms the basis of joint technical meetings that are organized, when appropriate, to discuss and strengthen particular areas of pesticide management. JMPPM is composed of experts who have been selected on the basis of their specialized knowledge for the purpose of giving independent scientific advice on all matters pertaining to pesticide management. More information at <http://www.fao.org/unfao/govbodies/gsb-subject-matter/gsb-plantprod/detail/en/c/396/>.
- The Joint Meeting on Pesticide Residues (JMPPR) is an expert ad hoc body administered jointly by FAO and WHO with the purpose of harmonizing the requirement and the risk assessment on pesticide residues. The JMPPR consists of experts who attend as independent internationally-recognized specialists acting in a personal capacity and not as representatives of national governments, to conduct scientific evaluations of pesticide residues in food. It provides advice on the acceptable levels of pesticide residues in food moving in international

trade. More information at: <http://www.fao.org/agriculture/crops/thematic-sitemap/theme/pests/jmpr/en/>.

- The Joint Meeting on Pesticide Specifications (JMPS) is an expert ad hoc body administered jointly by FAO and WHO, composed of scientists collectively possessing expert knowledge of the development of specifications. The primary function of the JMPS is to produce recommendations to FAO and/or WHO on the adoption, extension, modification or withdrawal of specifications and to develop guidance and procedures in establishing pesticide specifications and equivalence determination which has also its relevance to the registration and quality control of pesticide in national or regional authorities. More information at: <http://www.fao.org/agriculture/crops/thematic-sitemap/theme/pests/jmps/en/>.
- c) *USD 5.9 million* for the International Plant Protection Convention (SO2).
- The International Plant Protection Convention (IPPC) (www.ippc.int) is a multilateral treaty deposited with the FAO Director-General since 1952. It is administered through the IPPC Secretariat located in the Agriculture and Consumer Protection Department at FAO, in cooperation with regional and national plant protection organizations. The IPPC was established to facilitate international cooperation among countries in protecting global plant resources from the spread and introduction of plants pests, in order to preserve food security, biodiversity and to facilitate trade. FAO's Regular Programme resources for the IPPC are primarily for the funding of the IPPC Secretariat, which is comprised of a Coordinator, several professional officers and administrative staff as set out in the [Work plan and budget of the IPPC Secretariat for 2017](#).
- d) *USD 1.5 million* for the Rotterdam Convention on prior informed consent procedure for certain hazardous chemicals and pesticides in international trade (SO2).
- The Rotterdam Convention (www.pic.it) promotes shared responsibility and cooperative efforts among Parties in the international trade of certain hazardous chemicals in order to protect human health and the environment from potential harm. The Convention contributes to the environmentally-sound use of such chemicals by: facilitating information exchange about their characteristics; providing for national decision-making processes on their import and export; and disseminating these decisions to Parties. The Convention prevents unwanted trade in chemicals included in the legally binding prior informed consent (PIC) procedure. The Convention also provides technical assistance to help establish the infrastructure and capacity necessary to safely manage chemicals. FAO's Regular Programme resources help fund the Secretariat of the Convention, which is provided jointly by FAO and the United Nations Environment Programme (UNEP), as set out at www.pic.int/Portals/5/download.aspx?d=UNEP-FAO-RC-COP.7-RC-7-15.En.pdf. FAO also provides technical services as set out at <http://www.pic.int/Partners/FAO/tabid/4392/>.
- e) *USD 2.0 million* for the International Treaty on Plant Genetic Resources for Food and Agriculture (SO2).
- The International Treaty on Plant Genetic Resources for Food and Agriculture (www.fao.org/plant-treaty/) was adopted by the Thirty-first session of the FAO Conference on 3 November 2001. The Treaty aims at recognizing the vast contribution of farmers to the diversity of crops that feed the world; establishing a global system to provide farmers, plant breeders and scientists with access to plant genetic materials; and ensuring that recipients share benefits they derive from the use of these genetic materials with the countries where they had been originated. FAO contributes to the core administrative budget of the Secretariat, which is housed at FAO, as set out at <http://www.fao.org/3/a-mo621e.pdf>.
- f) *USD 1.9 million* for other treaty bodies established under Article XIV of the FAO Constitution (SO2 and SO4), including:
- Agreement to Promote Compliance with International Conservation and Management Measures by Fishing Vessels on the High Seas
 - Asia-Pacific Fishery Commission (APFIC)

- Central Asian and Caucasus Regional Fisheries and Aquaculture Commission (CACfish)
- Commission for Controlling the Desert Locust in South-West Asia (SWAC)
- Commission for Controlling the Desert Locust in the Western Region (CLCPRO)
- General Fisheries Commission for the Mediterranean (GFCM)
- International Poplar Commission (IPC)
- Asia and Pacific Plant Protection Commission (APPPC)
- Regional Animal Production and Health Commission for Asia and the Pacific (APHCA)
- Regional Commission for Fisheries (RECOFI)

g) *USD 1.3 million* for the Committee on World Food Security, being an equal share agreed with IFAD and WFP (SO1).

- The Committee on World Food Security (CFS) (www.fao.org/cfs/) is established under Article III of the FAO Constitution. It aims to be the most inclusive international and intergovernmental platform for all stakeholders to work together in a coordinated way to ensure food security and nutrition for all. As agreed by the Rome-based Agencies, CFS receives biennial core funding at a level of USD 4 million, contributed equally by FAO, the International Fund for Agricultural Development (IFAD), and the World Food Programme (WFP). FAO currently hosts the CFS Secretariat and makes contributions through technical services to the various working groups and technical task teams of the Committee, funded by the Regular Programme. Amendments to the CFS funding arrangement would require consultation and eventual agreement among all three Rome-based Agencies. In addition, these funding arrangements may be subject to constitutional and statutory constraints of each Agency, such as communicated by IFAD.

h) *USD 1.0 million* for the United Nations System Standing Committee on Nutrition (UNSCN), which is hosted by the FAO Secretariat from 2016 (Objective 6).

- The mandate and responsibility of the UNSCN (www.unscn.org) falls within the UN system. The five UN agencies (FAO, IFAD, UNICEF, WFP, WHO) with an explicit mandate to improve nutrition levels in the world are members of UNSCN, and any other UN agencies that have a significant interest or engagement in nutrition-related issues may join. The UNSCN Secretariat, headed by an Executive Secretary, supports the Chair and the steering committee and ensures the smooth implementation of the annual work plan and the prudent management of UNSCN funding. The Secretariat has been hosted in FAO since 1st January 2016. The FAO contribution of USD 1 million covers the cost of the Executive Secretary, support staff and some running costs. FAO has established a multi-donor trust fund to receive contributions from UNSCN members, other international organizations, governments, or other sources to support its activities.

10. As indicated in PWB paragraph 57, the level of funding for FAO's work on gender equality and women's empowerment across the Strategic Objectives and Objective 6 has been maintained at USD 21.8 million for the biennium, as further detailed in PWB Annex 1 paragraphs 282-287.

- The resources have been planned under the Strategic and Functional Objectives as shown in the table below. The shift of resources from SO3 to SO1 and SO2 represents the effect of gender officers planning more of their time to support these two Strategic Objectives.

Resources for gender (USD thousands)

Chapter	Adjusted PWB 2016-17	Change	PWB 2018-19
1	2,009	1,224	3,233
2	2,128	2,960	5,088
3	9,013	(3,104)	5,909
4	1,471	630	2,101
5	1,274	(197)	1,077
6	4,277	(869)	3,408
8	482	(177)	305
9	109	(18)	91
10	566	(183)	383
11	426	(266)	160
Total	21,755	0	21,755

- All Strategic Programmes contribute to gender equality, within their own specificity, to reduce existing gender inequalities and empower rural women. Under each Strategic Programme, specific areas of gender work have been identified for upscaling and to broaden geographical focus.

11. It should be noted that for all of the above areas of work, additional resources can be made available during the biennium by the Strategic Programmes to support work related to these priority areas that augments the delivery of products and services contributing to planned Outputs of the Strategic Programmes.

12. In addition, the PWB 2018-19 maintains the level of contribution to UN cost sharing arrangements of USD 9.0 million as set out below.

- Contributions totalling USD 2.2 million to inter-agency coordination mechanisms: UN Chief Executives Board for Coordination (CEB); International Civil Service Commissions (ICSC); Administrative Tribunal of the International Labour Organization (ILOAT); Joint Inspection Unit (JIU); UN System-wide Workplace Programme on HIV (UN Cares).
- Contributions totalling USD 2.5 million to the UN security management system: UN Department of Safety and Security (UN-DSS); UN Malicious Acts Insurance Policy (MAIP).
- Contribution of USD 4.3 million to UN Resident Coordinator system.

Annex: Priorities and resource allocations for technical capacity including opportunities through voluntary contributions

52a) USD 3.7 million for climate change adaptation and mitigation, in line with FAO's Climate Change Strategy and Plan of Action, including to support countries to access climate finance and support to Small Island Developing States.

The PWB 2018-19 will strengthen the Organization's capacity to address climate change through 11 new posts in the following areas.

- High-level leadership and coordination of the *FAO Climate Change Strategy and Plan of Action* (<http://www.fao.org/3/a-ms540e.pdf>) through four posts: ADG (Climate, Biodiversity, Land and Water) (CB) with a programme coordinator and two support staff. This team will oversee the CB Department and will be responsible to monitor the implementation of the FAO Climate Change Strategy, as well as strengthening links with other UN Conventions on Biodiversity and Desertification.
- Four professional posts at headquarters providing capacity in NDC⁵ analysis, climate finance, mitigation, and climate-smart livestock management practices for resilience. This new team will add senior expertise to help countries in their implementation of the NDCs and adaptation strategies. For example, countries have requested FAO to provide examples of best practices in the livestock sector, as well as guidelines and design of projects.
- Three professional posts in regional offices providing capacity in climate change adaptation and climate finance, including for Small Island Developing States. Additional experts will be deployed to assist the countries with the NDCs and adapting their development strategies to climate change.

Additional technical capacity is needed in the following areas:

- *Climate disaster risk reduction*. An expert in management of natural disasters prone areas and development of alternatives for the medium and long term (post emergency response). Also knowledge of *ex ante* investment will be relevant, for example on better use of agro meteorological data and information to cope with a drought, and for impact on crops, livestock and fisheries.
- *Climate finance*. An expert on the financial project arrangements with International Financial Institutions (including guaranties and insurance options), with good understanding of project assessment in bankable projects including internal rate of return, cost-benefit, net present value, and financial risk assessment.
- *Climate and biodiversity*. An expert to understand the tradeoff between more resistant varieties – for drought or pest - and the risk of losing agricultural biodiversity. Additionally, how to continue the sustainable use of firewood or bush meat, in moments of stress, without jeopardizing the survival of critical species.
- *Soil Carbon Specialist*. An expert in how to reduce erosion, preserve organic soils and at the same time enhance CO₂ stocks in soils. Additionally, knowledge in the soil–water nexus will be growing in importance in areas where water scarcity will become acute in the next 20 years.

52b) USD 3.1 million for support to sustainable agricultural production, including agroecology, biodiversity and biotechnologies, in particular at country level.

The PWB 2018-19 will strengthen FAO's technical capacity to support sustainable agricultural production, including agroecology, biodiversity and biotechnologies, in particular at country level, through nine new professional posts in the following areas:

⁵ Nationally determined contribution (NDC)

- *Agroecology* (1 in AGP, 1 in RAF). Environmental degradation and biodiversity in agricultural landscape and production systems needs to be addressed in a more integrated way across different sectors (crop, livestock, aquaculture, trees, etc.) to achieve SDGs (linked to Outcome 2.1).
- *Integrated natural resources management* (RAF). Territorial and landscape planning with a good grounding in management of integrated production systems will be key to support sustainable, integrated and productive farming systems promoting rural development (linked to Outcome 2.1).
- *Sustainability governance* (ESD). SDG implementation in agricultural sectors requires substantive changes in governance to facilitate Ministries and agencies to work across sectors and with multi-stakeholders (including Producer Organizations, civil society, private sector, etc.) using new mechanisms. Lack of implementation of policies is a key gap in practice and there are capacity development needs for institutions at different levels (linked to Outcomes 2.2 and 2.4).
- *Biodiversity and genetic resources* (CBD). This post will facilitate coordination of biodiversity technical work including global conventions (CBD, CITES, UNDCC), ensure that biodiversity and genetic resources projects are aligned to Strategic Objectives and SDGs, and respond to requests of member countries (linked to Outcomes 2.1 and 2.3).
- *Agricultural Engineer* (AGP). A key element in the transition to more sustainable agriculture and rural development is finding innovative ways to increase the efficiency and productivity of agricultural production systems, including through mechanization. This post will provide technical and policy advice/expertise across mechanization/agricultural engineering including application equipment for more efficient use of agricultural inputs (including pesticides, seeds and fertilizers) and reduction of field labour workload, energy requirements and losses in harvest and on-farm post-harvest (linked to Outcomes 2.1 and 2.2).
- *Agricultural Officer (seed systems)* (RAF). Adapted and quality seeds are key for the success in sustainable crop production and there is an increasing demand of member countries for policy and technical assistance in seed strategy, policy and delivery systems (linked to Outcomes 2.1 and 2.2).
- *Agricultural Officer (pests and pesticide management)* (REU). Integrated pest management is relevant for sustainable crop intensification, including the identification and adoption of environment-friendly practices for pest control (linked to Outcome 2.1).
- *Agricultural Officer (tropical fruits)* (SLM). The contribution of tropical fruits to human nutrition and its integration to food systems needs to be strengthened in the Mesoamerica subregion. The post will contribute to sustainably increase fruit production (linked to Outcome 2.1).

Additional technical capacity is needed in the following areas:

- *Innovation dissemination*. More capacity is required to disseminate and scale-up more efficient, productive and climate change adaptation practices within and across the different agricultural sectors with a particular focus on smallholders/family farming agriculture, for example through work with Farmer Field Schools, Producer Organizations, extension services, and public administrations (linked to Outcome 2.1).
- *Biotechnologies*. Strengthen the capacity to identify and promote adoption of innovative biotechnologies that can sustainably increase production and productivity in different sectors (crop, livestock, forestry and fisheries), including adaptation to climate change and increase in the efficiency of resource use (linked to Outcome 2.1).

52c) USD 2.8 million for food systems including nutrition and food safety, particularly at country level.

The PWB 2018-19 will strengthen FAO's technical capacity to support food systems including nutrition and food safety through eight new professional posts in the following areas.

- *Food security and nutrition policy capacity* through three posts, one each in the Regional Offices for Africa, Asia and the Pacific, and the Near East and North Africa, for work at country level and with REIOs, following the adoption of the Malabo Declaration and Plan of Action in Africa, and the endorsement of the Zero Hunger Challenge by many countries in Asia.
- *Value Chain Economist (ESA)*. The value chain approach is increasingly widely used at FAO in terms of the number of countries, commodities and technical disciplines applying it. This broad-based use is reflected in the growth of the technical network on sustainable food value chains. However, the capacity to assist countries in articulating their demands for support in value chain development in their achievement of a wide range of SDGs, in conceptualizing approaches to responding to these demands, and in leading/guiding multidisciplinary teams to implement these approaches is limited and requires additional technical capacity.
- *Food Safety Officer (RAF)*. Food safety concerns need to be addressed from the inputs used such as animal feed, through the steps of primary production, harvesting, processing and distribution, until the food reaches the final consumer. Africa is currently the region with the highest demand for food safety related projects and technical support. The post will support delivery of field programmes and help delivery teams in the region meet the demand for policy and technical assistance on food safety and quality.
- *Economist (ESN)* with background in markets and public procurement. Public procurement is an approach increasingly used to connect smallholder producers to markets. The approach takes advantage of school feeding programmes, food distribution, food emergency and storage and other institutional markets. It supports poverty reduction of smallholder family producers, through increasing income and production diversification (as lack of access to markets is one of the major constraints of poor farmers), as well as the food security of the food recipients in schools and social protection programmes.
- *Rural employment and youth (RAP)* to effectively respond to the demographic change in the region. Asia and the Pacific have the largest youth population in the world, representing a huge potential demographic dividend for the region. The agricultural sector and the rural economy can contribute more to solving the youth employment challenge in the region. There is a largely untapped reservoir of employment opportunities in these sectors, but many young people know little of the opportunities and dynamism possible in farming and agribusiness. FAO and its partners have an important role to play in promoting agriculture and agribusiness jobs for youth in the region as profitable, decent and attractive businesses.
- *Rural Development Officer (RAP)* with specialization in land consolidation. FAO is supporting countries to achieve the goals of poverty reduction by making ongoing processes of structural and rural transformation more pro-poor and inclusive. Reducing rural poverty requires increasing productivity of small-scale agriculture, creating jobs, fostering economic diversification and investing in people through a multi-sectoral approach that addresses the social, economic, political challenges that poor rural people face. The post will also facilitate assistance to countries in capacity development related to analysis and formulation of national and regional rural development policies contributing to the national targets of the SDGs.

Additional technical capacity is needed in the following areas:

- *Public expenditure analysis*. In order to respond to growing demand for work contributing to Output 1.4, and in view of the new Outcome 4 under SP1, more support is needed in the area of financial resource allocation and use, especially to track public expenditures for food security and nutrition and to analyze the effectiveness of resource allocation options. This remains a relatively new area for FAO, and specific capacities in this area (in TCI and ESA) would be of particular benefit to various country requests that have been advanced, especially in relation to the work on nutrition-sensitive agriculture in the context of FAO's support to the design, and implementation of investment plans.
- *Rural Finance Officer* focusing on food systems. Agricultural and food systems development requires a substantial infusion of fixed investment and working capital. Public and private sector

organizations in member countries need their capacities strengthened to increase responsible investments in efficient and inclusive agricultural and food systems, as well as to design and implement financial instruments and services and risk management mechanisms. Key areas of work in this regard include: instruments and services such as agricultural insurance, crop and warehouse receipts, and value chain finance; products and services related to investments, including sector studies and investment policy support; and direct support to public and private investments through the formulation of investment projects, implementation support and evaluation in collaboration with IFI partners.

- *Markets and public procurement, focusing on school feeding programmes with local purchases from family farmers.* This would supplement the capacity already put in place (see above) to support poverty reduction of smallholder family producers, through increasing income and production diversification, as well as the food security of the food recipients in schools and social protection programmes.
- *Indigenous Peoples.* The FAO Policy on Indigenous Peoples promotes indigenous food systems (SP2; SP4); compliance with Free Prior and Informed Consent (SP1, SP3 and SP5); advocacy and capacity development (e.g. leadership schools of indigenous women) (SP3, SP1); and implementation of the Voluntary Guidelines of Land, Forest and Fisheries (SP3, SP1). Additional capacity is needed in indigenous food systems, indigenous youth and indigenous women leadership schools, and environmental and social safeguards.
- *Right to Adequate Food and Economic and Social Rights Officer.* Since 2004 FAO has played a unique role at global and country levels with regard to the promotion and realization of Right to Adequate Food. This work has been carried by staff under Trust Fund posts that will end during 2017. This expertise supports SP1 and could play a bigger role in SP3 and SP5 to ensure coherence and strengthen a programmatic approach to address inequalities and the root causes of hunger, malnutrition and poverty.
- *Chemical food safety, risk assessment and exposure assessment.* The Codex Alimentarius has noted the need for more food safety scientific advice in a timely manner. Given the current backlog in certain areas such as food additives, and the increasing demand for scientific advice in other areas such as contaminants, some of which have become more prominent due to climate change, water access, etc., this has been highlighted as an area that requires additional capacity. This evolving area also requires more support to risk assessment in countries, as well as new methodologies to deal with issues such as co-exposure to multiple contaminants.

52d) USD 2.7 million to bring the Technical Cooperation Programme to 14 percent of the net appropriation.

The Technical Cooperation Programme (TCP) (www.fao.org/technical-cooperation-programme/) enables FAO to make its know-how and technical expertise available to member countries upon request, drawing from its own resources. The TCP provides assistance in all areas pertaining to FAO's mandate and competence that are covered by the Strategic Framework to respond to governments' priority needs. In this context, the short-term, catalytic and sustainable TCP projects address critical gaps in hunger and malnutrition eradication, sustainable production, rural poverty reduction, more efficient and inclusive food chains, and building resilience to crisis. TCP projects catalyse change, foster capacity development and assist countries in mobilizing resources, in line with the Country Programming Frameworks agreed with governments.

As set out in the PWB 2018-19 paragraphs 299-303, the TCP is presented as a separate budgetary chapter in the Budgetary Appropriations Resolution. The 39th Session of the Conference in 2015 recommended (Conference Resolution 5/2015) that the TCP appropriation in the PWB 2018-19 should be in line with Conference Resolution 9/89, which invited the Director-General to make every effort in order to restore the resources available to TCP to the former level of 14 percent of the total Regular Programme budget and, if possible, to raise it to 17 percent.

Measures to improve the programmatic alignment, operation, results and impact of the TCP to were approved by the Council in 2012 and 2013. The measures have been implemented by the Secretariat, resulting an accelerated rate TCP project approval and delivery as well as tangible contribution to the Strategic Objectives, as reported in the Programme Implementation Report 2014-15 and the Mid-Term Review Synthesis Report 2016.⁶ Therefore, in line with Conference guidance, funding for TCP is brought to the minimum recommended level of 14 percent of the net appropriation in the PWB 2018-19.

52e) USD 1.9 million for work on statistics, including support for development and measurement of SDG indicators coordinated by the Office of the Chief Statistician.

The PWB 2018-19 will strengthen FAO's technical capacity for work on statistics, including support for development and measurement of SDG indicators in the Office of the Chief Statistician and the Statistics Division.

- The *Office of the Chief Statistician* is established with the new post of Chief Statistician, a support staff, and a small team of staff to be seconded from the increased complement of statisticians in the Statistics Division, as well as from other statistical units.
- In the *Statistics Division*, five new technical posts will provide increased capacity to coordinate and support the development and monitoring of the SDG indicators within the mandate of the Statistics Division, as well as capacity development at the regional and country levels for the development, monitoring and reporting of the SDG indicators. The additional staff will also help steer and facilitate FAO's statistical governance, both externally (e.g. Regional Commission of Agricultural Statistics) and internally (e.g. IDWG on Statistics). They will support the Chief Statistician in developing the corporate statistical programme of work and in monitoring its implementation. They will also carry out, in partnership with OSP, the Corporate Outcome Assessment which is intended to measure the impact at country level of FAO's results framework.

Additional technical capacity is needed in the following areas:

- *Quality assurance*. Establish policies and guidelines for all FAO statistical processes, including for data collection, processing and dissemination; monitoring their implementation in different data domains; and coordinating the preparation of improvement plans for non-compliant statistical processes.
- *Statistical standards, classifications and methodologies*. Develop, review and implement international statistical standards, classifications and methodologies in the area of food and agricultural statistics; implementation of Phase III of the Statistical Working System.
- *Methodological support for the development of statistical indicators of forestry, fisheries, land cover and water use*. Oversee the methodological development and validation of the statistical indicators in these domains, including for the SDG indicators.

52f) USD 1.7 million for work on One Health Agenda and antimicrobial resistance (AMR), including livestock.

The PWB 2018-19 will strengthen the capacity in agriculture and consumer protection with six new professional posts in the following areas:

- *Antimicrobial resistance* (1 in AGA, 1 in AGF) for technical and policy support to implement FAO's Action Plan on AMR, across the agri-food environment. The two posts will provide capacity on: i) development of surveillance strategies for the detection of antimicrobial residues and AMR organisms in the food and agriculture sector and the environment, ii) development and support to implementation of best practices to minimize the need for antimicrobials (improved

⁶ C 2017/8 Programme Implementation Report 2014-15 paragraphs 309-316; PC 121/3 – FC 166/6 Mid-Term Review Synthesis Report 2016, paragraphs 147-149

husbandry/plant production practices, improved biosecurity, hygiene and sanitation),
iii) development of guidance to promote judicious use of antimicrobial medicines and treatments, including ectoparasite and vector control, iv) support to the development of tools on alternatives to the use of antimicrobials in terrestrial and aquatic animal production systems in particular in different agro-ecological settings, and v) support to the development of scientific advice on addressing antimicrobial resistance as a basis for international standards (e.g. those of Codex Alimentarius).

- *Animal Health Officer (Pestes de petits ruminants (PPR) eradication)* (AGA) to support the PPR Secretariat with expertise in development of technical and policy tools to be implemented in affected countries, and to support non-infected countries to demonstrate the absence of PPR virus circulation.
- *Animal Production Officer (pastoralism and resilience in livestock production systems)* (AGA) to increase the visibility of pastoralism in policy arenas, develop pastoral and agro-pastoral risk early warning and response systems, and coordinate related technical support provision to countries in emergencies, especially those in Level 3 emergencies.
- *Technical Officers* (1 in AGD, 1 in RAP) to provide capacity in integrated analysis of transboundary animal and plant pests and diseases and food safety threats and to strengthen forecasting, early warning and communication of these threats and support capacity development of countries on integrated early warning systems. These posts will work closely with the three EMPRES systems (animal health, plant protection and food safety) and will ensure integrated work using multidisciplinary approaches in food chain threats analysis and using a One Health approach.

Additional technical capacity is needed in the following areas:

- *Integrated pest management with entomology and insect ecology background.* The post will fill a major gap in technical capacity to support member countries in developing and delivering integrated pest management (IPM) programmes. Integrated approaches to pest management are key to sustainable crop production systems. The post will complement available expertise on plant pathology (diseases) and locusts. It will strengthen collaboration and coordination of technical officers in decentralized offices in developing resilient crop production systems and in responding to pest outbreaks. Examples of recent challenges include the spread of the Red Palm Weevil in the Near East and North Africa region, as well as the Fall Armyworm across Africa. Effective management of such pests requires a global coordinated response over the short-, medium- and long-term, relying on all available approaches.
- *Agriculture knowledge systems and innovation.* The post will work to coordinate and further consolidate the Agriculture and Consumer Protection Department knowledge management systems. Over the years, 60 information systems have been set up in the department and consolidation would lead to a substantial reduction of management costs and eliminate duplication.

52g) USD 1.2 million for work to support conflict-affected rural livelihoods in link with food security, conflict analysis and partnerships.

The PWB 2018-19 will strengthen FAO's technical capacity to support conflict-affected rural livelihoods in link with food security, conflict analysis and partnerships through three new professional posts.

There is very limited capacity in FAO in the area of conflict analysis, the latter being noted in the 2015 Evaluation of FAO's contribution to crisis-related transitions (Recommendation 3a). Conflict analysis and conflict-sensitive programming is in the meantime becoming a standard prerequisite by donors, conditioning decisions to invest in conflict-affected and protracted crisis contexts.

- *Technical Officer (conflict analysis)* (ES), *Food Security Officer* (ES), and *Senior Liaison Officer (partnerships)* (LON). These three new posts will provide capacity to support FAO's contributions to sustaining peace in a more coherent and deliberate manner. This capacity will provide for analysis of conflict dynamics as relate to FAO's mandate to inform conflict-sensitive programming. Conflict analysis provides an evidence base to enable strategic and targeted responses to better manage new forms of transition and turbulence, and reduce the likelihood of a (re)emergence of conflict. Factors such as food insecurity, access to land and water, and scarce natural resources, can be drivers of violence and conflict, and in turn displacement. Strengthening resilience can help people stay on their land, create the conditions for the return to place of origin, and foster improved governance and stability. The systematic analysis of conflict dynamics is necessary to inform programmes and actions, through the consistent application of conflict-sensitive approaches.
- This capacity will also help strengthen FAO's understanding and improve the design of programming approaches that can help mitigate and prevent conflicts and reduce people's vulnerabilities, and support improved incorporation of conflict-sensitive approaches in country level interventions. This will contribute to: developing a methodological approach and a practical guidance for FAO country offices to undertake conflict analysis; supporting conflict-sensitive programming and facilitate inter-agency collaboration, across the humanitarian-development-peace nexus at the field level; helping identify opportunities in focus countries to support and reinforce sustaining peace (emphasizing the local, the role of women and youth); capturing and sharing of good practices; building new partnerships in FAO's contributions to sustaining peace; and supporting advocacy.

52h) USD 1.1 million for work on poverty reduction, particularly capacity in rural development, including family farming.

The PWB 2018-19 will strengthen FAO's technical capacity to support poverty reduction through three new professional posts in rural finance (ES), rural development (RAP), and policy support for poverty and hunger eradication (RAF).

- *Rural Finance Officer* (ES). The additional capacity in rural finance will contribute to increasing demand from country offices to provide technical support in rural finance. Access to finance is a key constraint faced by small-scale family producers, and the inclusion of rural finance is a key dimension in approaches to increase productivity and the sustainability of household livelihoods. This rural finance post is a central part of FAO's efforts to support countries in achieving SDGs 1 and 2, complementing a broader approach which includes financial and productive inclusion, linking producers to value chains, decent employment and social protection.
- *Rural Development Officer* (RAF). The new capacity in rural development/policy in Asia will enable FAO to support countries to achieve SDGs 1 and 2 by making ongoing processes of structural and rural transformation more pro-poor and inclusive. Reducing rural poverty requires public policies and investments to increase productivity and income of small-scale agriculture, creating jobs, fostering economic diversification and protecting the poorest from shocks, investing in people through a multi-sectoral approach that addresses the social, economic, political challenges that poor rural people face. This set of policies and interventions should foster inclusive rural transformation and growth, enabling the poor to actively participate in and significantly benefit from economic activity. The approach aims to address structural constraints faced by poor agricultural households, create decent farm and off-farm employment and build, scale-up social protection systems and empower the rural poor, particularly through the strengthening of rural organizations.
- *Policy Officer* (RAF). The new capacity in Africa will strengthen policy support to connect poverty and hunger eradication strategies and programmes and linking with regional and countries priorities. Knowledge of the drivers of rural poverty and the appropriate policy responses, including investment in agriculture and rural development, is key to improving the contribution of

FAO's programme of work to achieving SDG 1, and to addressing the link between SDGs 1 and 2. This post is in direct response to the recent evaluation of SP3 that poverty analysis remains inadequate in programme and project design, highlighting that FAO ensures that poverty analysis and resulting pro-poor approaches with theories of change are built into the design of country programmes and projects.

Additional technical capacity is needed in the following areas:

- *Decent Rural Employment Officer.* Rural employment, and in particularly youth employment, is a growing priority area for member countries as population growth outstrips the ability of national economies to provide jobs. Youth, especially in rural areas, often struggle to find productive work that allows them to earn a decent income and increasingly migrate to urban areas and abroad. FAO and partners have an important role to play in promoting agriculture and agribusiness jobs for youth in the region. This post would fill an immediate need to increase FAO's support to member countries in addressing the challenges of youth employment and in implementing FAO's related approach to addressing migration. The post would contribute to SDG 1 as well as SDG 8 in close collaboration with ILO.
- *Poverty Analysis Economist.* Knowledge of the drivers of rural poverty and the appropriate policy responses is key to improving the contribution of FAO's programme of work to achieving SDG 1, and to addressing the link between SDGs 1 and 2. The expertise is needed to strengthen the response to the recent evaluation of SP3 that poverty analysis at FAO is inadequate in terms of programme and project design. The post would lead efforts to ensure that poverty analysis and resulting pro-poor approaches and evaluation are built into the design of country programmes and projects. The post would lead efforts to promote capacity development of countries to better access data and analytical work and connect to projects and programmes and country level, with a better frame and theory of change related to poverty reduction/eradication.

52i) USD 0.9 million for fisheries, in particular support to countries in the implementation of the Port State Measures Agreement to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing.

The PWB 2018-19 will strengthen the capacity of the Fisheries and Aquaculture Department with three new professional posts, two of which to work on implementation of the PSMA, and one to work on Blue Growth.

Implementation of PSMA (two posts).

- The entry into force of the Port State Measures Agreement (PSMA) on 5 June 2016, has not only activated obligations for the Parties to the Agreement but has triggered a set of new responsibilities for FAO and other international organizations (e.g. Regional Fisheries Management Organizations). Apart from committing FAO in the delivery of capacity development assistance to countries to apply Port State measures, the Agreement defines FAO's role in the effective implementation of the Agreement, ranging from the provision of legal and technical guidance, to administrative and information management support.
- The two posts will provide ongoing support to the essential PSMA duties and to oversee the overall management of the capacity development assistance. They will contribute to: work of the FAO Secretariat supporting the meetings of the Parties to the Port State Measures Agreement (PSMA) and the subsidiary working groups and technical meetings; development and management of global information exchange mechanisms to be developed under the PSMA; management of funding mechanisms to be established under the PSMA to support developing countries in the implementation of the Agreement; formulation and delivery of capacity development projects to support developing countries in enhancing their ability to implement the PSMA and complementary instruments; development and management of monitoring and reporting schemes; SDG indicator reporting processes, particularly those on combatting IUU fishing and the implementation of related international instruments including the PSMA; drafting

of reports and documents on IUU fishing, including working documents for meetings, publications and technical manuals on the implementation of the PSMA and other relevant international instruments and mechanisms; studies undertaken by FAO, and those conducted in collaboration with partners, on matters related to IUU fishing, including on tools and methods to combat such fishing; promotion of the PSMA and complementary instruments, including through the preparation of information material and participation in international meetings, as appropriate.

Blue Growth (one post)

- The Blue Growth Initiative (BGI) is supporting member countries' efforts to ensure their fisheries are sustainable along the three dimensions of the Sustainable Development Agenda: environmental, economic and social. The BGI has three pillars:
 - i. Blue production – to optimize fisheries and aquaculture production while maintaining ecosystem services from aquatic systems.
 - ii. Blue communities – to empower and build resilient communities with improved livelihoods, food security and employment based on sustainable natural resources use, social organizations, norms and values, and user rights.
 - iii. Blue forum – to engage the private sector to improve the efficiency of the seafood value chain.
- FAO's BGI is expanding rapidly especially in Africa where FAO is committed to working with the African Development Bank and the World Bank. Both Banks see FAO as key technical partners in the Africa Package for Ocean Resilience. Furthermore, FAO has a regional initiative in Asia which is currently focused on aquaculture in a few select countries. Members of the AP have requested FAO to broaden the scope of this regional initiative and HQ has been asked to assist in supporting this expansion both conceptually and technically.
- Many SIDS (Small Island Developing States) have also requested FAO's support in developing their Blue Economy. However, the approaches taken for SIDS are not necessarily the same for continental states and FAO can provide technical support and facilitate sharing of lessons learned across SIDS regions where SIDS are interested on how technical challenges are being addressed. With additional technical support to the BGI SIDS can be better serviced.
- The new technical post will specifically focus on strengthening implementation teams across member countries in a regionalized approach, in consultation with field officers, and support headquarters in mainstreaming blue growth approaches.

Additional technical capacity is required in the following areas:

Port State Measures. Capacity to support the essential PSMA duties as described above, including capacity development.

Fish stocks management. To assist with rebuilding fish stocks centered on developing policies and tools (e.g. harvest rules and compliance).

Small-scale fisheries. To support implementation of the FAO Small Scale Fisheries Guidelines in support of coastal communities who have suffered from resource depletion, poverty and unemployment.

52j) USD 0.6 million for forestry in particular for support to national forest assessments

The PWB 2018-19 will strengthen the capacity of the Forestry Department with two new professional posts, to support work on national forest assessments, as well as on producer organizations as a contribution to poverty reduction.

- *National Forestry Assessments.* In view of the monitoring and reporting requirements for the SDGs and the Paris Agreement, support to countries on National Forest Assessments (NFA) will be strengthened. The new post will assist with coordination of a portfolio of extra-budgetary NFA projects, with continuity of support to NFA normative products and improved coordination of

direct country partner support and capacity building. This capacity will help to address many NFA capacity gaps in partner countries, which limit their ability to understand and measure their forest resources, and limit their ability to sustainably manage these resources. Improved information leads to sound management decisions and more effective actions, which can fulfil climate change mitigation contributions from the forest sector (as articulated in Article 5 of the Paris Agreement) both nationally, and internationally.

- *Producer Organizations*. It is becoming increasingly clear that better organization of local forest (and farm) producers is critical to improving sustainable management at a landscape level, accessing markets and developing sustainable forest based enterprises, and to increase the inclusion of women, youth and indigenous peoples. Working with Producer Organizations across sectors is receiving increasing attention as an important contribution to poverty reduction through SP 3. The new post will build on experience with the Forest and Farm Facility and link to FAO's work on family farming and on improving both sustainable production (SP2) and increasing access to markets (SP4). This post will institutionalize capacity within the Forestry Department to strengthen the key role of Producer Organizations in improving livelihoods (SDG2), reducing hunger (SDG3) and improving the quality of sustainable forest and farm management (SDG15), among others.

Additional technical capacity is required in the following areas:

- *Forest value chains* under SP3 and SP4 and the work on forest finance under SP4. It has become clear that development of sustainable forest value chains demands further analysis on the underlying business model for sustainable forestry, as well as a better understanding of the roles and linkages between the different actors in the value chain defined by their economic and financial relations. This demands expertise in financial risk mitigation and management strategies and familiarity with local, regional and global outlook analyses and related supply and demand projections. In terms of capacity building and in-country work, countries require support to successfully implement forestry related financial instruments for improved/sustainable value chains including facilitating improved access to rural financial services.
- *Disaster risk management* contributing to demand from SP5. Forests and trees have an important role to play in disaster risk management, especially in the face of climate change. Temperature rises and extreme weather events disturb ecosystems, resulting in pest outbreaks, forest fires, wind throws and other storm damage. Forest management needs to be adapted to these changes to make forest ecosystems more resilient and contribute to mitigating damage from natural disasters.
- *Community-Based Forest Management (CBFM)*. FAO is supporting countries in developing an enabling policy and institutional framework and capacities for the implementation and scaling up of community-based forest management. In addition, FAO is assessing and monitoring the impact and effectiveness of CBFM at global level. Due to the high demand from countries for capacity development of communities and government institutions to effectively implement CBFM, additional skills and capacities are required in FAO to scale up support in this area. CBFM plays an important role in sustainable landscape management (SP2) with direct benefits for food security and nutrition (SP1) and poverty reduction (SP3).

53) In addition, USD 4.0 million is reallocated to improve programme delivery by regularizing the posts of Regional Programme Leaders, who were put in place on a trial basis in 2016 and have proven effective (USD 2.9 million), and to establish the Office of the Deputy Director-General Programmes (USD 1.1 million) as authorized by the 154th session of the Council in December 2016.

- During 2018-19 the focus of implementation arrangements will be on improving delivery of results at the country level. The five Regional Strategic Programme Coordinators, who were appointed on a trial basis in 2016 at D-1 level, have proven instrumental in bringing a programmatic dimension to FAO's work across countries. Therefore, these five D-1 posts are established as Regional Programme Leaders in the PWB 2018-19. They will continue to work closely with the Regional Representatives, FAO Representatives, Strategic Programme Leaders

and technical divisions to focus and ensure delivery of programmes and achievement of results at country level.

- The Office of Deputy Director-General (Programmes) (DDP) is established comprising one new DDG post and one new professional post for monitoring. In addition, a post of Senior Advisor is transferred from TC Department along with two general service posts for office support. DDP oversees the existing Strategic Programme management units, the Technical Cooperation Department, the Partnerships, Advocacy and Capacity Development Division, the Liaison Offices, and the Office of Chief Statistician, to elevate and strengthen the Programme Management function and better link it with technical knowledge and operations.