

# 2006-07 C 2009/8

## Programme Implementation Report



Food and Agriculture Organization of the United Nations





C 2009/8

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Programme  
Implementation  
Report

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Food and Agriculture  
Organization of the  
United Nations

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## Director-General's Foreword

*The Programme Implementation Report (PIR) informs the membership about the work carried out by the Organization during the past biennium. As part of the established suite of accountability documents, it provides information on the Organization's financial performance and what it achieved in terms of outputs and outcomes. It covers resources and activities both under the Regular Programme appropriation and extrabudgetary funding.*

*The 2006-2007 biennium was marked by several challenges: a budget level approved by the preceding FAO Conference well below zero real growth, coupled with unfavourable financial developments beyond the control of the Organization; the phased implementation of reforms within the constraints of this budget level; and at the same time the need to implement an increased portfolio of emergency and non-emergency field activities financed by voluntary contributions.*

*In effect, the 2006-07 approved budget level of USD 765.7 million embodied a nominal increase of USD 16.6 million over the previous biennium, but a shortfall of USD 39 million in estimated costs increases resulting in a 5.2% decline in real terms. This required that the originally formulated Programme of Work be subjected to cuts, while progressively putting in place organizational measures for further efficiency savings and improved cost recovery.*

*The Programme of Work was also impacted during implementation by the emergence of underbudgeted costs of USD 38 million. In addition, in 2006, the Organization faced a severe liquidity shortage due to delays in payment of Members' contributions and was obliged to resort to extensive borrowing.*

*Sixty years after the founding of FAO in 1945, I proposed a new vision to match evolving priorities*

*and requirements of the membership and to capitalise on new opportunities, including wide-ranging reform proposals. The implementation of Conference and Council approved reforms proceeded throughout the 2006-2007 biennium. Changes to the PWB chapter structure and the results of substantial reformulation of programme entities were presented in the Revised PWB 2006-07 approved by the Programme and Finance Committees in May 2006. Other highlights included: the newly approved Security Expenditure Facility allowing for integrated management of all security related expenditures; organizational changes at headquarters; a consolidated Shared Services Centre at headquarters effective January 2006; subsequent initiation of off-shoring of the same Shared Services Centre to Budapest; and first steps in further decentralization in Africa and Central Asia in 2007, as authorised by the governing bodies.*

*I am pleased to report that voluntary contributions increased significantly in the 2006-07 biennium, reaching USD 849 million, representing nearly half of total FAO expenditures. Most of the increase was for emergency activities, which therefore reached an important proportion of the field programme.*

*In November 2005, the Conference endorsed the recommendation of the Council to launch an Independent External Evaluation of FAO (IEE). The findings and recommendations of the IEE were examined by Conference in 2007, which established a Conference Committee for Follow-up to the IEE that is fully active at the time of writing. Supporting the IEE team in its research was a significant duty of the Secretariat in all locations during the past biennium.*

*Turning to the specific contents of this document, it will be noted that efforts have been made to make it compact, and where pertinent to put it in a more dynamic style. While the Programme*

*Implementation Report draws on information from the unaudited financial accounts and the underlying accounting records, it is not intended to be an accounting document. However, Members expect to be apprised about the origin and effective use of the resources put at the disposal of the Organization during the biennial period and to see them in relation to the main products and services delivered to constituents.*

*Hence, Section 1 provides an overview of FAO resources, and highlights selected programme achievements, including enhanced analysis of the effectiveness and efficiency of the Technical Cooperation Programme, as requested by Conference. It also addresses the regional dimensions of programme delivery. A holistic approach is adopted, covering activities funded by both the Regular Budget and voluntary contributions.*

*Most noteworthy in respect of the control of transboundary animal and plant pests and diseases were successes in addressing Avian Influenza outbreaks and desert and migratory locust infestations. Work on climate change was also very prominent, with FAO continuing to raise awareness at all levels about how agriculture both drives climate change and can be negatively affected by it. On a more practical plane, methods and policy options that can reduce greenhouse gas emissions or assist adaptation, were put forward.*

*While support to investment kept its status of well-established priority, illustrations are given of assistance to specific countries in relation to improved land tenure arrangements and enhanced access to arable land by impoverished rural families. The design and implementation of national programmes for food security received due attention, including such features as the use of Farmer Field Schools and the mainstreaming of food security and nutritional improvement objectives in the health and education sectors.*

*Section 2 presents a summary of corporate initiatives in the biennium and specific features of programme delivery, covering in particular: the implementation of approved reform proposals, with focus on decentralization; the cost of supporting the field programme and activities in direct support to the Regular Programme; the use of the capital and security expenditure facilities; the implementation of FAO language policy and key information relating to geographical and gender balance in staff.*

*The Annexes provide more details on programme implementation, including a summary report on the completion of outputs in Annex 2, and a comprehensive report of expenditure and achievements by programme entity in Annex 4.*

*I trust that the information provided in this PIR will give further corroboration to the membership of the returns from a collective investment they make through the Organization.*



**Jacques Diouf**  
Director General



## EXECUTIVE SUMMARY

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1. The structure and contents of this PIR are explained in the preceding *Director-General's Foreword*. The main reported achievements and figures are summarised below.

### *Overview of resources*

2. Total expenditure incurred by the Organization in 2006-07 was USD 1,775 million, nearly 232 million (13%) higher than in 2004-05. Expenditure under the rubric General and Related Funds increased by USD 17.3 million (2.1%), while overall trust funds and UNDP expenditures increased by USD 214.2 million (33.7%), coming close to representing half of total resources. Expenditure on non-emergency trust funds increased by 18.6% while operations linked to emergencies rose dramatically by 60.6%, mainly as the result of the Avian Influenza crisis, the Tsunami and other natural disasters.

3. Expenditures to implement the Programme of Work totalled USD 877.8 million, against budgeted resources of 856.8 million. Income stood at USD 113.6 million, i.e. an increase of USD 22.5 million as the result of higher than planned revenue during 2006-07. The total net expenditure against the Regular Programme appropriation of USD 765.7 million approved by the 2005 Conference was USD 764.2 million. It was affected by two large unbudgeted items, namely a significant unfavourable staff cost variance (USD 23.3 million) and redeployment costs for incumbents of abolished posts (USD 11.5 million).

4. The search for further efficiency savings continued vigorously in the biennium. Changes in support cost policy, together with increased delivery, resulted in higher reimbursements to the General Fund of about USD 13 million. An interdepartmental working group identified 55 opportunities for streamlining administrative procedures which were put into effect. The Organization also further streamlined decision-making by eliminating layers of management through the reduction of 21 Director-level and associated General Service posts at headquarters. Savings in this respect amounted to some USD 9 million in 2006-07. Complex business process changes were set in motion with respect to the full implementation of the Shared Services Centre (SSC), with savings of USD 8 million anticipated after a period of transition during the 2008-09 biennium.

5. Total field programme delivery, along with extrabudgetary support to the Regular Programme, increased by 24% over the previous biennium. This was mainly due to increased use of GCP, UTF and FAO partnership programmes modalities and – as stressed earlier – a quite dramatic jump in emergency and rehabilitation activities. The top twenty donors financed 79% of extrabudgetary delivery. Multi-donor funding of specific programmes or large projects more than tripled compared to 2004-05, to become the second largest modality. The number of non-traditional donor countries increased, in particular through the UN Central Emergency Fund.

6. However, TCP delivery declined by nearly half the 2004-05 level, mainly due to the severe liquidity shortage experienced by the Organization, but also as a result of the high percentage of projects approved during 2004-05 and delivered in that period. The shift in emphasis of the Special Programme for Food Security (SPFS) from small pilot projects to designing and implementing national and regional programmes for food security resulted in a decline in delivery for RP funded SPFS projects.

7. Continued attention was given to ensuring a safe and secure working environment for staff at all locations. Security related budgets and expenditures were consolidated into the PWB *Chapter 9: Security expenditure*, resulting in expenditures of USD 8.3 million for headquarters and USD 11.0 million for decentralized locations and the field programme. The Organization also successfully implemented many of the projects foreseen under the Capital Expenditure Facility (PWB *Chapter 8*). Expenditures amounted to some USD 12.5 million, with USD 2.8 million transferred to the Capital Expenditure Account for use in a subsequent financial period. The HRMS project was the top priority, accounting for more than two-thirds of the budget under *Chapter 8*.

*Corporate initiatives and selected features of programme delivery in the 2006-07 biennium*

8. The Organization was actively engaged in the implementation of reforms approved by the governing bodies in two main phases, i.e. by the 33rd Session of the Conference in November 2005 and the 131st Session of the Council in November 2006. After some initial changes introduced in early 2006, the new organizational structure for headquarters approved by the Council was implemented as of 1 January 2007. It includes the new departments for Natural Resources Management and Environment and for Knowledge and Communication. Changes to the PWB chapter structure and the results of significant reformulation of programme entities were presented in the Revised PWB 2006-07.

9. The first phase of decentralization reforms took place in Africa and Central Asia. New subregional offices were established for Central Africa in Libreville, Gabon and for Eastern Africa in Addis Ababa, Ethiopia. The Subregional Office for Western Africa was established in Accra, Ghana, which continued to host the Regional Office for Africa. The reconfigured Subregional Office for Southern Africa remained in Harare, Zimbabwe. The new Subregional Office for Central Asia was established in Ankara, Turkey. In the second phase, the Regional Office for Europe was transferred from FAO headquarters in Rome to Budapest, Hungary.

10. As a result of subsequent decisions of governing bodies, reforms have been extended to Latin America and the Caribbean. A Subregional Office in Panama was established, a multidisciplinary team in Santiago was set up and the Subregional Office in Barbados was restructured. In November 2007, the Council also approved the creation of a new Subregional Office for the Gulf Cooperation Council States and Yemen located in the United Arab Emirates.

11. Following on the 2005 Conference approval of the Independent External Evaluation (IEE) of FAO, the Organization was actively engaged at all levels in supporting the work of the IEE team. During the later phases of the process, factual data contained in the draft IEE Report was reviewed and assistance provided to identify in a preliminary manner the costs and savings associated with the numerous recommendations.

12. Due emphasis was given to pursuing FAO language policy. In 2006-07, the percentage of meetings held in five languages decreased to 14%, while the percentage of meetings in four languages increased to 14%. The percentage of meetings held in three languages increased to 25%. Overall, meetings in more than two languages increased to 52%, from 50% in 2004-05. Publication of documents in FAO's languages continued to be a major priority. All flagship titles were made available in the five languages with versions of more technical titles being published in languages appropriate to the needs of key target audiences.

13. Geographical and gender balance in staff was also kept under scrutiny. At the end of 2007, there were 10 countries that exceeded the top of their range; 19 under-represented countries; and 38 non-represented countries, but efforts are continuing to reduce the latter number. Increasing the proportion of

female staff in the professional category is also one of the main human resources policy objectives. Efforts during the last six biennia have resulted in the steady increase of women in professional posts at headquarters from 21% at the beginning of 1996 to 34% at the end 2007 and an increase in all locations from 18% to 30%.

*Programme information and selective highlights*

14. FAO units had identified outputs for implementation under all programmes in the 2006-07 Programme of Work and Budget. As is customary, in the course of the biennium some modifications had to be made to planned outputs, while others had to be postponed or cancelled. New outputs have had to be introduced to meet evolving contexts and specific new requests. As shown in *Annex 2*, delivery of outputs was on the whole quite satisfactory. The technical programme delivered 93% of adjusted planned outputs, while non-technical programmes delivered 97%. More detailed reporting on programme entities is provided in *Annex 4* posted on FAO's Web site ( <http://www.fao.org/pir> ).

15. The printed version of this PIR addresses selectively the outcomes of FAO's work in twelve areas under the three substantive chapters of the Programme of Work: *Chapter 2: Sustainable Food and Agricultural Systems*; *Chapter 3: Knowledge Exchange, Policy and Advocacy*; and *Chapter 4: Decentralization, UN Cooperation and Programme Delivery*. The examples and corresponding narratives seek to convey the key role that capacity building, partnerships and the TCP have played in the achievement of sustainable outcomes at country, regional and global levels in twelve programme areas: transboundary animal and plant pests and diseases; food safety; the IPPC; work on climate change; genetic resources for food and agriculture; fisheries and aquaculture; forestry (especially work on forest fires); commodity markets analysis and projections; investment in agriculture; support to national programmes for food security assistance linked to natural disasters and complex emergencies; the TCP, including analysis of the catalytic role of TCP projects and their relation to FAO's programmes including through capacity building.

16. Similarly, an overview is provided of FAO's achievements in each region (Africa, Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, and the Near East) by programme area under all sources of funds, including TCP and external financing for investment.



# I. WHAT FAO ACHIEVED

## A. Overview of FAO Resources

17. The Programme Implementation Report includes a discussion of the sources and uses of resources during the biennium in relation to the delivery of products or services and what FAO achieved. This section summarises the evolution of available resources from all sources.

### a) Evolution of total resources

18. Total expenditure in 2006-07 by source of funds, as reported in the financial accounts for the biennium was USD 1,775 million, USD 232 million (15.0%) higher than 2004-05. It is presented in *Table 1* under the two accounting categories of “General and Related Funds” and “Trust Funds and the United Nations Development Programme (UNDP)”:

- General and Related Funds encompass activities funded from the Regular Programme appropriation and associated sources, including jointly financed investment activities, support costs and other assorted items;
- Trust Funds and UNDP comprise activities funded from all other extrabudgetary resources.

**Table 1: Expenditure summary by source of funds (USD million)**

Funding source	2004-05	2006-07
<b>General and Related Funds</b>		
Regular Programme expenditure (versus 2006-07 budget of USD 765.7 million)	748.2	764.2
Jointly financed investment activities	26.7	32.3
Support cost reimbursements (Trust Fund/UNDP)	41.5	60.1
Government cash contribution and other sundry income	16.3	15.1
TCP and capital expenditure facility adjustments (See table below)	25.6	(27.4)
Currency variance vs. budget rate*	18.7	43.2
Expenditure funded from arrears (Resolution 6/2001)	31.3	0.0
Other (explained below)	0.0	38.0
<b>Subtotal</b>	<b>908.3</b>	<b>925.6</b>
<b>Trust Funds and UNDP</b>		
Trust Funds/UNDP (excluding emergency projects)	395.3	464.5
Special relief operations (emergency projects)	239.5	384.5
<b>Subtotal</b>	<b>634.8</b>	<b>849.0</b>
<b>Total expenditures</b>	<b>1,543.1</b>	<b>1,774.6</b>

\* Currency Variance represents actual expenditure and actual other income adjusted to reflect the translation of Euro-denominated transactions at the budget rate of exchange rather than the UN operational rate of exchange in effect at the date of the transactions.

19. Expenditure under General and Related Funds increased by USD 17.3 million (1.9%) over the previous biennium:

- the Regular Programme appropriation, while declining in real terms, had a 2.1% higher expenditure in 2006-07;
- jointly funded investment activities increased by USD 5.7 million (21.3%) in 2006-07;
- support cost reimbursements rose substantially, increasing by USD 18.6 million (45%), continuing the trend of 2004-05;

- the line entitled "TCP and Capital Expenditure Facility adjustments" includes the unspent TCP and Capital Expenditure Facility appropriations deferred from the previous biennium for expenditure in 2006-07 less the deferred income transferred to 2008-09 for these two items. As shown in *Table 2*, there was a net decrease in 2006-07 resources of USD 27.4 million, compared to a net increase of USD 25.6 million in 2004-05.
- the currency variance was USD 43.2 million unfavourable in 2006-07 compared to USD 18.7 million from 2004-05;
- the line "Other" consists of the following expenditure items: USD 14.3 million of salary increase for headquarters' General Service staff (USD 6.4 million charged to the Special Reserve Account and USD 7.9 million funded by the contribution from the Russian Federation); USD 21.7 million of current service costs for After-service Medical Coverage (USD 13.4 million) and Terminal Payments (USD 8.3 million); and USD 2 million of Information Products Revolving Fund and Sundry.

**Table 2: TCP and capital expenditure facility adjustments (USD million)**

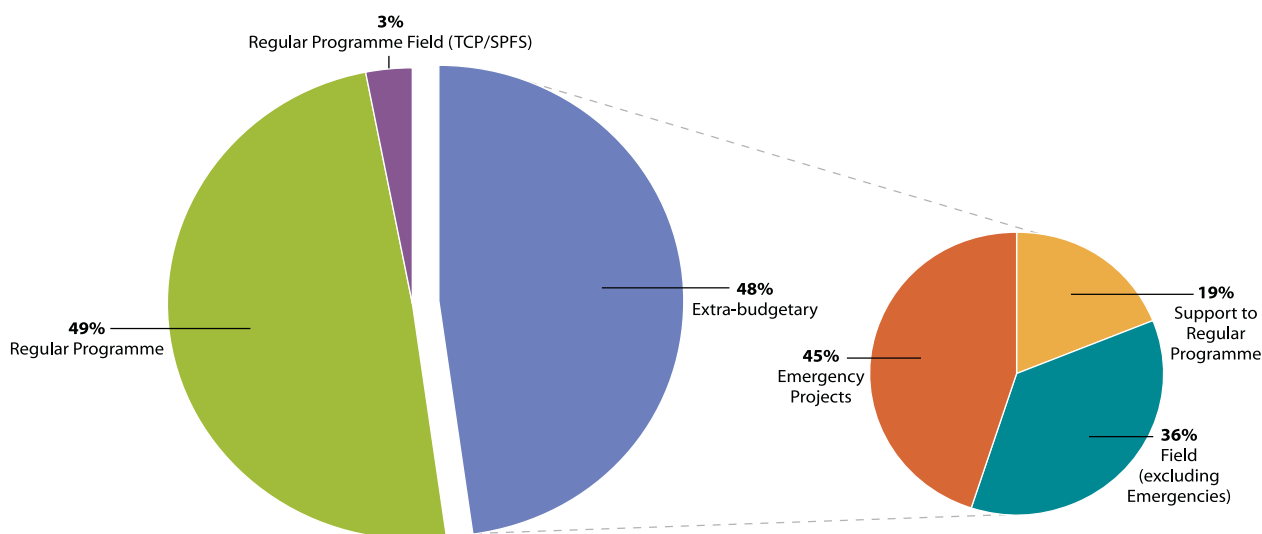
Funding source	2004-05	2006-07	Change
Prior biennium's TCP appropriation transferred to current biennium	62.0	36.4	(25.6)
TCP appropriation deferred until subsequent biennium	(36.4)	(69.9)	(33.5)
Prior biennium's Capital Expenditure Facility resources deferred until current biennium	0.0	8.9	8.9
Capital Expenditure Facility resources deferred until subsequent biennium	0.0	(2.8)	(2.8)
<b>Total</b>	<b>25.6</b>	<b>(27.4)</b>	<b>(53.0)</b>

20. Expenditure related to Trust Funds and UNDP increased by USD 214.2 million (33.7%), a dramatic rise from 2004-05:

- expenditure on non-emergency trust funds increased by USD 70.8 million (18.6%);
- emergency operations implementation increased by USD 145.1 million (60.6%), mainly as the result of Avian Influenza, Tsunami and other natural disasters;
- expenditure under UNDP continued to decline and delivery was only USD 13.5 million in 2006-07.

21. As shown in *Figure 1*, expenditure under the two sources of funding (Regular Programme versus extrabudgetary) was evenly split in 2006-07 (52% Regular Programme including TCP/SPFS, and 48% extrabudgetary). Within the extrabudgetary category, emergency projects accounted for the largest share in 2006-07, with non-emergency field projects close behind.

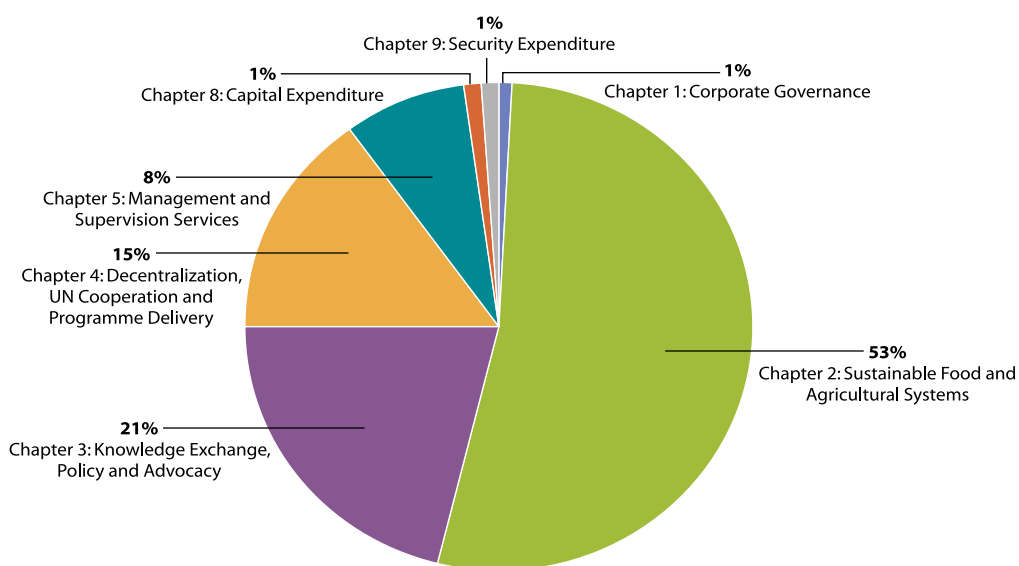
Figure 1: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2006-07



22. Total expenditure (Regular Programme and extrabudgetary) by budgetary chapter, as defined within the Revised Programme of Work and Budget 2006-07, is summarised in *Figure 2*. *Chapter 2: Sustainable Food and Agricultural Systems* and *Chapter 3: Knowledge Exchange, Policy and Advocacy* accounted for 74% of expenditure in 2006-07, with *Chapter 4: Decentralization, UN Cooperation and Programme Delivery* accounting for an additional 15%.

23. The remaining 11% falls under corporate governance (*Chapter 1*), management and supervision services (*Chapter 5*), contingencies (*Chapter 6*), capital expenditure (*Chapter 8*) and security expenditure (*Chapter 9*).

Figure 2: Distribution of total expenditure by chapter, 2006-07



## b) General and related funds

24. The 2006-07 Programme of Work included the projected availability of resources from other income, which comprises voluntary contributions that are largely at the disposal of the Organization and managed closely with the Regular Budget appropriation. The inclusion of other income in the Programme of Work provides a more complete picture of the resources associated with the work being undertaken. However, changes in income versus the budgeted levels during programme implementation require corresponding changes in expenditures in order to conform to the approved budgetary appropriation, adding some uncertainty and complexity to the financial management of the appropriation.

25. The 2006-07 Programme of Work and the adjustments made during its implementation are shown in *Table 3: Programme of Work, Budgetary Transfers and Performance, 2006-07*. Resources planned in the PWB 2006-07 totalled USD 856.8 million, USD 765.7 from the Regular Programme appropriation and USD 91.1 million from other income (after adjusting for those income types that are accounted as Trust Funds in the accounts of the Organization).

26. The implementation of the Programme of Work inevitably diverges from that planned, as the result of factors such as unforeseen and unbudgeted inflation and other costs as well as shifts in priorities reflecting the changing external environment and the Organization's efforts to respond to Members' most pressing needs. Programme implementation during 2006-07 was further complicated as the result of the introduction of a new programme structure and the need to prepare a Revised Programme of Work and Budget 2006-07 for approval by the governing bodies at the beginning of the biennium.

27. Actual expenditure in 2006-07 was affected by two large unbudgeted items, namely a significant unfavourable staff cost variance (USD 23.3 million) and redeployment costs for incumbents of abolished posts (USD 11.5 million). The underbudgeted costs were covered from within the Regular Programme appropriation partially through the re-allocation or adjustment of budgeted resources presented to the governing bodies (e.g. redirection of budgeted decentralized resources due to progressive implementation of new decentralized structures) and partially through imposed reductions to the Regular Programme allotments and savings arising from vacant posts.

28. The financial regulations of the Organization require that all transfers of the Regular Programme appropriation between chapters of the PWB are approved by the Finance Committee. Accordingly, at its sessions in May and September 2007 and May 2008, the Finance Committee reviewed and approved transfers between budgetary chapters. The final transfers required were from *Chapters 2, 4 and 9* in favour of *Chapter 1* (USD 1.7 million), *Chapter 3* (USD 1.6 million), *Chapter 5* (USD 0.35 million) and *Chapter 8* (USD 1.7 million). The final Regular Programme chapter transfers into *Chapters 1, 5, and 8* fell within the levels previously approved<sup>1</sup>, while an additional transfer was required into *Chapter 3: Knowledge exchange, policy and advocacy*. Overall, the final Programme of Work reflected an increase of USD 22.5 million as the result of higher than planned income received during 2006-07.

29. Income earned was USD 113.6 million (including USD 6.1 million of deferred income for Capital Expenditure) and overall net expenditure against the Regular Programme appropriation of USD 765.7 million was USD 764.2 million. The surplus balance of USD 1.5 million against the 2006-07 appropriation

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<sup>1</sup> CL 133/4, para 10

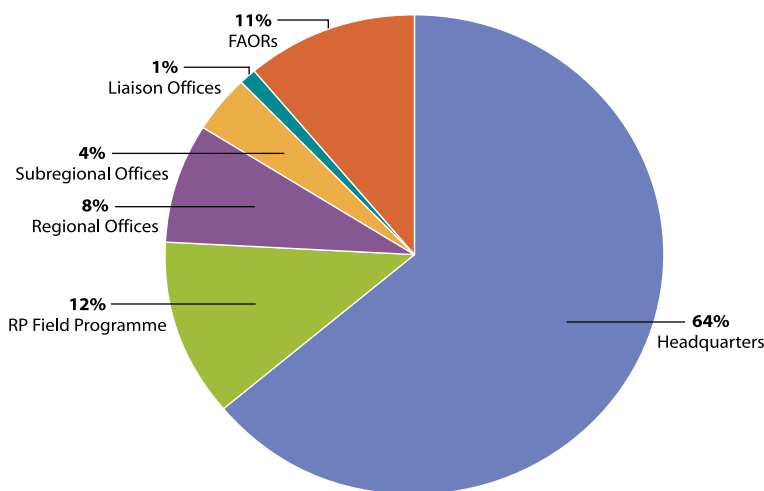


was re-apportioned to cover to the extent possible the excess terminal payments in 2006-07, as requested by the Finance Committee<sup>2</sup>.

30. Total expenditure of USD 877.8 million against the final 2006-07 budget compares with USD 925.6 million reported as General and Related Funds expenditure in the draft financial accounts. The figures in the table comprise only those items of expenditure in the financial accounts that are chargeable to the 2006-07 PWB. Specifically: i) it excludes USD 1.9 million of expenditure incurred by the Information Products Revolving Fund as a separate fund is established for this purpose under Financial Regulation 6.9; ii) it excludes USD 36.1 million unbudgeted salary increase for headquarters' General Service staff, unbudgeted current service cost for after-service medical plan and terminal payments, and iii) it adjusts the expenditure of the TCP so that the entire 2006-07 TCP appropriation is assumed to be spent, since unutilised balances will remain available for obligations in 2008-09, in accordance with Financial Regulation 4.3.

31. The share of Regular Programme expenditure between headquarters and decentralized offices is shown in the figure below. Headquarters accounted for 64% of total expenditures in 2006-07, 1% lower than in 2004-05 due to further decentralization. Field programme expenditures related to TCP and SPFS, which are funded from the Regular Programme, were 12% in 2006-07 (as compared to 13% in 2004-05). As regards various decentralized locations: FAORs increased from 10% to 11% mainly as a result of increased staff costs; subregional offices increased from 3% to 4%, due to the expansion of the number of subregional offices in the Africa region; regional offices remained at 8% and liaison offices at 1%.

Figure 3: Expenditure at headquarters and decentralized offices, 2006-07



32. The resource table preceding each programme in the *Web Annex 4: Supplementary information on what FAO achieved*, provides information on expenditure against the Programme of Work adjusted to account for actual income. These tables also indicate extrabudgetary resources that supplemented the Regular Programme as well as field programme resources associated with the programme.

<sup>2</sup> CL 133/4 para. 14 refers

Table 3: Programme of Work, Budgetary Transfers and Performance 2006-07 (USD '000)

CH/ PR	Programme	2006-07 Programme of Work			2006-07 Expenditure			2006-07 Variance: Budget less Expenditure/Income			Approved Chapter Transfer (Net)
		Programme of Work	Programme Income	Net Appropriation	Programme of Work Budget Rate Expenditure	Actual Income	Net Expenditure	Programme of Work (Over)/Under	Income Over/(Under)	Appropriation (Over)/Under	
1A	Governing bodies	7,794	(0)	7,794	9,278	81	9,197	(1,484)	81	(1,403)	
1B	General direction	9,814	214	9,600	10,466	492	9,974	(652)	278	(374)	
1X	Programme Management	714	(0)	714	376	(0)	376	338	0	338	
<b>1</b>	<b>Corporate Governance</b>	<b>18,322</b>	<b>214</b>	<b>18,108</b>	<b>20,120</b>	<b>573</b>	<b>19,547</b>	<b>(1,798)</b>	<b>359</b>	<b>(1,439)</b>	<b>1,700</b>
2A	Crop production systems management	20,165	323	19,842	20,269	1,055	19,214	(104)	732	628	
2B	Livestock production systems management	8,498	433	8,065	8,612	620	7,992	(114)	187	73	
2C	Diseases and pests of animals and plants	23,869	423	23,446	25,476	2,022	23,454	(1,607)	1,599	(8)	
2D	Nutrition and consumer protection	23,696	1,428	22,268	24,345	2,079	22,266	(649)	651	2	
2E	Forestry information, statistics, economics, and policy	11,281	253	11,028	11,227	383	10,844	54	130	184	
2F	Forest management, conservation and rehabilitation	8,234	82	8,152	7,938	429	7,509	296	347	643	
2G	Forest products and industry	8,899	176	8,723	8,536	39	8,497	363	(137)	226	
2H	Fisheries and aquaculture information, statistics, economics, and policy	17,858	623	17,235	17,418	704	16,714	440	81	521	
2I	Fisheries and aquaculture management and conservation	12,915	482	12,433	13,228	997	12,231	(313)	515	202	
2J	Fisheries and aquaculture products and industry	9,248	880	8,368	8,918	773	8,145	330	(107)	223	
2K	Sustainable natural resources management	28,808	989	27,819	30,421	1,941	28,480	(1,613)	952	(661)	
2L	Technology, research and extension	5,972	4	5,968	5,905	144	5,761	67	140	207	
2M	Rural infrastructure and agro-industries	15,721	317	15,404	16,289	728	15,561	(568)	411	(157)	
2X	Programme Management	21,003	160	20,843	19,803	223	19,580	1,200	63	1,263	
<b>2</b>	<b>Sustainable Food and Agricultural Systems</b>	<b>216,167</b>	<b>6,573</b>	<b>209,594</b>	<b>218,385</b>	<b>12,137</b>	<b>206,248</b>	<b>(2,218)</b>	<b>5,564</b>	<b>3,346</b>	<b>(3,300)</b>
3A	Leveraging resources and investment	50,579	26,303	24,276	57,980	34,869	23,111	(7,401)	8,566	1,165	
3B	Food and agriculture policy	30,296	1,416	28,880	30,461	1,792	28,669	(165)	376	211	
3C	Trade and markets	11,899	322	11,577	11,308	331	10,977	591	9	600	
3D	Agriculture information and statistics	10,719	136	10,583	11,537	454	11,083	(818)	318	(500)	
3E	Alliances and advocacy initiatives against hunger and poverty	11,819	172	11,647	12,216	546	11,670	(397)	374	(23)	
3F	Gender and equity in rural societies	9,400	528	8,872	9,730	609	9,121	(330)	81	(249)	
3G	Rural livelihoods	4,119	137	3,982	3,822	298	3,524	297	161	458	
3H	Knowledge exchange and capacity building	22,252	58	22,194	22,861	265	22,596	(609)	207	(402)	
3I	Information technology systems	28,952	(0)	28,952	31,432	172	31,260	(2,480)	172	(2,308)	
3J	Communication and public information	18,069	(0)	18,069	18,241	81	18,160	(172)	81	(91)	

CH/ PR	Programme	2006-07 Programme of Work				2006-07 Expenditure				2006-07 Variance: Budget less Expenditure/Income			
		Programme of Work	Programme Income	Net Appropriation	Net	Programme of Work Expenditure	Actual Income	Net Expenditure	Programme of Work (Over)/Under	Income Over/(Under)	Appropriation (Over)/Under	Approved Chapter Transfer (Net)	
3X	Programme Management	20,312	204	20,108	20,626	45	20,581	(314)	(159)	(473)			
<b>3</b>	<b>Knowledge Exchange, Policy and Advocacy</b>	<b>218,416</b>	<b>29,276</b>	<b>189,140</b>	<b>230,214</b>	<b>39,462</b>	<b>190,752</b>	<b>(11,798)</b>	<b>10,186</b>	<b>(1,612)</b>	<b>1,600</b>		
4A	UN cooperation, integration and monitoring	13,679	815	12,864	13,814	869	12,945	(135)	54	(81)			
4B	Coordination of decentralized services	20,306	(0)	20,306	19,382	214	19,168	924	214	1,138			
4C	Food security, poverty reduction and other development cooperation programmes	86,092	22,933	63,159	90,986	25,126	65,860	(4,894)	2,193	(2,701)			
4D	Emergency and post crisis management	1,684	721	963	1,839	663	1,176	(155)	(58)	(213)			
4E	Technical Cooperation Programme	103,550	(0)	103,550	100,581	(0)	100,581	2,969	0	2,969			
4X	Programme Management	13,898	2,061	11,837	13,261	1,771	11,490	637	(290)	347			
<b>4</b>	<b>Decentralization, UN Cooperation and Programme Delivery</b>	<b>239,209</b>	<b>26,530</b>	<b>212,679</b>	<b>239,863</b>	<b>28,643</b>	<b>211,220</b>	<b>(654)</b>	<b>2,113</b>	<b>1,459</b>	<b>(1,600)</b>		
5A	Oversight	11,260	454	10,806	12,243	1,066	11,177	(983)	612	(371)			
5B	Programme and budget services	7,013	822	6,191	8,200	1,050	7,150	(1,187)	228	(959)			
5C	Financial services	17,270	6,286	10,984	17,682	7,258	10,424	(412)	972	560			
5D	Human resources management and staff welfare	16,812	2,426	14,386	18,548	2,723	15,825	(1,736)	297	(1,439)			
5E	Procurement	8,901	3,240	5,661	10,442	5,245	5,197	(1,541)	2,005	464			
5F	Management of premises	33,454	1,159	32,295	32,575	2,881	29,694	879	1,722	2,601			
5G	Meetings and language services and protocol	7,882	126	7,756	7,759	207	7,552	123	81	204			
5H	Shared services	19,641	5,119	14,522	22,474	6,159	16,315	(2,833)	1,040	(1,793)			
5X	Programme Management	7,865	40	7,825	7,387	38	7,349	478	(2)	476			
<b>5</b>	<b>Management and Supervision Services</b>	<b>130,098</b>	<b>19,672</b>	<b>110,426</b>	<b>137,310</b>	<b>26,627</b>	<b>110,683</b>	<b>(7,212)</b>	<b>6,955</b>	<b>(257)</b>	<b>350</b>		
6A	Contingencies	600	(0)	600	149	(28)	177	451	(28)	423			
<b>6</b>	<b>Contingencies</b>	<b>600</b>	<b>(0)</b>	<b>600</b>	<b>149</b>	<b>(28)</b>	<b>177</b>	<b>451</b>	<b>(28)</b>	<b>423</b>	<b>0</b>		
8A	Capital Expenditure	13,575	8,851	4,724	12,484	6,081	6,403	1,091	(2,770)	(1,679)			
<b>8</b>	<b>Capital Expenditure</b>	<b>13,575</b>	<b>8,851</b>	<b>4,724</b>	<b>12,484</b>	<b>6,081</b>	<b>6,403</b>	<b>1,091</b>	<b>(2,770)</b>	<b>(1,679)</b>	<b>1,700</b>		
9A	Headquarters security	7,989	(0)	7,989	8,314	61	8,253	(325)	61	(264)			
9B	Field security	12,455	(0)	12,455	10,977	44	10,933	1,478	44	1,522			
9X	Direction and Support Services	0	0	0	0	0	0	0	0	0			
<b>9</b>	<b>Security Expenditure</b>	<b>20,444</b>	<b>(0)</b>	<b>20,444</b>	<b>19,291</b>	<b>105</b>	<b>19,186</b>	<b>1,153</b>	<b>105</b>	<b>1,258</b>	<b>(450)</b>		
<b>TOTAL</b>		<b>856,831</b>	<b>91,116</b>	<b>765,715</b>	<b>877,816</b>	<b>113,600</b>	<b>764,216</b>	<b>(20,985)</b>	<b>22,484</b>	<b>1,499</b>	<b>0</b>		

### c) FAO field programme and extrabudgetary support to Regular Programme delivery

33. FAO's total field programme and extrabudgetary support to Regular Programme delivery reached USD 896.5 million, an increase of 24% over 2004-2005 (see *Table 5*). This was mainly achieved through increased delivery under GCP, UTF, FAO partnership programmes and emergency and rehabilitation activities, while delivery funded by UNDP continued to decline.

34. During 2006-2007, the top twenty donors financed 79% of all extrabudgetary delivery in the biennium. Multi-donor funding of specific programmes or large projects has more than tripled compared to the previous biennium, to become the second largest modality. The main programmes contributing to this increase are Emergency response to the expansion of Avian Influenza under the Special Fund for Emergency and Rehabilitation Activities (SFERA), FishCode, National Forest Programme Facility, International Treaty on Genetic Resources and Indian Ocean Tuna Commission.

**Table 4: Sources of external funding in USD million\***

Donor Name	2004-05	2006-07
European Community	69.4	83.2
Multilateral Contributions	16.9	58.0
Italy	52.8	54.0
United States of America	22.9	44.4
UN Office for the Coordination of Humanitarian Affairs	2.7	39.7
Netherlands	39.0	39.2
Japan	27.4	36.3
Norway	24.6	36.0
United Kingdom	39.6	33.8
Sweden	21.7	32.2
United Nations Development Group Office (DGO) Service & Support UNDG/EXECCOM Secretariat	35.5	31.4
UNDP and UNDP Administered Donor Joint Trust Fund	15.7	30.4
Belgium	25.4	29.0
Germany	19.2	23.3
Spain, Kingdom of	12.6	21.3
Common Fund for Humanitarian Action in Sudan		20.6
Saudi Arabia, Kingdom of	15.7	16.5
South Africa	9.6	14.4
Brazil	9.9	12.0
Sub-total	460.7	655.6
Other Donors	141.6	179.1
<b>Total</b>	<b>602.3</b>	<b>834.7</b>

\* Total extrabudgetary expenditures exclude administrative and operational support costs credited to the general fund and the cost of emergency operations incurred in the Division of Emergency and Rehabilitation. In accordance with the Organization's accounting policy, trust funds contributions is recognized when expenditures are actually incurred for the trust fund projects.

35. The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) has become the fifth largest donor of FAO, funding emergency and rehabilitation activities through the recently established UN Central Emergency Response Fund (CERF). While traditional donors dominate in the size of contributions to the CERF, there is a welcome trend for an increasing number of non-traditional donors.

36. The Regular Programme funded share of the field programme declined in 2006-2007 compared to the previous biennium. In particular, TCP delivery declined by to nearly half the 2004-05 level, mainly due to the severe liquidity shortage experienced by the Organization, but also as a result of the high percentage of projects approved during 2004-05 and delivered in that biennium. The use of TCP is described under *Section 1.B*. The shift in emphasis of the Special Programme for Food Security (SPFS) from small pilot projects to designing and implementing national food security programmes under national and regular programmes for food security explains the decline in delivery in RP funded SPFS projects. Specific achievements of this programme are reported in the Highlights (*Section 1.B*).

**Table 5: Field programme and extrabudgetary support to the Regular Programme by type of contribution (USD million)**

Description	2004-05	2006-07
<b>FAO/UNDP</b>		
FAO Execution	5.5	4.5
FAO Implementation	9.8	9.2
Total UNDP	15.3	13.7
<b>TRUST FUNDS</b>		
<b>Trust Funds - Non-emergency</b>		
FAO/Government Cooperative Programme (GCP)	206.8	235.3
Associate Professional Officer (APO) Programme	17.2	16.0
Unilateral Trust Funds (UTF)	78.7	84.9
FAO-Donors Partnership Programmes	9.6	45.4
UN Population Fund (UNFPA)	1.3	1.5
UN Environment Programme (UNEP)	4.0	5.8
Other UN Organizations	9.7	6.0
TeleFood	4.2	3.8
Miscellaneous Trust Funds	15.9	37.4
Total - Non-emergency	347.5	436.1
<b>Trust Funds - emergency assistance</b>		
Special Relief Operations - General	220.3	293.4
Special Relief Operations - Avian Influenza	2.7	63.7
Special Relief Operations - Tsunami	16.5	27.8
<b>Total - emergency assistance</b>	<b>239.5</b>	<b>384.9</b>
<b>Total Trust Funds</b>	<b>587.0</b>	<b>821.0</b>
Total External Funding	602.3	834.7
<b>Regular Programme</b>		
Technical Cooperation Programme (TCP)	115.3	58.0
Special Programme for Food Security (SPFS)	5.4	3.8
<b>Total Regular Programme</b>	<b>120.7</b>	<b>61.8</b>
<b>TOTAL FIELD PROGRAMMES*</b>	<b>723.1</b>	<b>896.5</b>

\*Excludes administrative and operational support costs credited to the general fund and the cost of emergency operations incurred in the Division of Emergency and Rehabilitation.

37. As evidenced by *Table 5*, partnership programmes with donors have increased delivery by over 400%, with their share in non-emergency trust funds increasing from 3% to 10%, while funds in trust also increased by 25%. Although still relatively small, this confirms of a trend towards a programme approach. In fact, there has been an increase in cooperation modalities similar to the partnership programmes with the Governments of Norway and the Netherlands. New donors, notably the Governments of Spain, Sweden and Belgium have adopted a programme approach, in line with the principles espoused by the Paris Declaration on Aid Effectiveness.

38. The delivery of emergency assistance continued at an increased pace, due to large scale emergencies requiring FAO's involvement, including: Avian Influenza, through the Global Programme for Prevention and Control of Highly Pathogenic Avian Influenza (HPAI), supporting more than 96 beneficiary countries<sup>3</sup>; operations in Sudan focusing on restoring agricultural assets, livestock and natural resources protection; operations in the Horn of Africa, i.e. in Somalia, Uganda, Ethiopia, Djibouti and Kenya covering emergency and rehabilitation interventions for food insecure and drought affected households, and control of animal diseases. Operations in the Democratic Republic of Congo ranged from direct relief such as the distribution of agricultural inputs to vulnerable groups to longer-term interventions such as capacity building at community and Ministry of Agriculture levels. In Southern Africa, the increasingly complex emergency situation required FAO to adopt a livelihoods-based framework. With regard to the Indian Ocean Tsunami<sup>4</sup>, operations in Sri Lanka and Indonesia continued until end 2007, and up to mid-2007 in Maldives, Myanmar, Thailand, Seychelles and Somalia. FAO's response was based on the recovery of fisheries, agriculture, forestry based livelihoods and overall coordination and support.

## **B. Highlights of Programme Implementation**

39. The programme highlights in this section describe the outcomes of FAO's work in the biennium in twelve selected areas under the three substantive chapters of the Programme of Work. They convey the key role that capacity building, partnerships and the TCP have played in the achievement of sustainable outcomes at country, regional and global levels. A summary of biennial output completion for each programme is provided in *Annex 2*, and a full accounting of expenditure and achievements at programme entity level is found in *Annex 4*.

### **a) PWB Chapter 2: Sustainable Food and Agricultural Systems**

#### *i) Transboundary animal and plant pests and diseases*

40. During 2006-07, the UN Central Emergency Response Fund (CERF) and FAO's Special Fund for Emergency and Rehabilitation Activities (SFERA) facilitated rapid responses to outbreaks of transboundary animal and plant pests and diseases. Around the world, these rapid responses, together with innovations in control measures, mitigated the impact of outbreaks on rural people's livelihoods and the environment.

#### *Controlling Avian Influenza in Turkey*

41. The Real-Time Evaluation of FAO's Work on Highly Pathogenic Avian Influenza (2007) notes that SFERA: "stands out as a particularly positive contributing factor to the effectiveness of FAO's response to the [Avian Influenza] crisis." Its use allowed for flexible and rapid interventions that helped avoiding a more extensive and damaging spread of the disease. The response to Avian Influenza in Turkey provides a telling example.

42. In the winter of 2005-2006, Avian Influenza appeared in Turkey for the first time. After an initial isolated outbreak in the north-west of the country in October 2005, the disease re-emerged in the north eastern part of the country, spreading quickly, with 200 outbreaks affecting poultry occurring during a three-month period. There were twelve cases of human infection, four of them fatal. Health sector authorities and the poultry industry called for a nation-wide cull of all backyard poultry.

<sup>3</sup> First Real Time Evaluation of FAO's Work on Highly Pathogenic Avian Influenza (February-June 2007).

<sup>4</sup> PC 97/4 b): Real Time Evaluation of the FAO Emergency and Rehabilitation Operations in Response to the Indian Ocean Earthquake and Tsunami.

43. . *Targeted culling*: with SFERA funding, and in partnership with the World Organisation for Animal Health (OIE) and the World Health Organization (WHO), national and internationally-recruited epidemiologists provided advice on control policies in general and on culling practices in particular. The government heeded FAO's advice that killing all the backyard poultry in the country was an unnecessarily drastic response that would have a huge impact on livelihoods and food security in many rural communities. Because of the delay in implementing an effective response at the beginning of the crisis the number of outbreaks was rather high. Culling of all poultry was done on a targeted area basis, usually within a radius of 3 kilometres around the locations of the outbreak. As a consequence the crisis took a heavy toll with more than 2.5 million poultry culled. To draw lessons for the future, FAO carried out fieldwork on the impact this approach had on local livelihoods. The Organization advocated for more awareness, surveillance and early response combined with a targeted culling policy: an approach that would be effective in controlling the disease but not cause undue hardship on households dependant on backyard poultry for their livelihoods and food security.

44. . *Rapid diagnosis*: when the disease reoccurred in early 2007, FAO technical officers assisted the veterinary services in carrying out field investigations and provided real-time data analysis and advice. During the one-month long epidemic, there were 16 outbreaks affecting poultry, but no human infections. By applying the targeted culling policy recommended by FAO, the number of animals killed on average in each outbreak location fell from 12,000 in 2006 to 1,600 in 2007. This lessened the economic impact and did not influence the effectiveness of control in any way.

45. In 2007, FAO staff in Turkey recommended an innovative and reliable diagnostic method that combined clinical signs (mostly based on high mortality) with the use of rapid testing in the field. When the disease reoccurred in 2008, Turkish authorities developed a very rapid response, including the use of this new diagnostic approach, and practiced targeted culling as they had done in 2007. The improved response time was an important factor in controlling the disease. There was no lateral spread of the disease from any of the seven outbreaks. On average, only 900 animals were culled per outbreak, and there were no human infections.

46. . *The role of wild birds*: afterwards, FAO carried out epidemiological investigations to determine the role wild birds had played in spreading the disease. It was discovered that the most likely route of introduction had been through hunters bringing infected wild birds back to their houses rather than by direct contact between domestic poultry and wild birds - a finding that may have significant implications for global control measures.

47. The Real-Time Evaluation concluded that: "FAO played a key role in clearing [Avian Influenza] from Turkey". However, it must be added that the same evaluation notes that a key issue is that: "in spite of greatly improved response capacities at both global, regional and national levels, the permanence of the virus in several areas continues to be at the origin of re-infection of cleared countries and spread to new ones."

### **TCP support to controlling Avian Influenza**

The Real-Time Evaluation also noted that during the early stages of the outbreaks when donors had not yet recognised the seriousness of the crisis, TCP projects played a particularly useful role in assisting countries respond to the emergency. During the 2006–2007 biennium, TCP projects continued to provide important support to Members in controlling the spread of the disease, particularly in infected regions such as Asia, Africa and Eastern Europe. In Latin America and the Caribbean, TCP projects have strengthened national capacities for the early detection and prevention of Avian Influenza outbreaks; to-date, there has been no occurrence of the disease in this region.

#### *Migratory locust campaign in Timor-Leste*

48. In March 2007, FAO carried out a campaign against a migratory locust outbreak in Timor Leste. A contribution from the United Nations Central Emergency Response Fund (CERF) allowed for a rapid start-up of the necessary survey and control operations and avoided a significant humanitarian crisis. Australia also provided important financial and logistical support. SFERA funds were used for the fielding of a locust control expert for an urgent risk and needs assessment in anticipation of assistance from Australia.

49. *. Biopesticides in emergency operations:* the 2007 Timor-Leste locust campaign marked the first time biopesticides were successfully used in emergency operations. Given the extensive nature of the outbreak and the terrain, widespread aerial spraying was essential. However, the application of chemical pesticides would have posed unacceptable risks to public health and the environment, as the locust infestations were close to settlements and major watercourses.

50. Before the aerial spraying operations began, FAO and the Ministry of Agriculture, Forestry and Fisheries (MAFP) carried out a public awareness campaign about the operation and its effect on the environment. Local communities responded positively, accepting the presence of helicopters and providing assistance to the control team. After the spraying, farmers reported a definite decline in the number of swarms and locust activity. The following rice harvest was successful with few reports of major losses due to locusts.

51. During the operations, 12 MAFP extension officers from 5 different districts completed a locust survey and control training course. They then took part in a "training-the-trainers" course to pass on their skills to others, allowing for a number of qualified workers able to respond to future outbreaks.

#### *Desert Locust campaign in Yemen*

52. CERF funding also enabled FAO to respond quickly to a request from the Government of Yemen for support in containing a desert locust outbreak in May and June 2007. The campaign, implemented by the Government of Yemen's Desert Locust Monitoring and Control Centre (DLMCC), was supervised and coordinated by FAO. The DLMCC was able to effectively control the outbreak in part because of its active participation (since 1997) in the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases' Programme for the Central Region (EMPRES/CR). The Programme assists in improving the capabilities of national and regional organizations to implement effective preventive locust control strategies based on early warning and timely, environmentally sound control operations.



53. . *World Food Programme logistical support*: in the locust emergency in Yemen, FAO hired 10 survey vehicles from the WFP base in Dubai, requested WFP to assist in the logistics and contracted a WFP specialist to join the campaign. This marked the first time FAO and WFP had collaborated so closely in response to a locust infestation. WFP was able to carry out quickly the complex logistical task of transporting by air 70,000 litres of chemical pesticides that had been donated by the Government of Mauritania.

54. By donating excess pesticides, Mauritania reduced the quantity of remaining stocks from the desert locust campaign of 2003-05. This decreased the risk of large amounts of pesticides becoming obsolete, an outcome that would threaten the environment and entail costly disposal operations. This combination of resources was made possible by a Pesticide Management System, developed by FAO's Programme on the Prevention and Disposal of Obsolete Pesticides, to monitor the locations, quantities and quality of unused pesticides in locust-affected countries.

55. . *Biopesticides and beekeepers*: honey production is an important source of income for farmers in Yemen, and many communities were opposed to the spraying of chemical pesticides near their bee hives. Therefore, FAO procured 200 litres of biopesticides and used them to demonstrate to senior government officials, representatives from the University of Hadhramaut and the national beekeeper association that exposure to the biopesticides did not harm bees in any way.

56. After this demonstration, an additional 1,500 litres of biopesticides were ordered. Leaflets and information material were produced in Arabic and distributed to raise awareness about the biopesticides' characteristics and its innocuous effects on bee populations. A second successful demonstration in a locust-infested area, was organised in cooperation with local authorities, farmers and beekeepers.

## *ii) Food safety*

57. FAO's work in food safety covers three main areas:

- the development of international food standards, guidelines and recommendations through the Joint FAO/WHO Food Standards Programme and Codex Alimentarius Commission;
- the provision of scientific advice to Codex and countries on various matters related to food safety; and
- assistance to countries in developing sound policies in the area of food safety and translating these policies into effective national food control systems.

58. FAO promotes an integrated approach to food safety at every step of the food chain.

59. Increasing the contribution of developing countries to international efforts on food safety is a priority for the Organization. During the last biennium, FAO, in collaboration with the World Health Organization (WHO) gave special emphasis to engaging developing countries in scientific advice on food safety and nutrition and enhancing their participation in the activities of the Codex Alimentarius Commission. Information networks on matters related to food safety and Codex Alimentarius were also supported through partnerships.

### *Strengthening national food control systems*

60. In recent years, FAO has developed a variety of tools to assist national authorities in assessing and strengthening their food safety and quality control systems. In 2006, FAO published and made available on its Web site: 'Strengthening national food control systems - Guidelines to assess capacity building needs'.

The guidelines are intended to assist governments to identify capacity needs in relation to core components of a national food control system. In addition, FAO prepared a 'Quick Guide to Assess Capacity Building Needs', with a straightforward approach to systematically assess capacity building needs in the entire food control system.

61. . *Case studies*: under the FAO-Norway Programme Cooperation Agreement (PCA) and its component: 'Improved Food Safety and Quality at the National Level and Along the Food Chain', support was provided to a series of case studies to test the effectiveness of the Quick Guide in the field. Tests were conducted in Kenya, Tanzania, Uganda, Laos and Cambodia.

62. The work done through the FAO/Norway PCA represents a clear example of how field activities are strengthened by normative work, while the latter is reinforced by lessons learned in the field. The assessments carried out in pilot-testing the Quick Guide embodied a diagnostic of the current state of the national food safety and quality control system. These assessments were used as a baseline to prepare a 5-year national strategic action plan for capacity building, which addresses identified gaps, needs and priorities. Based on the experiences gained during the field testing, the draft version of the Quick Guide was revised and issued in its final version in 2007.

63. . *Implementing the strategic national action plan in Tanzania*: in Tanzania, the stakeholders that had participated in the assessment process included officials from ministries, agencies and representatives from private sector associations. These stakeholders reviewed the strategic national action plan and at a final consultative meeting, officially endorsed it. At that point, it became recognised as the official action plan of the Government of Tanzania.

64. After the consultative meeting, a one-day national food safety symposium was held at the Tanzania Parliament to inform politicians at the highest levels, including the Prime Minister, about the action plan and the importance of an effective national food control system. In the conclusions of the Tanzania case study, a general lack of awareness at almost all levels of government about the impact of foodborne diseases was cited as a main factor inhibiting the level of consumer protection necessary to ensure a safe and nutritious food supply.

65. . *"Delivering as One"*: as one of eight pilot countries in the United Nations "Delivering as One" exercise, Tanzania has a special opportunity for obtaining well-coordinated support to meet its development objectives. Food security, including safety and quality aspects, is one of the core areas in the "Delivering as One" Programme in Tanzania. The Government of Tanzania presented the action plan to the "Delivering as One" planning committee, which had welcomed the action plan and incorporated much of it into the "Delivering as One" programme. From the resources pooled through the "Delivering as One" Programme, USD 2 million were allocated over two years for implementing the food safety action plan that was developed through FAO's assistance.

#### *Enhancing participation in Codex Alimentarius*

66. In 2006, FAO and WHO produced the training package 'Enhancing participation in Codex activities'.<sup>5</sup> The package provides a step-by-step guide for use by countries that are becoming involved in Codex work and are developing a national framework to support this involvement. It provides information

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<sup>5</sup> The Governments of Canada and Switzerland provided technical and financial support for the development, field testing and translation of the training package materials.

that can be used to develop training programmes to suit national needs and enhance capability to participate in the work of the Codex Alimentarius Commission.

67. The package has been used in a series of regional and subregional workshops, in almost all regions: Latin America and the Caribbean, Asia and the Pacific, Africa and Europe and Central Asia. Workshop evaluations have been uniformly positive regarding the course material, with participants consistently rating the quality of the materials and the organisation of the course as good or very good. In the evaluations, participants often requested that the course material be available on CD ROM or on line. In response, FAO has made the training package accessible through an e-learning course. Initial reactions to the self paced e-learning course have been very positive. In the first two months nearly 500 requests for the CD-ROM were made, while approximately 550 users had registered for the course on-line.

68. . *Knowledge exchange*: in March 2006, a searchable, Web-based version of the Codex General Standard for Food Additives (GSFA Online) was made available. The Standard sets forth the conditions under which food additives may be used in different food products. "GSFA Online" allows users to search the data by food additive (name, synonym, INS number), by functional class of additives, and by food category. In 2007, the GSFA Online home page had over 100,000 views.

69. The International Portal on Food Safety, Animal and Plant Health (IPFSAPH) is a joint initiative with the International Plant Protection Convention (IPPC), the World Organisation for Animal Health (OIE), Codex Alimentarius and World Trade Organization (WTO), allowing wide access to official information on food safety, animal and plant health relevant to WTO's Sanitary and Phytosanitary (SPS) Agreement.

70. The Portal has increased the number of records held by nearly 40% during 2007. These records come from 45 different official data sources. It recently added a number of new data sets, which are automatically updated from the following databases:

- IAEA's Nucleus Clearance of Irradiated Foods Database;
- Joint FAO/WHO Expert Committee on Food Additives (JECFA) specifications; and
- WTO's new SPS Information Management System.

71. The number of views for IPSFAPH averages over 5 000 per day, with more than 40 000 visitors per month. There are annual surges in demand during the second quarter of each year, which may be attributable to the timing of key meetings of standard setting bodies, such as the WTO Committee on Sanitary and Phytosanitary Measures (SPS), Codex Alimentarius and OIE.

### **FAO/WHO consultative process on the provision of scientific advice on food safety and nutrition**

The FAO/WHO joint programme, in existence since the early 1950s, is internationally recognised as the reference point for scientific advice and opinion pertaining to food safety matters at a global level. In 2003, at the request of the Codex Alimentarius Commission, FAO and WHO began an independent and inclusive consultative process to consider ways and means to improve the provision of scientific advice to FAO/WHO Member Countries and to the Codex Alimentarius Commission, and to examine means to strengthen the participation of developing countries in the process. This consultative process came to a conclusion in 2007. Significant outputs included the publication of the agreed framework for the provision of scientific advice, the establishment of strengthened management, including regular high level meetings between FAO and WHO, and the launching of the Global Initiative for Food-related Scientific Advice Facility (GIFSA). In addition, FAO signed letters of agreement with a number of research organizations in developing countries to strengthen the provision of scientific advice:

- in Malaysia, FAO and the University of Putra are supporting a network on microbiological risk assessment in South East Asia;
- in Brazil, FAO is working in collaboration with the Pan-American Health Organization (PAHO) and FUNDESPA (Fundação de Estudos e Pesquisas Aquáticas) to support a database on scientific studies related to *Vibrio* in seafood products to facilitate risk assessments in Latin America and the Caribbean;
- in Cameroon, FAO is providing advice and support to the Centre Pasteur (Laboratoire de Chimie de Hygiène Environnement) for the implementation of a diet study, exploring the exposure of the inhabitants of Yaoundé to pesticide residues.

### *iii) The International Plant Protection Convention*

72. In 2007, the Independent Evaluation of the Workings of the International Plant Protection Convention (IPPC) and its Institutional Arrangements (PC 98/3) noted that: “there is a great need for the provision of technical assistance on IPPC-related matters.”

73. During the 2006-2007 biennium, FAO provided this technical assistance to IPPC contracting parties through a variety of TCP projects. In response to Members’ requests, the Organization has supported national efforts to strengthen plant protection services so that they operate in harmony with IPPC standards and meet respective countries’ obligations as contracting parties to the Convention.

#### *Modernising Panama’s phytosanitary services*

74. In 2005, the Government of Panama requested TCP assistance to modernise its plant protection system. This request was later amended to include animal health and food safety dimensions. Inadequacies in the existing system were preventing the agricultural sector from competing on international markets, and meeting international obligations.

75. The project began by providing support to the government to bring its phytosanitary services in line with the IPPC International Standards on Phytosanitary Measures (ISPMs) and increase their efficiency and effectiveness. Plant health experts trained government personnel in phytosanitary measures, helped establish a national on-line information system, and prepared operational procedures and manuals. FAO

legal advisors provided guidance to national staff in drafting new phytosanitary legislation in accordance with the IPPC. As a result, a proposed law to modernise the phytosanitary system in line with the IPPC was submitted to the Ministry of Agriculture.

76. . *Building an integrated regulatory system for food control*: in early 2006, shortly after the TCP project had begun, the government passed a decree establishing the Panamanian Food Safety Authority, an independent government entity responsible for ensuring safety for all imported food products. The government requested additional assistance to strengthen the animal health and food safety elements of the proposed regulatory system. FAO experts in animal health and food safety provided guidance on how to develop a completely integrated biosecurity system and assisted in training inspectors.

77. FAO experts collaborated with national staff to design the legal framework for this Authority and delineate its roles and responsibilities in relation to other government institutions. The Organization also provided guidance on drafting legislation on food safety and animal health that met international standards as set out by Codex Alimentarius and the World Organisation for Animal Health (OIE), and new institutional arrangements. Draft laws on: pesticides, fertilizers and agricultural additives; and on food safety, as well as an amended animal health draft law have been developed by FAO legal experts in partnership with national staff. The draft laws have been accepted by the Ministry of Agriculture and are scheduled to come into force in 2008.

78. The ability of the government to enact sweeping changes to the legislative and institutional framework in the area of food safety was clearly a result of FAO's technical and legal support. However, FAO's international reputation as a neutral broker no doubt came into play as it helped validate and legitimize the process for all stakeholders, including the officials in various ministries, the private sector, international trading partners, different political parties and consumers.

79. . *Inter-American Development Bank investment*: as part of the project, FAO carried out a detailed analysis of the country's institutional arrangements, legislative framework and technical capacities for ensuring food safety from primary production to final consumption. Based on this analysis, a costed five-year strategic plan was formulated for modernising Panama's food safety systems, including 14 points for priority attention.

80. During the lifetime of the project, FAO consulted extensively with the Inter-American Development Bank (IADB) and the Government of Panama in formulating a complementary project for improving the competitiveness of Panama's export industries. As a result, many of the recommendations contained in the FAO strategic plan have been incorporated into the latter project and are now being implemented through IADB funding.

#### *International Phytosanitary Portal*

81. In 2005, the Inter-African Phytosanitary Council (IAPSC), which coordinates plant protection procedures in Africa, requested assistance from FAO to support IAPSC members to meet their national reporting obligations under the IPPC. The request coincided with the completion of the development phase of the International Phytosanitary Portal (IPP). Contracting parties are expected to use the IPP, a Web site managed by the IPPC secretariat, for fulfilling their reporting obligations.

82. . *Training 'IPP editors'*: in December 2005 and January 2006, FAO's Regional Office for Africa in partnership with the IAPSC, organised two subregional workshops, one for anglophone countries and

another for francophone countries. The purpose of the workshops was to ensure that every IAPSC member and member of the Commission on Phytosanitary Measures (the governing body of the IPPC) had equal access to essential phytosanitary information, and were able to exchange official information electronically through the IPP to meet their IPPC reporting obligations.

83. Participants from 43 of the 53 African Union member countries benefited from these workshops. Each of these countries now has an officially nominated and trained 'IPP editor'. IPP editors trained at the subregional workshops later provided training to staff of the national plant protection organizations in Guinea-Bissau, Rwanda and Tanzania. Thirty countries subsequently submitted proposals requesting support from the TCP to run 'national follow-up training' on phytosanitary information exchange. More than 100 staff from national plant protection organizations received training through national workshops. Two staff members of IAPSC now act as focal points to assist all African Union member countries fulfil their IPPC reporting obligations.

84. . *Increased membership and better reporting:* during the period in which this TCP assistance took place, 10 African countries became IPPC contracting parties, reducing the number of non-IPPC contracting parties in Africa to 13. As a direct result, a further 3 African countries have become contracting parties during 2008, and more are expected in the immediate future.

85. Before the TCP project, no phytosanitary information from any African country was available through the IPP. Statistics collected in early 2007, just after the project came to a close, show that IPP editors in Africa had posted a large amount of essential national information on the IPP. A clear indication that African contracting parties have a better understanding of their IPPC reporting obligations after the completion of this project can be seen in their continued use of the IPP for reporting. More than 50 updates and reports from African contracting parties have been posted in the first six months of 2008.

#### *iv) Climate change*

86. Climate change and its potential impact has become one of the dominant issues of our time. During the biennium, FAO has continued to raise awareness at a global level about how agriculture both drives climate change and may be negatively affected by it. The Organization has contributed to advocating methods and outlining policy options that can both reduce greenhouse gas emissions and assist adaptation. A large share of FAO activities in this programme area supported the international negotiation processes, such as the United Nations Framework Convention on Climate Change and the International Panel on Climate Change.

87. Climate change is more than science and policy, it is also about people. The examples below illustrate two people-centred approaches to adapting to climate change and climate variability. Similar activities will increase in the future, as the main focus of climate change related interventions has shifted from mitigation of emissions to adaptation.

#### *Livestock's long shadow*

88. In 2006, the publication "Livestock's Long Shadow" placed livestock firmly on the climate-related agenda. The report, published by FAO as part of the Livestock, Environment and Development (LEAD)

Initiative<sup>6</sup>, assessed the impact of livestock production on various aspects of the environment. Its findings regarding the livestock sector's contribution to green house gas emissions received particular attention.

89. The authors applied the methodology used by the Intergovernmental Panel on Climate Change (IPCC) to assess greenhouse gas emissions at each step of the livestock production process. This includes carbon dioxide emission resulting from fertilizer and feed production, land use change related to livestock and the processing and transportation of livestock products; the methane emissions from enteric fermentation and manure management; and nitrous oxide emissions from fertilizer application.

90. This broader environmental perspective led to a more complete assessment of the contribution livestock production makes to greenhouse gas emissions. The report estimates that the livestock sector is responsible for 18 per cent of the total anthropogenic greenhouse gas emissions.

91. This finding attracted the attention of the international press. The New York Times<sup>7</sup> ran an editorial on Livestock's Long Shadow, which triggered even more coverage. This extensive press coverage was welcome, but it had its drawbacks. The media was primarily interested in reporting a single alarming fact, but not in addressing in a balanced manner the complex issues involved in making livestock environmentally sustainable, while at the same time ensuring global food security and protecting livelihoods. Even though the media reports tended to distort the findings, many governments have expressed firm interest in addressing the issues raised in Livestock's Long Shadow. The European Commission and the Governments of Denmark, France, New Zealand and Sweden all requested FAO to make presentations on the environmental impact of livestock.

92. The authors of the report have also been invited to universities in Europe, the United States and Brazil to present its findings and assessment methodologies. Perhaps most importantly the livestock industry has also responded to the publication of Livestock's Long Shadow. FAO was invited by both the International Dairy Federation (IDF) and the International Meat Secretariat (IMS) to make presentations of FAO to their members.

93. The Independent External Evaluation also noted the international press attention Livestock's Long Shadow had received. It concluded that FAO's work on livestock policies with respect to the poor and the environment has influenced global thinking in these areas.

#### *Livelihood adaptation to climate variability and change in Bangladesh*

94. The impacts of climate change are of particular concern in Bangladesh. By 2050, according to some scenarios, dry season rainfall may decrease by 37%, thus significantly increasing the risk of droughts. Though monsoon rainfall is expected to increase by 28%, intermittent dry and wet spells cannot be ruled out. During the 2006–2007 biennium, FAO provided technical support to a project to improve adaptive capacities of rural communities to climate change in Bangladesh. The project, executed by the Department of Agricultural Extension (DAE) under the Ministry of Agriculture (MoA), was part of a subcomponent of a

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<sup>6</sup> LEAD is supported by the World Bank, the European Union, the Ministère des Affaires Etrangères (France), German Federal Ministry for Economic Cooperation and Development via GTZ (Germany), the Department for International Development (United Kingdom), the US Agency for International Development (USA), the International Development Agency (Denmark), the Swiss Agency for Development and Cooperation (Switzerland), the International Fund for Agricultural Development (IFAD) and FAO.

<sup>7</sup> New York Times, Meat and the Planet, December 27, 2006.

Comprehensive Disaster Risk Management Programme (CDMP)<sup>8</sup> of the Ministry of Food and Disaster Management (MoFDM).

95. The project identified potential adaptation options (with community participation) for coping with climate variability and change in selected drought-prone districts of North Western Bangladesh. Once the various options were identified and prioritised, project staff worked with local communities to test them to determine which ones met community needs focusing on food security and overall risk management. Phase I of the project ran from 2005 to 2007. Phase II began in 2008 and will run through 2009 with a budget of over USD 800,000. During Phase II the project will expand to include coastal districts, which are vulnerable to hazards such as cyclones, flooding and saline water intrusion.

96. . *Community-based adaptation in action*: during the course of Phase I of the project, 26 different adaptive strategies were identified and tested. Not all were accepted by the communities. However, there were several successful examples.

97. One of the adaptation options that had very high acceptance was rain water harvesting through mini-ponds to manage drought risk related to rice. The extra irrigation made possible from the mini-ponds during a drought in late 2006 increased rice yields by nearly 25% and net profits by more than 75%.

98. Another technique tested and accepted in many communities has been the intercropping of rice with jujube fruit tree (*Ziziphus zizyphus*), a drought-resistant and locally grown tree that produces a very nutritious fruit that can be eaten fresh or dried. Domestic market offers farmers opportunities for increased earnings. As a result of this, arrangements are underway with an informal producers group to transport and market jujube in Dhaka.

99. The introduction of improved stoves for household cooking was also widely accepted. The improved stoves require an investment of USD 10 per household but they were found to save 30% fuel use and reduce cooking time by 35%. The promotion of household gardens using drought tolerant varieties of vegetables was also well received by the communities. The project developed a model that households could follow and worked with DAE to ensure that the appropriate seeds were made available.

#### **The Intergovernmental Panel on Climate Change report**

In 2007, the Intergovernmental Panel on Climate Change (IPCC) released its fourth assessment report, which is considered the most comprehensive and authoritative source of information on climate change to date. FAO experts were among the lead and contributing authors for Chapter 5: 'Food, fibre and forest products' of the Working Group II Report "Impacts, Adaptation and Vulnerability".

Many other chapters of the IPCC report cite FAO publications. For example, Chapters 8 and 9, which deal with Agriculture and Forestry respectively, of Working Group III Report on Mitigation of Climate Change, make numerous references to FAO publications. Chapter 13 of the Working Group II Report, which deals with Latin America, cites seven FAO publications. Of particular assistance to the authors of the IPCC report are FAO's Forest Resources Assessments, which are cited in many chapters, as is the State of Food and Agriculture, one of FAO's flagship publications.

<sup>8</sup> The CDMP is supported by the United Nations Development Programme, European Commission and the Department for International Development (United Kingdom).



### *v) Genetic resources for food and agriculture*

100. A number of major accomplishments in the field of genetic resources attest to an increasingly systematic approach to global collaborative efforts for the conservation and sustainable use of agricultural biodiversity.

#### *The International Treaty on Plant Genetic Resources for Food and Agriculture*

101. The International Treaty on Plant Genetic Resources for Food and Agriculture (hereinafter referred to as the Treaty) came into force in June 2004, but it was only during the last biennium that it became fully operational.

102. In June 2006, the First Session of the Governing Body was held in Madrid, Spain and adopted the Standard Material Transfer Agreement, which sets out the terms under which genetic material pooled in the Treaty's Multilateral System for Access and Benefit-sharing (hereinafter referred to as the Multilateral System) may be obtained and used. The Multilateral System is an innovative mechanism and unique in facilitating access and benefit-sharing to genetic resources for food and agriculture. It has been recognised by the Convention on Biological Diversity (CBD).

103. . *Implementation of the Standard Material Transfer Agreement:* on World Food Day 2006, the International Agricultural Research Centres of the Consultative Group on International Agricultural Research (CGIAR) officially placed their *ex situ* genebank collections in the Multilateral System. The Tropical Agricultural Research and Higher Education Centre (CATIE) followed suit. The regional collections of the International Coconut Genetic Resources Network (COGENT), held by the Governments of Brazil, India, Indonesia, Côte d'Ivoire, and Papua New Guinea were included in the Multilateral System, as were the *ex situ* collection of mutant elite lines (the "Mutant Germplasm Repository") held by the Joint FAO/International Atomic Energy Agency (IAEA) Division in Vienna.

104. Within the first nine months of 2007, a total of 100,000 samples had already been distributed by the CGIAR's International Agricultural Research Centres under the terms of the Standard Material Transfer Agreement.

#### *Global Plan of Action for Animal Genetic Resources*

105. The Technical Conference on Animal Genetic Resources for Food and Agriculture in Interlaken, Switzerland (2007) represented a milestone in global efforts for the conservation and sustainable use of animal genetic resources. At the Conference, FAO released the *State of the World's Animal Genetic Resources for Food and Agriculture*.

106. The State of the World Report drew on 169 country reports that included national priorities for action for the conservation and sustainable use of animal genetic resources. These country reports indicated a strong demand from Members for guidance on establishing policies for the sound management of animal genetic resources. In response, FAO is preparing guidelines for animal breeding strategies in low and medium input production systems, where local breeds may have clear advantages. FAO has validated these guidelines in India, Kenya, Tanzania and Peru. Kenya, with support from IFAD, has used them to a draft and revise policy proposals for national breeding strategy.

107. The country reports also contributed to the formulation of the Global Plan of Action for Animal Genetic Resources, which was negotiated under the auspices of the Commission on Genetic Resources for Food and Agriculture (CGRFA). At the Interlaken Conference, 109 countries adopted the Global Plan of

Action. Latin American countries, using FAO's draft guidelines, have selected Brazil as the regional focal point. One of the focal point's roles will be to contribute to the implementation of the Global Plan of Action through the coordination of regional projects.

#### *The Multi-Year Programme of Work of the CGRFA*

108. A major consequence of the International Treaty becoming operational with its own governing body and Secretariat, was that the Commission on Genetic Resources for Food and Agriculture, which for nearly ten years had been focused on Treaty negotiations and provided the Treaty's Interim Secretariat, could turn its attention to other components of biological diversity for food and agriculture, including animal, forest and aquatic genetic resources.

109. As a result, in 2007 the Commission was able to negotiate the Global Plan of Action for Animal Genetic Resources and agree on its Multi-Year Programme of Work. The Multi-Year Programme of Work, developed through a series of consultations with international partners, lays out a timetable and major milestones, such as the first ever reports on the state of the world's forest genetic resources and aquatic genetic resources. The formulation of the Multi-Year Programme of Work has had an immediate impact on how the concerned FAO departments, CGIAR Centres, the CBD and national genetic resources programmes plan and coordinate their activities.

#### *vi) Fisheries and aquaculture*

110. Among the issues related to fisheries and aquaculture addressed by FAO during the 2006-2007 biennium, two are particularly worth highlighting.

111. First, a considerable step forward was made in defining Port State measures as a means of combating illegal, unreported and unregulated (IUU) fishing and ensuring a broad commitment from the international community to adopt and strengthen such measures. Second, the work done in the Aceh Province of Indonesia, constitutes a noteworthy example of the way FAO responded to the devastation inflicted by the 2004 Tsunami on coastal states of the Indian Ocean and their fishing communities. This work was carried out as part of the medium- to long-term rehabilitation strategy for the fisheries and aquaculture sector in these countries that was endorsed by the Committee on Fisheries (COFI) in March 2005.

#### *Port State measures*

112. In the 1982 UN Convention on the Law of the Sea, Port State measures were only contemplated in relation to the control of pollution, not in relation to the conservation and management of marine living resources. Over the years, however, the international community became increasingly aware of their importance as a cost-effective way of curbing IUU fishing. Port State measures include running background checks on boats prior to granting docking privileges and undertaking inspections in port to check documentation, fish onboard and equipment. They also cover the actions to be taken in response to these checks and inspections, such as denying access to ports and their services. In 2003, a FAO technical consultation drafted a Model Scheme on Port State Measures, a voluntary instrument, to Combat IUU Fishing that COFI approved in March 2005.

113. . *Towards a new legally binding instrument on Port State measures based upon the FAO model scheme*: in 2006, there was growing recognition that a voluntary instrument was not sufficient and that a legally-binding instrument on Port State measures was needed. In May 2006, the New York Review Conference on the Agreement for the Implementation of the Provisions of the United Nations Convention

on the Law of the Sea relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks recommended that States: “adopt all necessary Port State measures... particularly those envisioned in the 2005 FAO Model Scheme” and “initiate, as soon as possible, a process within FAO to develop, as appropriate, a legally binding instrument on minimum standards for Port State measures, building on the FAO Model Scheme and the IPOA-IUU.” In December 2006, the United Nations General Assembly Resolution on Sustainable Fisheries also encouraged States to “initiate, as soon as possible, a process within FAO to develop, as appropriate, a legally binding instrument on minimum standards for Port State measures, building on the FAO Model Scheme.”

114. In response to these developments, the 27th Session of COFI (March 2007) endorsed a timetable in which an FAO Expert Consultation would be convened the following September to draw up draft agreement text for Port State measures based on the 2001 International Plan of Action to Prevent, Deter and Eliminate IUU Fishing and the 2005 Model Scheme. The United States of America hosted the Expert Consultation, which was funded by the FAO Regular Programme, the Government of Norway and the Nordic Council of Ministers. The draft text produced at the Consultation was used as the basis for negotiation at a Technical Consultation that was held in June 2008 at FAO headquarters and will reconvene in January 2009 to complete its work. The outcome of the Consultation will be reported to COFI at its 28th session in 2009.

115. . *Capacity building in relation to Port State measures*: as part of the process of assisting developing countries strengthen their Port State measures, to implement the Model Scheme and to prepare these countries to participate in the negotiation of a legally-binding instrument on Port State measures, FAO organised workshops in 2006 and 2007 in partnership with regional fisheries bodies in the Pacific Ocean, Indian Ocean, the Mediterranean, Eastern and Southern Africa and Southeast Asia. The workshops also provided an opportunity to highlight the need for countries to review legislation, strengthen and harmonize control strategies and improve communication among authorities at the regional level. At the General Fisheries Commission for the Mediterranean workshop held in December 2007, participants reviewed a draft recommendation on a regional scheme on Port State measures, which was subsequently adopted by the Commission.

#### *Sustainable fisheries and aquaculture in Aceh Province, Indonesia*

116. FAO has partnered with the American Red Cross (ARC) as part of its Tsunami rehabilitation efforts in Aceh Province, Indonesia. The project, which began in 2007, marks the first time that the ARC has funded an FAO-executed project. It is being carried out in partnership with the Aceh Provincial Fisheries Administration and Indonesia's Federal Ministry of Marine Affairs and Fisheries, as well as other Aceh agencies, including the provincial planning office. WWF USA and WWF Indonesia have contributed to the project's planning and inception phase and act as environment advisor to ARC.

117. . *Coordination and planning*: one component of the project focuses on coordination and planning. In this respect, the project builds on the normative and coordination work that has been central to FAO's response to the disaster from the very beginning. The 2007 evaluation of FAO's Tsunami Response found that normative work had “helped underpin FAO's response”, noting that “this was important not only in the work the Organization commissioned directly itself, but fed through into its coordination and support role for other organizations' responses.”

118. . *Sustainable shrimp farming*: the project's aquaculture component draws on and contributes to the work carried out by the Shrimp Farming and the Environment Consortium, a partnership of the World

Bank, the Network of Aquaculture Centres in Asia-Pacific (NACA), FAO, WWF and the United Nations Environment Programme's Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities (UNEP/GPA). In 2006, the Consortium's Programme, "Shrimp Farming and the Environment", received a World Bank Green Award for efforts towards responsible shrimp farming and the publication of "International Principles for Responsible Shrimp Farming". These principles have subsequently been adapted to produce a Shrimp Farming Better Management Practice Manual in Aceh conditions. The manual was published and distributed to the first 500 farmers of a projected 5 000. By the end of December 2007, a total of 267 farmers from 18 villages of the three targeted districts had received training in better management practices. The project also prepared a video on better management practices for shrimp farming in Aceh, drew an audience of more than 700 (60% of them women) on its premier screening and 1,000 viewers the next night.

119. . *Participatory fisheries co-management*: another of the project's components is to raise awareness of local fishers in Aceh about sustainability issues and provide options and capacity building for developing sustainable co-management. The project has followed the participatory approach recommended by the Code of Conduct for Responsible Fisheries and is working closely with local institutions, especially the Panglima Laot. An institution dating back to the 17th century, the Panglima Laot, which translates roughly as 'Commanders of the Sea', are responsible for regulating community access to fishery resources and for resolving conflicts. The project signed a letter of agreement with the Panglima Laot of Aceh for them to assist in identifying key themes for future work in fisheries management and prepare sample posters and radio spots for awareness raising. The project also worked to strengthen community participation in fisheries co-management by organising an 18-day training session for 23 young people, selected to become Motivator Masyarakat, or community motivators. This was the first batch of altogether 170 motivators who will participate in this training course, implemented by Ladong Fisheries School.

120. The fourth component of the project addresses the post-harvest sector and has been building the capacities of local government staff in how to identify the key factors affecting fish quality and how to address the challenges they pose.

### *vii) Forestry*

121. The sustainable management of forests requires that countries find the right balance between various social, environmental and economic factors and the interests of key stakeholders including the government, private sector and civil society. This is not an easy task, and Members often need and request guidance from the Organization in this area. Voluntary guidelines are a way of providing a supportive framework for policy makers and agents in the public and private sectors active in forest management to contribute to national sustainable development goals.

122. During the 2006-2007 biennium, FAO has worked with a wide range of partners to develop and implement Voluntary Guidelines in two key areas: fire management and planted forests.

#### *Fire management*

123. In 2005, the Committee on Forestry (COFO) requested that FAO work with partners, including the United Nations International Strategy for Disaster Reduction (UNISDR) to develop Voluntary Guidelines on the prevention, suppression and recovery from forest fires, and prepare a broad strategy to enhance international cooperation related to forest fires.

124. The Voluntary Guidelines and Strategy were prepared during a two-year consultative process that involved governments, non-governmental and intergovernmental organizations and private-sector fire specialists and practitioners from around the world. The US Forest Service, the Government of Spain, the UNISDR Wildland Fire Working Group and some other participating stakeholder groups provided funding to assist in the process.

125. Other components of the Strategy include: a Review of International Cooperation on fire management and the "Fire Management Global Assessment 2006", which formed the basis for the preparation of the Voluntary Guidelines.

#### *Fire Management Actions Alliance*

126. Implementing the Voluntary Guidelines: an international partnership, the "Fire Management Actions Alliance", was launched in May 2007 at the 4th International Wildland Fire Conference. The Conference was organised and hosted by the Government of Spain's Ministry of Environment and the Junta de Andalucía under the auspices of FAO, the UNISDR and the European Commission.

127. The Alliance currently consists of 47 members, including national forest services, universities, private sector enterprises and governmental, non-governmental and inter-governmental organizations. Many members played key roles in the development of the Guidelines. FAO hosts the Alliance Secretariat and collaborates with the UNISDR Global Wildland Fire Network, while other members provide communication, coordination and other services. The Alliance operates with voluntary contributions from members.

128. . *Dissemination efforts*: FAO published the Voluntary Guidelines in English, French and Spanish. Other organizations are ensuring that the guidelines are available in other languages. Post graduate students at the University of Freiburg, Germany, where the UNISDR Wildland Fire Networks Secretariat is based, are translating the guidelines into Portuguese and Nepalese. The College of Forestry and Range Science of the Sudan University of Science and Technology, a member of the Fire Management Actions Alliance, is preparing an Arabic translation. With the involvement of FAO and UNISDR Regional Wildland Fire Networks and a Dutch non-governmental organization, fire management authorities in Albania and the Former Yugoslav Republic of Macedonia are preparing translations in local languages. The Korea Forest Research Institute (KFRI) has translated the Guidelines into Korean. The Government of Indonesia presented a version in the national language at the Forestry Day at the United Nations Climate Change Conference in Bali in 2007. The World Bank has provided support for the translation and dissemination of a Russian version through the Russian Federation's Federal Forestry Agency.

129. In the first year of publication, demand for the Guidelines has been high, with more than 6,000 copies requested. Examples of agencies and government institutions using the Guidelines, as evidenced by the substantial number of copies requested, include the Russian Federation's Federal Forestry Agency, the New Zealand Rural Fire Authority. The Nature Conservancy for use in their projects and meetings in Latin America, and Chile's Corporación Nacional Forestal.

130. . *Responsible management of planted forests*: at its 45th session, in April 2004, the FAO Advisory Committee on Paper and Wood Products (a statutory body composed of senior executives from the private sector worldwide) recommended to develop a code on best practices for plantation forestry. In 2005, COFO requested FAO to coordinate the preparation of a set of best practice guidelines to assist countries with

sustainable forest management. Voluntary Guidelines were agreed to cover all aspects of planted forest management, from policy development and planning through technical issues.

131. The Voluntary Guidelines were developed through multistakeholder expert consultations and dialogue with forestry authorities in Member Nations and with international forestry institutions. As many planted forests are managed by private companies on their own land or on government concessions, the involvement of the private sector was deemed essential to the preparation and implementation of the Voluntary Guidelines. Consequently, FAO invited corporate and private sector small holder associations to join in the process. FAO also encouraged the participation of international unions, such as the International Federation of Building and Wood Workers and the Building and Wood Workers International.

132. The sustainable management of planted forests demands that careful attention be paid to a variety of sensitive cultural, social and environmental issues, including land and crop tenure rights, the engagement of local minority groups and indigenous populations, and the competition for land between agriculture and planted forests and naturally regenerating forests. For this reason, FAO invited international environmental organizations, such as The World Conservation Union (IUCN), World Wide Fund for Nature (WWF), International Institute for Environment and Development (IIED) and forest community organizations, such as the Forest Peoples Programme (FPP) to engage in the consultative process to develop the Voluntary Guidelines.

133. In spite of the natural divide between the interests of the private sector and those of the non-governmental organizations, with FAO acting as a neutral facilitator, the different players realised that there were considerable areas of common ground and that it was in everyone's interest to finalise the Voluntary Guidelines.

134. In 2007, COFO expressed satisfaction about the multi-stakeholder process and recommended that FAO work with Members and partners, including the private sector, forest owners and environmental non-governmental organizations towards the implementation of these guidelines. A methodology was developed to assist countries about the implication of the Voluntary Guidelines and a programme of national and regional workshops to support their implementation.

135. . *Towards implementation:* China has the largest area of planted forests in the world. The Chinese Government has shown a strong commitment to continue expansion and improve the quality of planted forests, and views the implementation of the Voluntary Guidelines as a means to achieve this. As the aftermath of a subregional workshop in East Asia, the State Forest Administration and Chinese Academy of Forestry have entered into an agreement with FAO to share the cost of a Chinese translation of the Voluntary Guidelines and the publication of 2,000 copies. With support from the National Forest Programme Facility, the Voluntary Guidelines are now being used in both China and Lao People's Democratic Republic as part of multi-stakeholder processes to prepare national guidelines for responsible management of planted forests. These national guidelines will ensure that due account is taken of the social, environmental and economic issues in planted forest management into national forest programmes, policies, legal frameworks and best practices standards.

136. Besides the example of China, in a relatively brief time, the Guidelines have been adopted for use by large private sector associations and investment companies. The New Zealand Forest Owners Association has based the New Zealand Environmental Code of Practice for Plantation Forestry on the Voluntary Guidelines. The Dasos Capital Oy, a Finnish company, is an international investment firm specialising in

timberland management that is using the Voluntary Guidelines for social, environmental and economic sustainability criteria in its planted forests investment portfolio.

## **b) PWB Chapter 3: Knowledge Exchange, Policy and Advocacy**

### *i) Commodity market analysis and projections*

137. During 2006-2007, food commodity prices on international markets soared, affecting the food security of millions of people. FAO monitored food price development and provided an analysis of the underlying causes for the volatility in agricultural commodities markets and its impact on food insecure countries. The Organization's analysis and projections assisted in shaping international policy responses to deal with the crisis.

#### *Short-term market analysis*

138. As early as June 2006, FAO's Food Outlook, a report prepared twice a year by FAO's Global Information and Early Warning System (GIEWS), raised the prospect of higher prices and volatility in agricultural commodity markets: "Based on current indications, several agricultural commodities are likely to experience still more unstable months ahead and, in most instances, the fundamentals point to even further gains in prices. Cereal prices are likely to remain generally high and volatile."

139. An indicator of successful implementation of this type of work is the degree to which short-term projections are used in effective actions. In this case, there was a clear indication of positive outcome.

#### *Authoritative information during the food crisis*

140. According to statistics for use of documents held in the Web-based FAO Document Repository, the June 2006 Food Outlook had over 7,500 page views in its first month of release. Sixteen months later, when food prices had skyrocketed, the November 2007 issue had well over 20,000 page views. A similar expansion occurred for GIEWS' Crop Prospects and Food Situation, a publication that focuses on developments in international, regional and national cereal markets. In July 2006, the publication had over 2,400 page views. When its December 2007 issue was released, the number of page views had risen to over 5,600<sup>9</sup>. This increase not only reflects growing public awareness about the severity of the crisis, but also the public's perception of FAO as an authoritative source of information.

141. Both the Food Outlook and Crop Prospects and Food Situation contain the latest update on world cereal supply and demand situation, the FAO Food Price Index, which is, according to the Financial Times, "considered the best measure of global food inflation".<sup>10</sup>

142. FAO commodity market analysts have also faced considerable demand from the international press for commentary on the causes for the price increases and their impact on food security. In addition to media demands, FAO analysts have responded, whenever possible, to FAO Members' invitations to participate in national and regional conferences dealing with the food price crisis. They have also provided guidance during the development of the FAO Initiative on Soaring Food Prices, launched in December 2007.

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<sup>9</sup> These numbers do not include pages views for pdf versions on FAO's ftp server.

<sup>10</sup> Financial Times "Signs of an end to soaring food prices", 14 May 2008.

### *Aglink-Cosimo modelling system*

143. FAO and the Organisation for Economic Co-operation and Development (OECD) have jointly developed a modelling system to project world prices, production, utilisation, stocks and trade of key agricultural commodities. The system, which combines OECD's Aglink and FAO's Commodity Simulation Model (Cosimo), currently encompasses about 55 countries and regions and 18 commodities.

144. Projections derived through the Aglink-Cosimo modelling system are used to prepare the OECD-FAO Agricultural Outlook, an annual publication that provides a 10-year assessment of prospects in the major world agricultural commodity markets. The publication is considered essential reading for all those involved with agricultural markets. An indication of its reference value is the fact that the 2007 edition has been referenced more than 30 times in academic journals either in the text or as a citation<sup>11</sup>.

### *Contributing to the international response to the food crisis*

145. In 2007, as food prices soared, FAO and the OECD used the Aglink-Cosimo modelling system to assess how expanding global markets for biofuel and domestic policies that support biofuel production might affect food prices and agricultural commodity markets. The results were published in the OECD-FAO Agricultural Outlook 2008-2017. They were also presented at an expert consultation on 'Bioenergy policy, markets and trade and food security', which was held in the run-up to the 2008 High-Level Conference organised by FAO. The technical background document (HLC/08/BAK/7) and set of options for policy-makers that emerged from the expert consultation, were circulated to delegates at the Conference and posted on the Conference Web site.

146. As FAO plays a key role on the UN Task Force on the Global Food Security Crisis, policy options based on Aglink-Cosimo analyses contributed to shaping its Comprehensive Framework For Action. In particular, the Framework calls for the development of a greater degree of international consensus and agreed policy guidelines on biofuel production as a way of addressing the underlying factors that have driven the food price crisis.

### *ii) Investment in agriculture*

147. Developing and implementing land policies that can bring major benefits to disadvantaged farmers, bolster agricultural production and improve food security is a complex, politically-charged, long-term process. It requires significant commitment from governments, international financing institutions and development donors. For this reason, land access, security of tenure and land administration (registration and titling) have represented a major area of collaboration between FAO, the World Bank and other financing partners in Asia, Eastern Europe and Central Asia, Africa and Latin America.

148. Examples of FAO's work during the biennium are illustrated below. Two of them cover policy support to improve land tenure security and technical support to provide the landless and land-poor access to arable land.

### *The road map for land reform in China*

149. In an innovative addition to its ongoing work on land tenure and administration, FAO, through the FAO/World Bank Cooperative Programme, has been providing expertise and technical assistance since 2004 to an Analytic and Advisory Activity project the World Bank is undertaking for the Chinese Government. 'The Road Map for Land Policy Reform' is intended to provide the Government with the

<sup>11</sup> Citation analysis carried out using Google Scholar, ProQuest and Scopus.



information and advice it needs to make sound policy decisions in the area of rural development, agricultural production and food security at a time when the population is becoming more urban and the economy more industrialised and market-oriented. The Chinese Government requested specific advice on developing and enforcing a land acquisition law to protect farmers' and urban residents' interests in the process of land acquisitions, and preventing the excessive loss of cultivated land. It also seeks guidance on fostering and developing efficient land markets and establishing an effective land valuation and taxation system.

#### *The Property Law*

150. In March 2007, the National People's Congress of China adopted the Property Law. The Property Law and its political and economic significance were widely reported around the world as a major development in the recognition of private ownership of property in China. Although many factors influenced the government's decision, this law partly reflects the advice provided by the World Bank and FAO. Effective from October 2007, the law establishes the legal foundation for various types of property rights by private individuals under a public ownership system. With respect to farmer's land rights, which are legally termed as "contracting and operation rights", the Property Law marks a substantial step forward in improving farmers' access to and use of land.

151. During the next phase of the Analytic and Advisory Activity, FAO will continue to work with the World Bank to provide information and advice to China to support its efforts to implement land-related policy changes.

#### *Public/private partnership for land access in Honduras*

152. A number of countries have sought FAO help in promoting programmes to address demand for land. In Honduras, FAO assisted with the World Bank's Access to Land Pilot Project (PACTA). As a pilot project, PACTA's objective was to test a novel approach using a public/private partnership strategy for supporting the acquisition of land and the formation of sustainable farm enterprises by landless and land-poor families. Under the PACTA model, private banks and credit cooperatives provide loans for land purchase to groups of small farmers who had developed a viable business plan with technical and legal support. Part of the World Bank loaned funds are for working capital investments. Once established, the new enterprises start a loan repayment schedule to the lending institutions.

#### *Measure of success*

153. The high rate (97%) of timely loan repayments is an indicator of PACTA's success and demonstrates the competitiveness of enterprises created during the pilot project. The average loan obtained from the private lenders was USD 2,780 per family and the average grant to enterprises was USD 4,700. The average income of families in PACTA enterprises increased by around 130%. The project generated the equivalent of 1,226 jobs in financially sustainable enterprises. A review of the impact of PACTA in Annex 3 of the Evaluation of FAO's Cooperation in Honduras (2005 – 2007), notes that 20% of the borrowers were women, "a participation rate relatively high for a project of this nature."

#### *FAO's role*

154. As access to land is a sensitive issue, the Government of Honduras' Instituto Nacional Agrario (INA) specifically requested FAO to oversee the execution of PACTA in order to insulate the project from any perceptions of conflicts of interest or political interference. FAO's role was to serve as a neutral technical facilitator for the development of an innovative approach, and for negotiations that had to be pursued on different levels and with different social players. As the World Bank's Implementation

Completion and Result Report notes: “FAO’s role was crucial for the success of the project because INA’s participation was limited to partial monitoring of project activities.”

155. Even more important has been FAO’s technical assistance provided in the implementation of PACTA activities under World Bank guidance, which was carried out on a team basis through periodic follow-up supervision missions.

156. FAO also provided support to PACTA through two projects funded by its Technical Cooperation Programme and a unilateral trust fund. These projects focused on participatory monitoring and evaluation, training for service providers and the design and implementation of procedures to assure coordination among the different institutions and organizations involved in PACTA’s implementation.

#### *Government commitment to PACTA*

157. The Government of Honduras has identified PACTA as a strategically important poverty reduction programme and will continue the implementation of PACTA in partnership with FAO. In 2007, the government assigned USD 3.2 million to execute the project over the next three years with the objective of expanding coverage and continuing assistance to the enterprises established in the pilot phase. The government has also recognised that this business model has important implications for other disadvantaged groups, including forest and indigenous communities, who may have access to land but do not have other assets needed to develop viable enterprises.

#### **Good governance in land tenure and administration**

In 2007, FAO published ‘Good governance in land tenure and administration’ (number 9 in its Land Tenure Studies) in close collaboration with the World Bank’s Thematic Group on Land Policy and Administration. The publication is based on the experiences and expertise in land administration that have been gained from the extensive field programme of FAO and the World Bank and from parallel work on governance in urban areas, corporate governance and campaigns against corruption. Written for people who work in land administration and all those with an interest in land, land tenure and their governance, the study reflects what FAO and its many collaborators have found to be “good practices”. Publication of this study was assisted by the Government of Finland.

#### **Real estate cadastre and registration in the Former Yugoslav Republic of Macedonia**

FAO’s support to land tenure and administration significantly increased in 2006-07 and results from earlier work are showing that linking investment to technical assistance can lead to wider impact at country level. For instance, a Real Estate Cadastre and Registration Project prepared by FAO for the Former Yugoslav Republic of Macedonia and approved in 2005 for World Bank financing, is successfully helping modernize land ownership in the country. The real estate cadastre has been established so far in 73% of municipalities. It is estimated that most prominent urban areas will be covered by the end of 2008.

**c) PWB Chapter 4: Decentralization, UN Cooperation and Programme Delivery***i) National programmes for food security*

158. In recent years, FAO's Special Programme for Food Security (SPFS) has shifted its focus from small pilot projects to helping countries, especially low-income food-deficit countries, design and implement national food security programmes.

*Operation Feed the Nation in Sierra Leone*

159. When the civil war ended in 2002, the Government of Sierra Leone launched a national food security programme: Operation Feed the Nation. Over 290 staff from the Ministry of Agriculture and Food Security (MAFFS) have been assigned to implement the Programme. FAO was requested to assist the Government of Sierra Leone to develop a plan for large-scale, low-cost programmes that could quickly reach out to communities and help them rehabilitate agricultural production and processing.

*Farmer Field Schools*

160. A key component of Operation Feed the Nation has been the establishment of Farmer Field Schools, an approach to extension delivery that FAO and its partners consider to be a 'best practice' in national food security programmes. Farmer Field Schools operate at the village level and between 25 and 30 men and women members receive technical and organizational training. After graduation, these men and women work to strengthen existing farmer-based organizations or establish new groups to carry out local agricultural activities.

161. During the last biennium, FAO provided support in the technical training and community organising for Farmer Field Schools. This was done with funding from the Governments of China, Germany, Ireland and Italy and in collaboration with the United Nations Development Programme (UNDP). MAFFS and the Consortium for Rehabilitation and Agricultural Development (CORAD), a network of non-governmental organizations supported by the United States Agency for International Development, have shared responsibility for the implementation of the Farmer Field Schools. Through FAO's South-South Cooperation Programme, the Government of China has provided 18 experts and technicians, including irrigation engineers, veterinarians and agronomists.

162. In February 2007, when the Evaluation of FAO's Cooperation in Sierra Leone (available on FAO's Web site) was completed, 1,465 Farmer Field Schools had been established, "an impressive achievement in a relatively short time" according to the evaluation's report. As of July 2008, it is estimated that there are over 3,000 Farmer Field Schools with about 100,000 graduates.

163. In 2007, CORAD carried out an assessment of its Farmer Field Schools. The findings, which closely reflect other independent evaluations, include:

- of the 600 Field School farmers considered in the assessment, 40% were women;
- over 70% of all farmers reviewed had visited the Farmer Field School plots, as well as the individual plots of Farmer Field School members and almost 60% tried out one or more of the Farmer Field School practices;
- crop yields for Field School farmers increased 62–80% as opposed to 50% for non-participant farmers living nearby and 10–15% for farmers living far away; and
- although food insecurity is still prevalent, 80% of Farmer Field Schools households reported that they eat more and better meals.

### *Building agricultural businesses*

164. As the number of Farmer Field Schools has grown, they have organised themselves into larger structures. Farmer Field Schools supported by MAFFS have formed networks or federations at the district level, whereas those supported by CORAD have organised themselves into 'market clusters' at the smaller chiefdom and ward levels. In addition, the UNDP in partnership with the Ministry of Local Government established Agricultural Business Units through a Pilot Project on Decentralization and Food Security. The Agricultural Business Units, which operate at the chiefdom and ward level and have about 400 members, promote farming as a business and a way of reducing poverty and generating revenues for local governments.

165. Overlap emerged in the type of services provided by the various groups. A 2006 evaluation report on the UNDP's Pilot Decentralization and Food Security million<sup>12</sup> Project, noted that there was a "definite need to harmonise the governance" of the various farmers' groups, including the Agriculture Business Units, the Farmer Field Schools and the villages' associations within the National Association of Farmers of Sierra Leone.

166. In late 2006, the Farmer Field Schools and Agricultural Business Units merged into a single programme. Under this more harmonised structure, the Agricultural Business Units benefit from better training and greater sustainability as part of a national programme. The Farmer Field Schools benefit from a more secure relationship with the Agricultural Business Units, which act as apex organizations, assisting farmers to overcome obstacles to marketing their produce. The Evaluation of FAO Cooperation in Sierra Leone identified difficulties in marketing as a particularly strong constraint for farmers involved in Farmer Field Schools.

167. Through the merger, Operation Feed the Nation, which supports the development of small enterprises and job creation, has benefited from an expanded base. By working with Farmer Field Schools in villages as well as Agricultural Business Units or their network organizations, Operation Feed the Nation has established businesses involved in a variety of different activities, including rice threshing and milling, cassava grating and delivery services using three-wheeled motorcycles. These businesses are owned by farmers but operated by locally hired and trained persons on a profit basis.

### *Mainstreaming food security in the health and education sectors in Nicaragua*

168. In 2007, the Government of Nicaragua approved a National Programme for Food Security, called the 'Hambre Cero' Programme. The Programme is expected to reach 75,000 poor rural households in 5 years. FAO's national food security team has been working in Nicaragua since 1999 with financial assistance from Spain. It has built a strong network of partnerships and provided support to the Ministries of Agriculture, Education and Health in formulating sectoral policies and plans of action to complement the 'Hambre Cero' Programme.

### *Integrated programme for school nutrition*

169. In 2007, the Ministry of Education adopted the 'Integrated Programme for School Nutrition'. The decision to make school gardens a key component of this programme reflects the Government's commitment to continuing the approach FAO and its partners have taken to reduce food insecurity. FAO considers school gardens to be a 'best practice' in national food security programmes. The national team on food security has been cooperating with the Ministry of Education, the private sector, universities and non-

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<sup>12</sup> Evaluation of "Pilot Decentralization of Agriculture and Food Security" Project

government organizations to support and obtain financing for establishing school gardens. In 2007, the number of school gardens rose from 62 to 122. School gardens have brought direct benefits to 7,000 children and indirect benefit to more than 30,000 other people. Nicaragua's Integrated Programme for School Nutrition proposes to increase the number of school gardens to 800 by the end of 2008. In addition, the Ministry of Education, with assistance from FAO and other partners, has moved to progressively integrate a food security component into the public school curricula.

#### *Programme for the Eradication of Chronic Infant Malnutrition*

170. In parallel, the Ministry of Health adopted the 'Programme for the Eradication of Chronic Infant Malnutrition'. FAO, the World Health Organization (WHO), the Pan American Health Organization (PAHO), and the Nutrition Institute of Central American and Panama (INCAP), provided technical support in developing the programme and are now working with the Ministry of Health on its implementation.

#### *Inter-University Commission on Food Security*

171. The Inter-University Commission on Food Security, which was formed in 2005 following an awareness raising workshop organised by FAO in partnership with the Governments of Nicaragua and Spain, has been an important partner in strengthening the country's institutional capacities to address food security issues using a cross-sectoral approach. In 2006 and 2007, the Inter-University Commission organised post-graduate courses on food security. These multidisciplinary courses, the first of their kind in Nicaragua, were attended by professionals and policy-makers from the Ministries of the Family, Agriculture, Education, Health, Environment and Natural Resources, as well as from non-governmental organizations. FAO, PAHO, INCAP and the Spanish Agency for International Cooperation (AECI) provided technical and financial support for these courses.

172. In October 2007, the National Autonomous University in Managua offered a six-day course on 'Food Security Policies in Nicaragua'. The course which combined classroom and distance learning, was attended by 70 professionals and decision-makers from the Ministries of Agriculture, Education and Health and other organizations. It was supported by the Hunger-Free Latin America and the Caribbean Initiative and the Regional Technical Cooperation Project for Education in Economics, Agricultural Policy and Rural Development in Latin America (FODEPAL).

#### *ii) Natural disasters, conflict and complex emergencies*

173. During the biennium, the UN system, donors, governments and international and national local non-governmental organizations had to adopt new approaches to better coordinate their response to complex emergencies and natural disasters. To support the improved coordination of emergency relief operations and strengthen the capacity of governments and local institutions to 'build back better', FAO has placed a strong emphasis on providing 'information for action'.

#### *Earthquakes and flooding in Pakistan*

174. In 2006, Pakistan was still coping with the aftermath of the major earthquake that struck the northern part of the country in October 2005. In 2007, Yemyin Cyclone followed by monsoon rains caused severe flooding in the south.

175. The UN's earthquake relief operations in Pakistan marked the first time the 'cluster' coordination system, adopted to address gaps in the UN's delivery of humanitarian assistance, was put into operation. FAO worked with a broad coalition of UN agencies and international and national non-governmental

organizations within the UNDP-led Early Recovery Cluster. As has been the case in past emergencies, the World Food Programme (WFP), the lead UN agency for the logistics cluster, was an essential partner in implementing FAO's emergency assistance programme.

#### *Saving livelihoods to save lives*

176. FAO's emergency assistance programme, 'Saving Livelihoods to Save Lives',<sup>13</sup> was also innovative. The programme is designed to create an environment conducive to the early rehabilitation of sustainable livelihoods for the most poor and vulnerable groups. The majority of beneficiaries belonged to poorer income groups such as widows, the disabled and orphans, confirming the effectiveness of the needs assessment, carried out by FAO, the Ministry of Food, Agriculture and Livestock and the provincial governments.

177. Overall, the Programme enabled the resumption of crop and livestock production for over 260 000 households through the provision of key farming inputs, the rehabilitation of rural infrastructure and training on improved agricultural and livestock practices. Some 7 000 households received materials and training to construct earthquake-resistant animal shelters and benefited from the distribution of animal feed.

178. As part of its emergency operations, FAO developed a matrix of who was doing what and where. Pakistan's Earthquake Rehabilitation and Reconstruction Authority (ERRA) has assumed responsibility for maintaining this 'W3 matrix'. Throughout 2006, FAO worked closely with ERRA to formulate a Livelihood Recovery Strategy. A follow-up project funded by the Government of Sweden is supporting ERRA in implementing the strategy through capacity building, strengthening local institutions and improved watershed management.

#### *Flood relief*

179. In response to the 2007 flooding after the Yemyin Cyclone and monsoon rains in southern Pakistan, FAO and WFP took the lead in the food security cluster, with WFP again responsible for logistics. Together, the two organizations formulated a strategy to respond to the immediate food needs of affected communities and restore local food production to reduce flood victims' dependency on food aid. This collaboration continued throughout the coordination and implementation of emergency activities.

180. FAO's overall assistance, which was funded by the Government of the United Kingdom of Great Britain and Northern Ireland, through the Department for International Development (DFID), included support to 21 742 farming households (152 194 persons) and 8 985 small-scale livestock breeding households (62 895 individuals) through the provision of sorghum fodder seeds, assorted crop inputs and livestock feed packages. Crop production was forecast to be sufficient to meet average household consumption for ten months, which met the planned objectives.

#### *Baseline livelihoods assessments*

181. The Inter-Agency Standing Committee's real-time evaluation of the UN response to the flood emergency highlighted the fact that there was little baseline information on which to base needs assessments. In response, FAO and the National Disaster Management Authority (NDMA), have begun a pilot project to carry out baseline livelihoods assessments for communities in flood-prone areas.

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<sup>13</sup> The Saving Livelihoods to Save Lives Programme was funded by the European Commission's Directorate-General For Humanitarian Aid (ECHO) and the Governments of the Kingdom of Belgium, Canada through the Canadian International Development Agency (CIDA), and the United Kingdom of Great Britain and Northern Ireland.

182. By collecting this information before disaster strikes, the baseline livelihoods assessment project strengthens disaster preparedness in Pakistan. The project contributes to the "Delivering as One" pilot in Pakistan. Supporting Pakistan's disaster risk management is one of the UN's core activities in the country, and the project is one of the first concrete expressions of this. Work being undertaken under the pilot benefits from strengthened collaboration with other UN agencies, such as WFP, UNICEF and UN-Habitat.

183. At a global level, the pilot project contributed to the ongoing development of the Livelihoods Assessment Toolkit, which establishes methodologies and guidelines for improving the UN's response to sudden disasters. The Toolkit is a FAO-ILO joint initiative and grew out of the two organizations' collaborative work in the Early Recovery Cluster during the earthquake emergency operations. In its Real-Time Evaluation of the Cluster Approach during the response to the earthquake, the Inter-Agency Standing Committee recommended the development of cluster toolkits for a variety of issues, including joint assessments. FAO and ILO have prepared the Livelihoods Assessment Toolkit within the work plan of the Inter-Agency Standing Committee's Working Group on Early Recovery and the framework of the International Recovery Platform.

#### *Emergency programmes in Sudan*

184. Since 2005, the UN and its partners have collaborated on a Work Plan for Sudan to support the implementation of the peace agreements and lay the groundwork for sustainable and equitable development. With agricultural production employing nearly two-thirds of the work force, FAO plays an important role in this work plan as the Food Security and Livelihoods sector leading agency. FAO focuses on ensuring the sustainable livelihoods of transient and poor populations affected by conflict, refugees and displaced persons returning to their original land. This involves a wide range of multidisciplinary activities starting from the provision of farming inputs for agriculture production. The Organization has also delivered animal health services and strengthened the capacity of pastoralists to respond to livestock disease outbreaks. It has supported the restoration and rehabilitation of forestry and pasture areas, the development of participatory methodologies for land tenure administration and the promotion of fuel-efficient cooking.

#### *Information for action*

185. All emergency work depends on having accurate information from the field. Since the early 1990s, FAO's Global Information and Early Warning Service (GIEWS) and the World Food Programme (WFP) have been carrying out annual Crop and Food Supply Assessment Missions (CFSAM) to Sudan. These missions provide details on imminent food security problems and assist governments, the international community and others to plan and coordinate their activities.

186. CFSAM have contributed to and benefited from the implementation of the Sudan Institutional Capacity Programme: Food Security Information for Action (SIFSIA). The Programme, funded mainly by the European Commission (EC), contributes to building the capacity of government institutions to generate and utilize information for the analysis, design, monitoring and evaluation of food security related policies and programmes. Given the different food security situations and related needs and institutional and policy frameworks that exist in Northern and Southern Sudan, the Programme has been divided into two components: one for the North and one for the South. To establish a starting point for understanding the variation in agricultural production in Southern Sudan, SIFSIA has compiled and analysed the data from the earlier CFSAM reports.

187. In September 2007, in response to a request from the Government of Southern Sudan to assist in building capacity of government institutions, SIFSIA organised a training workshop on Crop and Food Supply Assessments and Annual Needs and Livelihoods Assessments. After the workshop, participants were able to put what they learned into practice during the 2007 FAO/WFP Crop and Food Supply Assessment Mission carried out in the following October and November. Workshop participants dispatched documents outlining data requirements to all the states, gathered information and acted as interlocutors.

#### **GIEWS workstation**

In 2005 the EC-FAO Food Security Information for Action Programme began a process of redesigning the GIEWS Workstation. Initially designed as a tool to assist GIEWS staff at FAO headquarters to visualize and publish data, the Workstation has been adapted to meet countries' requirements to analyse and share information on agriculture and food security. The GIEWS Workstation operates as a network, allowing users from different institutions within a country, or among countries, to share information using an Internet-based peer-to-peer network.

In 2006 and 2007, early versions of the new generation Workstation were implemented in: Armenia, El Salvador, Kenya, Guatemala, Somalia (in the Nairobi-based Food Security Analysis Unit), the West Bank and Gaza Strip. In Sudan, the new GIEWS Workstation has been recognised as the best application to support food security and poverty analysis and is closely linked to the implementation of the SIFSIA Project. Since May 2008, all countries have been given two successive versions of the new generation Workstation for testing and reactions. The roll-out of the final version is scheduled for mid-September 2008.

#### ***iii) Technical Cooperation Programme (TCP)***

188. The Technical Cooperation Programme responds to requests for assistance from FAO's member countries. It provides short-term, quick-result, practical and catalytic technical support to address well-defined problems that constrain the ability of countries, either individually or collectively, to foster agricultural and rural development and to reach the targets of the World Food Summit and the Millennium Development Goals.

189. Some of the most typical features of TCP assistance are its potential for catalysing change, filling critical gaps, building institutional, technical and practical capacities for agriculture, forestry, fisheries and socio-economic related issues, poverty reduction and improved food security.

#### ***The TCP "Reform"***

190. In November 2005, the FAO Council approved a range of measures to strengthen the policy and operational framework of the TCP. These measures relate to: a) country eligibility; b) strategic focus; c) strengthened national processes; d) increased delegation of TCP-related responsibilities to FAORs; e) emergency assistance; f) regional and inter-regional TCP projects; g) impact and sustainability of TCP outcomes; and h) modified criteria and new procedures and guidelines for their application. The implementation has been pursued throughout the 2006-2007 biennium. New TCP guidelines were prepared and disseminated in July 2006 and the new criteria reflecting the afore-mentioned changes have been systematically applied in the appraisal of requests for assistance.



191. The impact of these changes is already noticeable, as described below, for “special attention” countries, emergency assistance, TCP Facility and regional assistance. Other elements of the “reform” relate to processes, which are being gradually strengthened, for fostering TCP alignment to both national priorities and FAO’s own priorities through the adoption of enhanced priority setting at the country or regional level. Specific TCP criteria for eligibility<sup>14</sup> have been established as endorsed by the Council at its 129th Session in November 2005. They deal with the following issues: a) country eligibility (by all FAO Members, with special attention to LIFDCs, LDCs, LLD and SIDS and cost recovery for high income developing countries); b) aims and purposes (in line with WFS targets and MDGs); c) country or regional priorities; d) critical gap or problem; e) sustainable impacts; f) scale and duration (not exceeding USD 500,000 and 36 months); g) government commitment (to project implementation and follow-up); h) capacity building; i) gender sensitivity; and j) partnership and participation<sup>15</sup>. It is expected that the progressive establishment of NMTPFs will further improve TCP’s catalytic interventions and strategic focus.

192. The appraisal and approval process of TCP requests traditionally includes verification that an adequate environment is in place, or will be created during the timeline of a project to guarantee sustainability and impact of achievements. The adoption of new criteria on sustainability, government commitment, capacity building, partnership and participation contribute to foster project ownership by national teams. The establishment of a new standard project document, in line with best practices in the UN and the donor community, facilitates result-based project management and monitoring. Modules are being introduced for an end-of-project self-evaluation by the budget holder, including on the likelihood of catalytic effects from the project intervention. These modules will lay the foundation for improved assessment and reporting on achievements, either during the *ex post* evaluation carried out for a number of projects at a later stage or through a more systemic follow-up with counterpart institutions.

#### *Resource Overview*

193. . *Requests and Approvals*: During the biennium, the Organization received 472 government requests for TCP support, approximately 77% of the level in 2004-05. Sixty-four percent of these requests were approved for TCP funding during 2006-07, whilst 17 percent did not qualify for TCP assistance. The remaining requests (19%) have been processed in 2008. 369 TCP projects with a total value of USD 82.9 million were approved, as compared to 499 projects and USD 98.9 million in 2004-2005. TCP approval level in 2006-2007 was thus equivalent to 86.6% of the Appropriation<sup>16</sup>.

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<sup>14</sup> CL 129/REP

<sup>15</sup> PC 94/4

<sup>16</sup> The appropriation considered for this calculation corresponds to funds effectively available for project approvals: USD 95,703,000 (following the transfer of USD 425,000 for PBEE evaluations and USD 3 million to technical departments to cover the TCP direct operating expenses shortfall, as reported in FC 118/2 “Annual Report on Budgetary Performance and Programme and Budgetary Transfers in the 2006-07 Biennium”).

Table 6: TCP project approvals in 2006-07 (USD million)

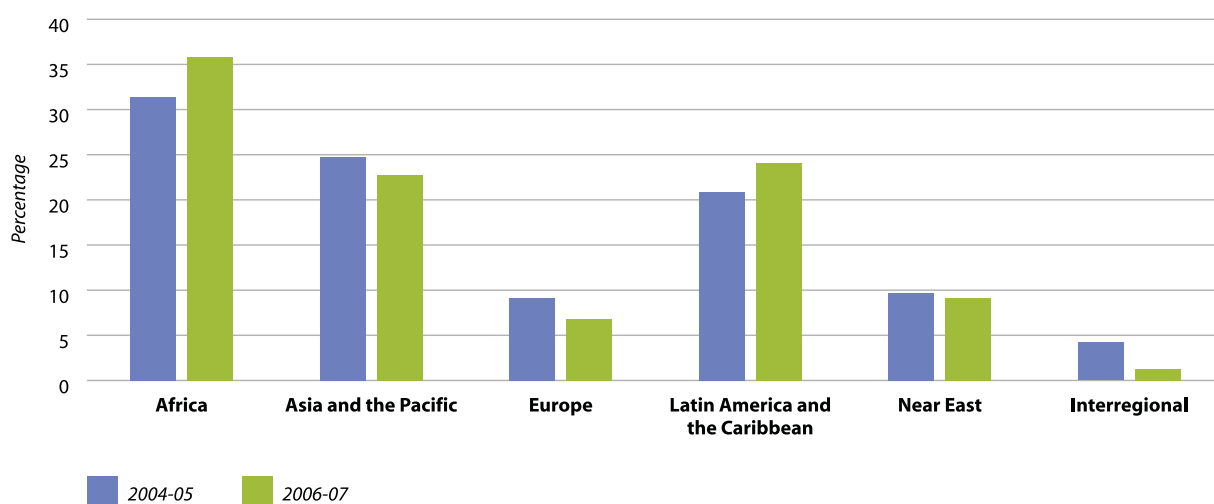
Type of TCP Project	Total Budget	Number of projects*	Average budget per project	% of total approved budget
National	55.0	209	0.263	66.3
Regional	10.1	31	0.325	12.2
Inter-regional	1.1	4	0.273	1.3
TCP Facility **	16.8	125	0.134	20.2
<b>TOTAL</b>	<b>82.9</b>	<b>369</b>	<b>0.225</b>	<b>100.0</b>

\* includes Phase II projects

\*\* includes three regional TCP Facilities

194. The distribution by regions of the resources approved during 2006-07 is reflected in the table below, which refers to all types projects.

Figure 4: Share of approved TCP project resources by region (percentage)



195. . *Delivery*: During the reporting period, delivery reached USD 62.7 million (of which USD 27.1 million refers to projects approved during 2006-07). This level represents almost a 45% decrease as compared to 2004-05<sup>17</sup>. The severe liquidity shortage experienced by the Organization led to slow-down in TCP approvals during part of 2006-07. Such a significant decrease was also a result of the high percentage of projects approved during 2004-2005 that were fully delivered within the same biennium.

196. The distribution of the TCP delivery by project category is illustrated below.

<sup>17</sup> USD 2.5 million from USD 5.2 million in 2004-05 (see CL135/7 paragraph 17 for more details).

Table 7: TCP delivery by project category, 2006-07, including administrative and operational support services (USD million)

Project Type	Delivery During 2006-07	% of Total Delivery
Development Support	46.5	74%
Emergency Assistance	9.9	16%
TCP Facilities	6.3	10%
<b>Total</b>	<b>62.7</b>	<b>100%</b>

*TCP in relation to major FAO programmes*

197. TCP assistance covered the entire spectrum of FAO technical expertise, as broadly illustrated in the table below. It is recalled that all TCP projects are backstopped by a lead technical division or a multidisciplinary team in the regional-subregional offices. Every TCP project is thus implemented in accordance with FAO's norms, standards and best practices, and contributes to the application of the knowledge of the Organization.

Table 8: TCP delivery by programme, 2006-07 (USD million)

Programme	Delivery in 2006-07	% of total budget
2C Diseases and pests of animals and plants	9.8	15.69%
2A Crop production systems management	9.5	15.09%
3B Food and agriculture policy	8.6	13.72%
2K Sustainable natural resources management	7.0	11.13%
4C Food security, poverty reduction and other development cooperation programmes	4.7	7.54%
2D Nutrition and consumer protection	3.2	5.03%
2F Forest management, conservation and rehabilitation	3.0	4.78%
2M Rural infrastructure and agro-industries	2.8	4.42%
2B Livestock production systems management	1.9	3.06%
2H Fisheries and aquaculture information, statistics, economics, and policy	1.9	3.01%
2I Fisheries and aquaculture management and conservation	1.8	2.84%
2E Forestry information, statistics, economics, and policy	1.4	2.17%
2L Technology, research and extension	1.2	1.92%
2J Fisheries and aquaculture products and industry	1.0	1.53%
3G Rural livelihoods	0.9	1.45%
3D Agriculture information and statistics	0.8	1.34%
3A Leveraging resources and investment	0.7	1.13%
2G Forest products and industry	0.6	0.99%
3F Gender and equity in rural societies	0.5	0.81%
3C Trade and marketing	0.5	0.78%
4D Emergency and post crisis management	0.5	0.72%
3H Knowledge exchange and capacity building	0.4	0.60%
3E Alliances and advocacy initiatives against hunger and poverty	0.1	0.15%
4A UN cooperation, integration and monitoring	0.1	0.09%
<b>Total</b>	<b>62.7</b>	<b>100.00%</b>

198. As it appears from the above table, five programmes account for 63% of the delivery, 2C: *Animal and plant diseases*, 2A: *Crop production*; 3B: *Food and agricultural policy*, 2K: *Sustainable natural resources management* and 4C: *Food security, poverty reduction and other development cooperation programmes*.

#### *Emergency assistance and support to rehabilitation*

199. The value of national and regional emergency projects approved during 2006-2007 represents 12% of the total<sup>18</sup>, as compared to 27.7% in 2004-2005, during which the TCP was instrumental in supporting FAO's assistance to countries and regions affected by large, complex emergencies such as locust and avian influenza outbreaks. In implementing the TCP "reform" as relates to emergency assistance, there is a progressive shift away from emergency interventions aimed solely at the provision of inputs towards more lasting interventions for reducing vulnerability through strengthening of prevention, mitigation and preparedness capacity. A risk mitigation or preparedness component has been incorporated into TCP emergency projects approved since 2006 and a more technical, multidisciplinary approach has been adopted, whenever appropriate.

#### *The TCP Facility*

200. The introduction of a revised TCP Facility modality, as of January 2006, has been a concrete step towards strengthening the capacity of the FAORs and other decentralized offices to participate in national processes and quickly respond to governments' demand for immediate, focused technical assistance. Under the TCP Facility, the authority to approve activities for up to USD 200,000 per biennium and per country/subregion/region has been given to the FAORs, SRC and RRs, respectively. 20% of TCP approvals in 2006-07 (USD 16.8 million) were for TCP facilities in 122 countries (USD 16.2 million) and in 3 regions-subregions (USD 0.6 million).

201. While it is too early to fully assess the benefits, the extensive use of the TCP facility indicates that it has quickly become a valuable instrument for FAO to more effectively participate in national planning exercises: for example, 20 countries have benefited from the TCP Facility to support the formulation of the NMTPE, including five "Delivering as One" pilot countries; other projects have provided policy and strategy orientations to governments or helped prepare agricultural-related programmes, projects or investment activities and build partnerships at the national level towards strengthening the FAO field programme.

202. The TCP facility also served as an entry point for FAO's emerging areas of work. For instance, in a number of countries, assistance was provided: to assess the impact of climate change or to implement strategies for reducing and managing the risks related to climate variability; to assess the consumption of all types of biofuels and their potential contribution to bioenergy production; to prepare national bioenergy policies and strategies; to estimate the potential of different supply sources for biofuels production; to prepare plans for the use of biodiesel and undertake studies on the sustainable production and rational use of wood-based energy.

#### *Regional projects*

203. In 2006-2007, out of 31<sup>19</sup> regional and inter-regional projects approved, 16 projects were implemented through or jointly with regional-subregional organizations, mainly those regional-subregional economic organizations that are also involved in regional programmes for food security. The TCP is assisting these organizations in assuming their coordinating role and improving the cooperation between

<sup>18</sup> In November 2005, FAO Council set an indicative earmarking of 15% of the TCP Appropriation for emergency projects.

<sup>19</sup> Excluding "Phase II" projects.

countries in issues related to agriculture; preparing regional programmes in fields of common or transboundary concern; developing reference tools in specific technical areas; supporting the implementation of strategic policies or economic initiatives, etc. Other non-emergency regional projects, approved during the same period, have been requested by all the participating countries. This is in line with the governing bodies' recommendations to ensure that regional TCP projects respond to governments' interests, with a view to strengthening their participation and ownership in the preparation, implementation and follow-up of regional activities.

### *Capacity building*

204. TCP assistance enables FAO to address food and agriculture-related issues through building regional, national and local capacities and delivering the knowledge, skills and capabilities requested by Members to boost agricultural development, reduce poverty and strengthen food security.

205. Recently, a test was carried out of a TCP "end-of project self-assessment". The responses obtained on the training aspect of TCP projects indicate that the 50 TCP projects for which valid questionnaires were received, provided training to a total of 4,984 farmers, 1,454 government staff, 338 non-governmental or civil society organizations' staff and 632 other people. The average percentage of female trainees in all categories was 25%.

206. Two examples, extracted from this "end-of project self-assessment" questionnaire of the type of training that can be provided through TCP assistance are given in *Section 1.C: Regional Dimensions of FAO Achievements*.<sup>20</sup>

### *TCP catalytic effects*

207. The TCP plays a catalytic role in transferring, for implementation at local level, methodologies, guidelines and best practice approaches developed by FAO, articulating global and local needs.

208. As a way of facilitating the sustainability of project achievements and catalysing further changes, in view of its small-scale dimension, TCP assistance is meant to pave the way for other better resourced programmes. It is at the end of the project or, in most cases, after its closure, that "catalytic" results can be adequately assessed.

209. When a project reaches its conclusion, the FAO Representative organises consultations with the government and the project stakeholders to review achievements and the follow-up measures required to ensure sustainability and the expected catalytic effects. The results of these consultations are included in the project terminal statement.

210. The analysis of the 50 "end-of project self-assessment" questionnaires shows that project outputs were integrated into ongoing national programmes in 39 cases and up-scaled through donor support or government funds. In 28 cases, a national policy document or legislative framework elaborated by the project was later adopted by government authorities, while in the case of 30 projects, government staff trained by the project were successful in expanding the training activities to others. A replication of pilot activities carried out with TCP assistance took place in 26 cases, whereas institutional restructuring following TCP assistance was reported from 17 projects.

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<sup>20</sup> See respectively Africa and Latin-America and the Caribbean.

211. The example reported below from Mozambique illustrates the wide-ranging benefits and catalytic effects that can result from a TCP project.

**Mozambique: Formulation of actions for resilient livelihoods and healthy lifestyles in the context of HIV/AIDS – Preparation for the Belgian Survival Fund**

Between 1992 and 2002, the prevalence of HIV/AIDS in Mozambique amongst adults rose from 3.3% to 13.6%, predicting about 1.1 million maternal orphans by 2010. This undermines household livelihoods and the ability to achieve food security and good nutrition as it strikes households through its most productive members. By draining the resource base of households and communities, it causes and worsens food insecurity and poverty. In turn, food insecurity and poverty lead already vulnerable people into behaviours, practices and livelihood strategies that further increase the risk of HIV infection.

To help break this vicious circle of poverty-HIV infection, building on previous survey ground work in 2005-2006, a TCP project supported the design of technically sound interventions for donors support. Technical expertise was thus provided in the fields of nutrition and household food security, participatory planning processes, gender and HIV/AIDS mainstreaming and income diversification. The TCP resulted in the formulation of a project for protecting and improving household food security and nutrition in HIV/AIDS affected areas.

As a result of this catalytic intervention, the Belgian Survival Fund financed the implementation of the follow-up project for an amount of almost USD 3.5 million. This project will run until 2009 to help the country strengthen local institutional capacities for improved intervention to safeguard the livelihoods of vulnerable households in areas affected by HIV/AIDS and other infectious diseases, while at the same time improving knowledge, attitudes and behaviors to reduce vulnerability to infections.

## C. Regional Dimensions of FAO Achievements

### a) Overview of work in the regions

212. This section summarises the achievements of the Organization in the five regions: Africa, Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, and the Near East. Information is organised as follows: programme highlights under all sources of funds (Regular Programme and trust funds); a table detailing field programme delivery and extrabudgetary support provided to the Regular Programme; the external financing leveraged by FAO during 2006-07; selective "highlights" under *Programme 4E: Technical Cooperation Programme*; and in the case of Africa and Europe, an overview of achievements under *Programme 3A: Leveraging Resources and Investment*.

213. For the sake of brevity, the narratives below are deliberately selective. Additional information on each of the Organization's programmes is provided in *Section 1.B: Highlights of Programme Implementation*, and *Annex 4: Supplementary Information on what FAO Achieved*.

### Africa

#### i) Overview of achievements

214. The Africa Region benefits from technical cooperation activities more than any other region, with total delivery during 2006-07 exceeding USD 275 million, or more than 37% of the total FAO field

programme. Over two-thirds of the assistance went to the least developed countries in the region, and 60% related to emergency situations. Africa is by far the largest recipient of SPFS resources reflecting the priority given by many countries to increasing agricultural production at the subsistence and small farm level.

215. Examples of substantive work include:

*Natural resources management*

216. An assessment of economic and environmental sustainability of irrigation practices in urban and peri-urban agriculture (UPA), with case studies developed for Ghana, Benin and Burkina Faso.

*Fisheries*

217. A subregional fisheries body was established for six countries in the West Central Gulf of Guinea to strengthen cooperation for effective fisheries resources management and combating illegal, unregulated and unreported (IUU) fishing.

*Aquaculture*

218. The regional Aquaculture Network for Africa (ANAF) was created and FAO established the regional Special Programme for Aquaculture Development in Africa (SPADA).

*Nutrition and consumer protection*

219. The Organization provided support to the AU Commission, in close collaboration with the NEPAD Secretariat, for the development of an African Regional Nutrition Strategy and its subsequent translation into a practical action plan. The strategy defined objectives and priority areas of action, and laid the groundwork for sensitising African leaders about the importance of food and nutrition dimensions in sustainable socio-economic development.

*Animal production and health*

220. FAO provided support, in collaboration with other UN agencies and development partners, to affected countries in the fight against HPAI. This joint intervention was critical in limiting further spread of the disease and in mitigating the socio-economic losses to farmers. This experience again demonstrated that a timely response and effective coordination within the international community can make a difference.

*Forestry*

221. The Organization supported bush fire control in the region, most notably by coordinating the Regional Fire Management Networks (AFRINET); establishing the Fire Management Actions Alliance; and producing a fire management working paper.

*Policy*

222. Support to the AU Commission, in the framework of NEPAD/CAADP, was provided for the preparation and organisation of the Abuja Food Security Summit (December 2006). The Summit Declaration called for increased Intra-African trade and identified strategic commodities to be promoted in the region (9 at the continental level - rice, maize, legumes, cotton, oil palm, beef, dairy, poultry, fisheries and 3 at subregional level -cassava, sorghum and millet).

*Plant production and protection*

223. FAO provided support to pilot participatory field activities to introduce and develop integrated production systems; and to enhance production, transformation and marketing of agricultural products,

through the adoption of good agricultural practices (GAPs). Following the request of the AUC, through a wide consultation process, the African Seed and Biotechnology Programme (ASBP) was developed to provide a strategic and coordinated approach for the comprehensive development of the seed sector in Africa. The ASBP, adopted at the 24th ARC in Bamako, Mali, was later endorsed by the AU Summit, and subregional components have also been developed (e.g. ECOWAS, ECCAS, etc.).

*Special Programme for Food Security*

224. As detailed in *Section 1.B* of this document, the SPFS provided essential support to Farmer Field Schools in Sierra Leone.

**Table 9: Field programme delivery and extrabudgetary support provided to the Regular Programme in Africa Region, 2006-07**

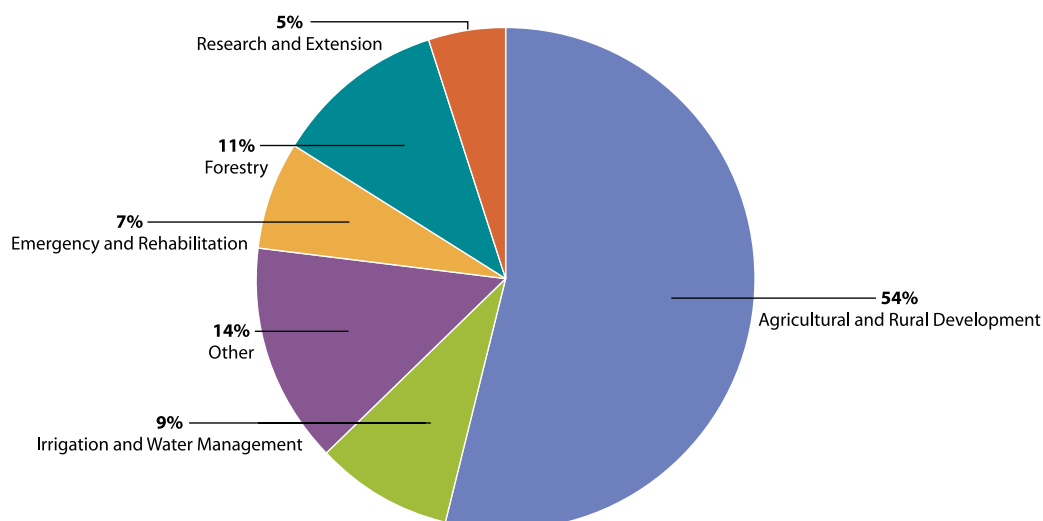
	(USD 000)	% of total delivery
Extrabudgetary Support to the Regular Programme	128	0.1%
Field Programme:		
Extra budgetary Support to Field Programme/Assistance to Member Countries	85,423	29.6%
Extra Budgetary funded Emergencies	166,545	43.3%
TCP	19,088	32.9%
SPFS	2,657	70.8%
TeleFood	1,368	36.3%
<b>Total Field Programme Delivery</b>	<b>275,082</b>	<b>37.2%</b>
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	275,210	30.7%

*Leveraging external financing for investment in Africa*

225. FAO continued strong investment support, as about 39% of such work is dedicated to helping sub-Saharan countries meet the UN MDGs. In 2006-07, FAO collaborated closely with the UN Secretary General's Special Humanitarian Envoy Initiative on Food Security in the Horn of Africa, in cooperation with the World Food Programme. The Organization also supported the African Union Commission on a new Thematic Group on Agriculture and Food Security, as part of an initiative launched in September 2007 by the UN Secretary-General to expedite achievement of the MDGs.



Figure 5: External financing by sector in sub-Saharan Africa, 2006-07



226. In sub-Saharan Africa, FAO carried out 381 investment-related missions and contributed to 46 agricultural and rural development investment projects that were approved for some USD 2 billion. External financing for these projects represented 86% (USD 1.7 billion), which will be provided by the financing partners: the World Bank Group, African Development Bank (AfDB), International Fund for Agricultural Development (IFAD), Islamic Development Bank, the Arab Bank for the Economic Development of Africa (BADEA), WFP and the Global Environment Facility (GEF). In North Africa, 74 investment missions were fielded and one investment project was approved for external financing of USD 100 million.

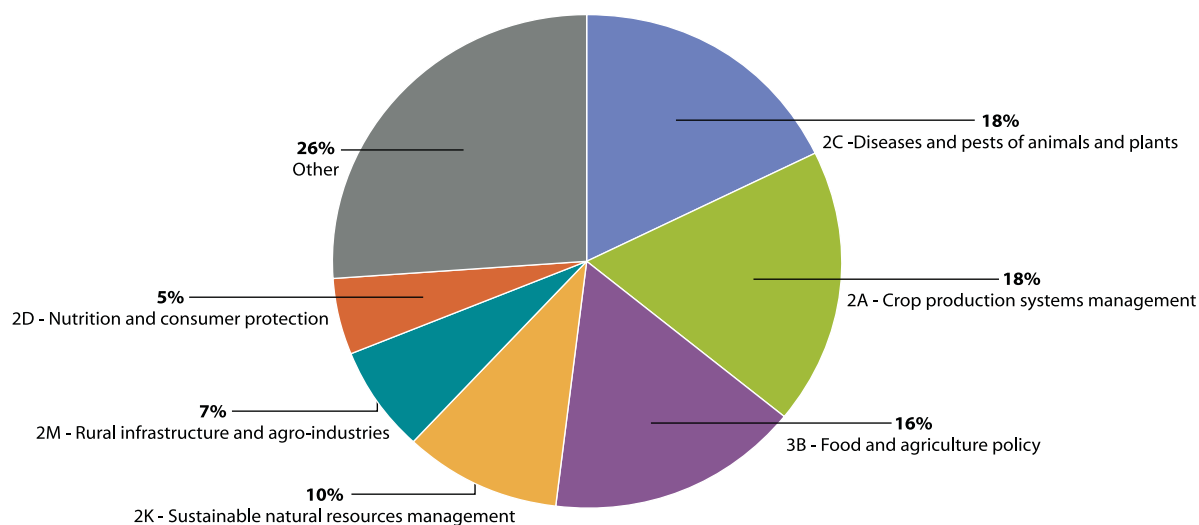
227. Investment support in cooperation with the World Bank included preparation work on rural development, irrigation and natural resources management projects, and economic and sector reviews. For example, FAO played an important facilitation role in assisting the Government of Tanzania and development partners (including the World Bank, IFAD, European Union, Japan, Danish International Development Agency, Irish Aid, African Development Bank), in the preparation of the Agricultural Sector Development Programme (ASDP), which is now financed by the government budget, complemented by a multi-donor basket fund, and is the government's instrument for implementing the agricultural component of its Poverty Reduction and Growth Strategy. The Organization's assistance in relation to environmental and forestry sector programmes for four Central African countries under the revised World Bank Forest Strategy, which focuses on forest conservation and sustainable management, constitutes another salient example.

228. Support to emergency preparedness and rehabilitation included assistance to the World Bank African Emergency Locust project in West Africa, and preparation of World Bank Avian Influenza and Human Pandemic Preparedness and Response projects in several North African countries. The Organization formulated a Productive Capacity Recovery Programme for Sudan that was approved in August 2007 for funding by the European Union, and which will be implemented by FAO. It also helped WFP to formulate a Protracted Relief and Recovery Operations Programme for Somalia.

### Technical Cooperation Programme

229. The distribution of TCP expenditure in Africa by main programme is shown below.

Figure 6: TCP projects in Africa by programme, 2006-07



#### TCP Highlights - Uganda: Piloting conservation agriculture for improved land management and livelihoods of smallholder farmers

The Pallisa and Mbale districts of Uganda experience the depletion of soil nutrients and accelerated land degradation. As a way to help the local communities living on limited resource endowments, who are frequently vulnerable to food shortages, assistance was granted to introduce the principles of conservation agriculture (CA) through the Farmer Field School (FFS) approach. The project aimed at demonstrating the applicability of the CA system in the country and its multiple benefits in terms of productivity, sustainable use of resources and environmental protection.

The needs of different types of farmer and interest groups were identified and a targeted training programme was developed. Capacity building to adapt and adopt the principles of CA and improved land management practices was undertaken through on-the-job and field training via 48 FFSs and intensive residential workshops for approximately 380 FFS members, 30 government extension officers and 30 farmer facilitators/trainers from the pilot communities.

The results of the project included improved practices (introduction of soil cover crops, seed multiplication, and improved use of inputs) and reduced labour at the farm level, which encouraged the government, through its National Agricultural Advisory Services programme (NAADS), to replicate the pilot experiences in neighbouring districts. To this end, the TCP also trained NAADS staff and private extension workers. Norwegian funds for scaling-up FFS on land and water management in Eastern and Southern Africa contributed significantly to the wider expansion of project results.

## Asia and the Pacific

### *i) Overview of achievements*

230. Within the framework of the six major thematic priorities identified in the regional strategic framework (RSF): Towards a Food-secure Asia and Pacific, key areas of interventions for the biennium 2006-07 were identified and implemented, through policy advice, technical assistance and capacity building, as well as regional networking and partnership, working closely with regional economic bodies such as the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC) and the Pacific Island Forum (PIF).

231. More than 200 field projects were operational in 34 Asia-Pacific countries covering crops, soil and water, livestock, fisheries, forestry, nutrition, food safety, land tenure and rural institutional support, as well as agrobusiness and market chain development. 122 publications were produced to disseminate knowledge.

#### *Agriculture restructuring*

232. FAO conducted a diagnostic study "Rapid Growth of Selected Asian Economies: Lessons and Implications for Agriculture and Food Security" to understand the dynamics of change in agriculture and implications of rapid economic growth on agriculture and food security in the region, through case studies on China, India, Republic of Korea, Thailand and Viet Nam. The three-volume publication was well received by the 28th FAO Regional Conference for Asia and the Pacific (APRC 2006) and has since been finalised and distributed widely to policy institutes, professionals and libraries throughout the region.

233. FAO assisted the development of micro-finance institutions through the installation of MicroBanking software. The number of installations more than doubled over the previous biennium from 203 to 469, in 10 countries. The strongest growth was witnessed in Sri Lanka (from 33 to 186) and Cambodia (from 44 to 113). This activity was entirely self-funded.

#### *Reducing vulnerability to disasters*

234. With funding support from Australia, Japan, USDA/USAID, ADB and EC, a decentralized programme was established in the Asia and Pacific region by the FAO Emergency Centre for Transboundary Animal Diseases (ECTAD). Trainings workshops were conducted for the country counterparts on HPAI outbreak response which allowed them to apply these principles to outbreaks of other transboundary animal diseases. Such occurrences, including foot-and-mouth disease (FMD) and porcine reproductive and respiratory syndrome (PRRS), were promptly reported and acted upon by countries, enabling them to prevent the spread of the diseases.

#### *Promoting effective and equitable management, conservation and sustainable use of natural resources*

235. The Organization promoted irrigation modernisation through a variety of knowledge dissemination activities that included training workshops in India, China, Nepal and Thailand and producing technical publications. China, with the help of FAO experts, has formulated a 5-year plan on Agriculture Water Management and Irrigation Modernization in the Shanxi Province. FAO collaborated with the Asia-Pacific Fishery Commission (APFIC) to promote regional capacity development, and as a result, regional organizations, such as ASEAN, are beginning to build on these initiatives. A regional policy study on Reinventing Forestry Agencies in Asia was initiated, and consultative meetings on "Establishing an Asia-Pacific Forest Policy Think Tank" were held.

*Strengthening biosecurity for food security and agricultural trade*

236. Two regional standards for phytosanitary measures were developed and adopted by the Asia and Pacific Plant Protection Commission (APPPC) during 2006-07. These, along with other four regional standards developed since 2003, have effectively helped all members of the APPPC in their plant protection work and trade and export endeavours. Country profiles of plant protection of the APPPC Members were compiled, which catalysed information exchange and improved the capacity of countries to access the International Phytosanitary Portal (IPP). FIVIMS also proved to be useful to Members in the region: for example, results from a regional FIVIMS project in assisting the Anti-Hunger Committee in the Philippines revealed that 49 out of 77 provinces in the country were vulnerable to food and nutrition insecurity. In 2006, these 49 provinces became priority areas for the implementation of the Accelerated Hunger Mitigation Program (AHMP) initiated by the President of the Philippines.

**Table 10: FAO field programme delivery and extrabudgetary support provided to the Regular Programme in Asia and Pacific Region, 2006-07**

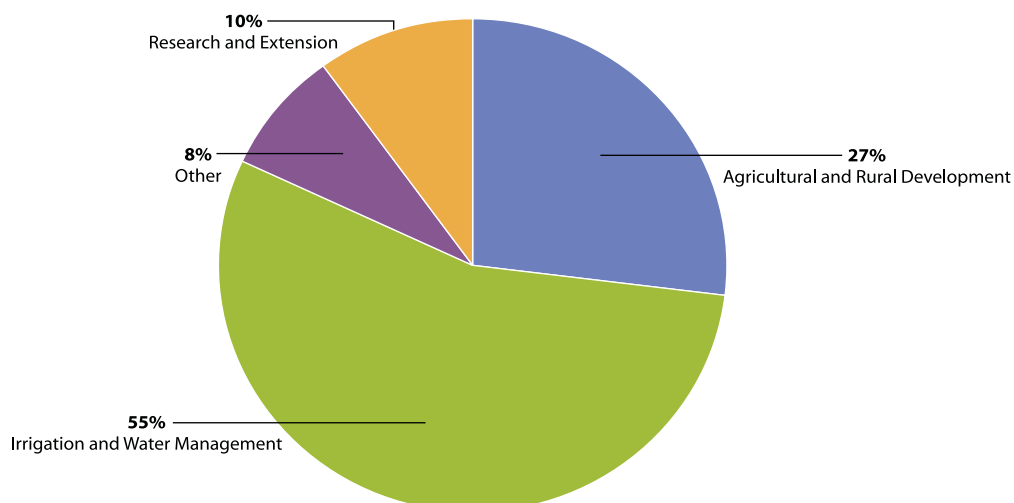
	(USD 000)	% of total delivery
Extra budgetary Support to the Regular Programme	446	0.3%
Field Programme:		
Extra budgetary Support to Field Programme/Assistance to Member Countries	78,024	27.0%
Extra Budgetary funded Emergencies	91,664	23.8%
TCP	12,535	21.6%
SPFS	1,012	27.0%
TeleFood	707	18.7%
<b>Total Field Programme Delivery</b>	<b>183,942</b>	<b>24.9%</b>
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	184,388	20.6%

237. The Asia and the Pacific region is the second largest beneficiary of field programme interventions. Delivery during 2006-07 was nearly USD 184 million, over 25% of the total field programme. Over 88% of the assistance to the region (USD 162.5 million) came from trust funds, followed by TCP with 7% (USD 12.5 million) and UNDP with 4% (USD 7.2 million). About half of the assistance was devoted to emergencies including Tsunami rehabilitation, HPAI and earthquake relief efforts.

*Leveraging external financing for investment in Asia and the Pacific*

238. External financing in Asia and the Pacific gave particular emphasis to irrigation and water management, with over half on all investment projects in this sector, while this sector accounted for no more than 9% in other regions. The other sectors that accounted for more than 5% of the total were agriculture and rural development and research and extension.

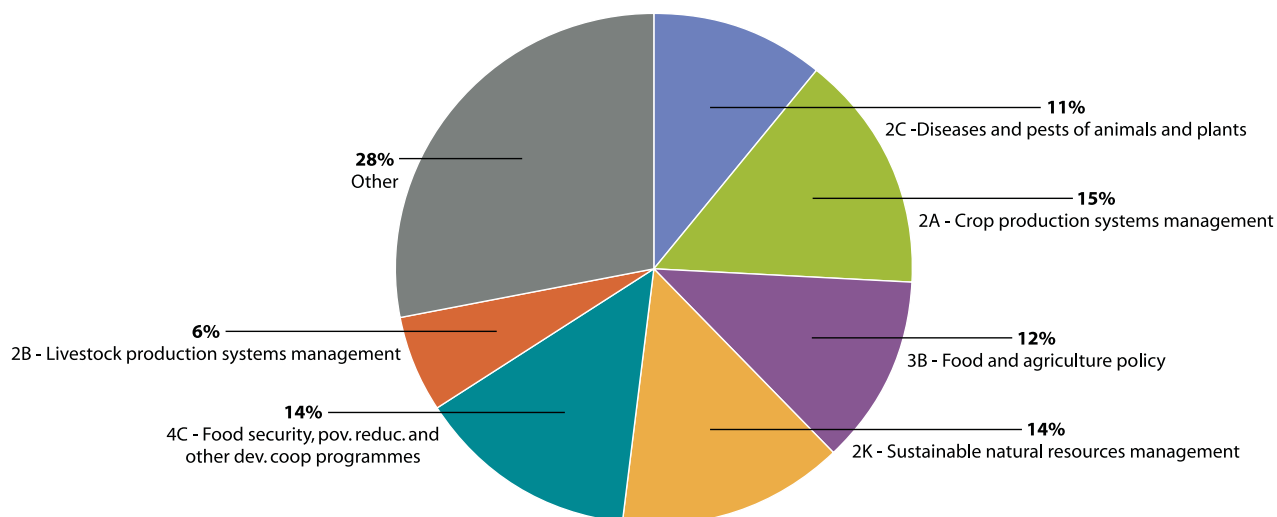
Figure 7: External financing by sector in Asia and the Pacific, 2006-07



*Technical Cooperation Programme*

239. In Asia and the Pacific, TCP assistance focused on *Programme 2A: Crop production systems management*, with 15% of regional TCP resources; followed by *Programme 2K: Sustainable natural resources management*, and *Programme 4C: Food security, poverty reduction and other development cooperation programmes*, each with 14%.

Figure 8: TCP projects in Asia and the Pacific by programme, 2006-07



### **TCP Highlights - Nepal: Enhancement of food security and poverty alleviation through improved institutional capacity of agricultural cooperatives**

The Government of Nepal has given high priority to agricultural cooperatives as a vehicle to improve food security and to alleviate poverty in rural areas. A TCP project was launched in 2005 with a budget of USD 288,000 to strengthen the capacities of the national institutions responsible for the promotion and development of agricultural cooperative enterprises such as the Department of Cooperatives within the Ministry of Agriculture and Cooperatives, the National Cooperative Development Board and the National Cooperative Federation and to pilot practical hands-on training in selected cooperative societies.

The project developed and field tested gender-responsive training approaches and strategic planning and trained 25 senior cooperative policy makers and 25 national and district level trainers in their application. It introduced the concept of success case replication (SRC) as a field level tool to document and learn from existing successful cooperative businesses. Seven training workshops for more than 100 cooperative leaders, district officers and NGO representatives in three agro-ecological zones were conducted focusing on aspects such as business planning, market linkage establishment, financial planning and profit-loss-calculations.

The expansion and wider application of the SRC method and its integration into the regular plans and programmes of national cooperative organizations will help to improve effectiveness and to enhance the capacity of key stakeholders to deliver support services and training to the increasing number of cooperatives all over the country.

## **Europe**

### *i) Overview of achievements*

240. Work focused on various capacity building activities conducted through regional and national workshops, as well as direct technical assistance in identified priority areas of which examples are provided below.

#### *"Delivering as One"*

241. The implementation of the "Delivering as One" pilot in Albania provided the opportunity for FAO to better plan and coordinate with the programmes, projects and activities of the UNCT and to more quickly respond to requests from the government.

#### *Capacity building*

242. A regional trust fund project implemented in the western Balkan countries regarding integrated pest management and control of western corn rootworm successfully promoted the use of Farmer Field Schools. In addition, the project established linkages with national research institutions in Bosnia and Herzegovina, Bulgaria, Croatia, Hungary, Romania, Serbia and Slovakia. During the course of 2006-07, capacity building activities conducted through regional TCP projects in the western Balkan and the Caucasus countries contributed to the improvement of food safety policy, and in the Ukraine, to strengthening laboratory capacity. TCP assistance also proved valuable in addressing innovative forest management schemes.

*Fisheries and aquaculture*

243. Tangible results were achieved thanks to support of TCP in aquaculture health management in Bosnia and Herzegovina. As a result of the input of FAO in this field, a regional approach was developed to aquaculture health management.

*Land tenure*

244. Management of agricultural land is at the centre of the reform agenda in transition countries. During 2006-07, FAO assisted the land committee of Tajikistan in implementing the country's land reform and agricultural enterprise restructuring with a focus on legal assistance centres for awareness raising on land rights. FAO organised capacity building activities in the field of land tenure, including a series of workshops dealing with land consolidation and EU rural development programme support. The Organization furnished direct technical assistance to Armenia, Bosnia and Herzegovina, Serbia and Lithuania on the preparation of land consolidation strategies and pilot projects, the elaboration of improved land resource management schemes, and participatory land use planning.

*Agro-industries*

245. FAO held a workshop on Enabling Environments for Agribusiness and Agro-industry Development and disseminated information on opportunities for farm enterprise diversification, including a Russian version of the proceedings of Farm Commercialization and Income Diversification on the Road to EU Accession. Direct technical assistance provided under a series of TCP projects strengthened advisory services on agribusiness in Bulgaria, introduced a farm data and monitoring system in Azerbaijan, and strengthened the agricultural marketing unit of the Ministry of Agriculture in Georgia.

*Emergencies*

246. FAO provided emergency assistance for the early detection, prevention and control of HPAI in the Eastern European and Caucasus regions (15 countries) and facilitated cooperation at the regional level. An FAO-implemented project established successfully an animal registry in Moldova in line with the EC directives for animal identification.

*Knowledge management*

247. Through WAICENT, FAO supported the expansion of the regional AgroWeb Network and in 2006 organised a regional expert consultation on development of thematic networks in Central and Eastern Europe. Recent additions to this Network include thematic communities in human nutrition and animal welfare.

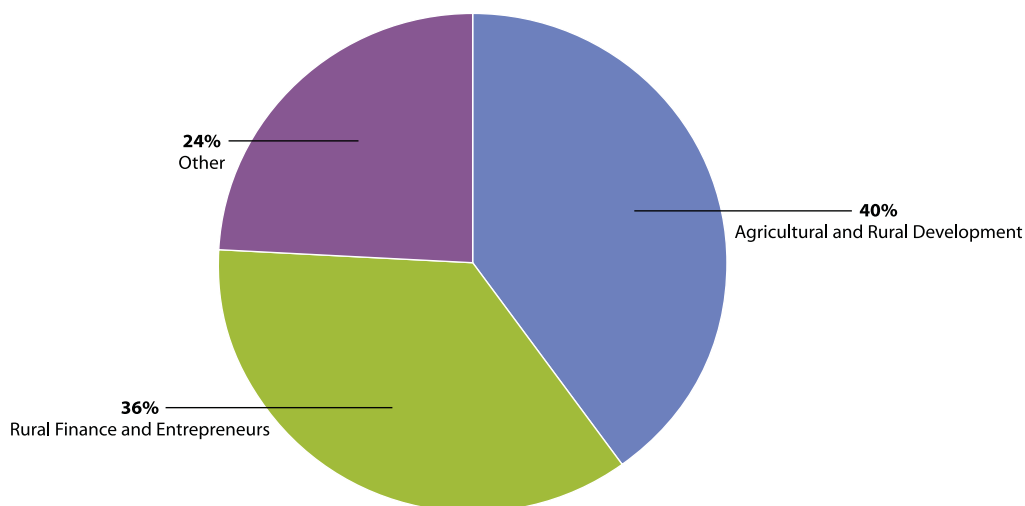
Table 11: FAO Field programme delivery and extrabudgetary support provided to the Regular Programme in Europe Region, 2006-07

	(USD 000)	% of total delivery
Extra budgetary Support to the Regular Programme	2,202	1.4%
Field Programme:		
Extra budgetary Support to Field Programme/Assistance to Member Countries	6,446	2.2%
Extra Budgetary funded Emergencies	1,645	0.4%
TCP	5,643	9.7%
SPFS		
TeleFood	50	1.3%
<b>Total Field Programme Delivery</b>	<b>13,785</b>	<b>1.9%</b>
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	15,986	1.8%

*Leveraging external financing for investment in Europe and Central Asia*

248. External financing in the European region was primarily concentrated in two sectors: agriculture and rural development with 40%, and rural finance and entrepreneurs with 36%. Europe was the only region in which rural finance and entrepreneurs was identified as a priority for investment support work.

Figure 9: External financing by sector in Europe, 2006-07



249. FAO's assistance, which ranges from support to sector reviews to full programme formulation and implementation, led to 32 investment projects and programmes approved during 2006-07 by its partners, in particular the World Bank, European Bank for Reconstruction and Development (EBRD), International Fund for Agricultural Development (IFAD) and Global Environment Facility (GEF), for total investments of nearly USD 900 million. Of these, 14 projects benefited Central Asian countries, which represented 39% of the total funding mobilised for the region.

250. Collaboration with the World Bank covered rural finance, land administration (cadastre and registration), micro and small agribusiness development, export competitiveness and marketing to meet European Union integration, HPAI preparedness, water use improvement, agricultural services, management of natural resources and a first investment project for Slovakia to assist agricultural policy.

251. Cooperation with EBRD was further strengthened during the biennium. One example was FAO's support to the Georgian Wine Industry, complemented by a TCP Facility activity on Export Marketing for Georgian Wines and Analysis of Selected Potential Wine Markets. The two projects, which included a series of studies, in-country workshops and seminars and a study tour on the wine appellation system in Italy, assisted the government to improve legislation to decrease a wine counterfeiting problem and strengthened Georgian wine producer capacity to stimulate demand for their products in the global market.

252. Work with IFAD continued to focus on poverty alleviation. Two projects prepared by FAO were approved to assist farmer access to markets in Armenia and rural poverty reduction in Turkey. Collaboration with GEF related to climate change began in Kyrgyzstan where FAO assisted in the preparation of the reforestation and carbon-trading component of GEF's Tien Shan Ecosystem

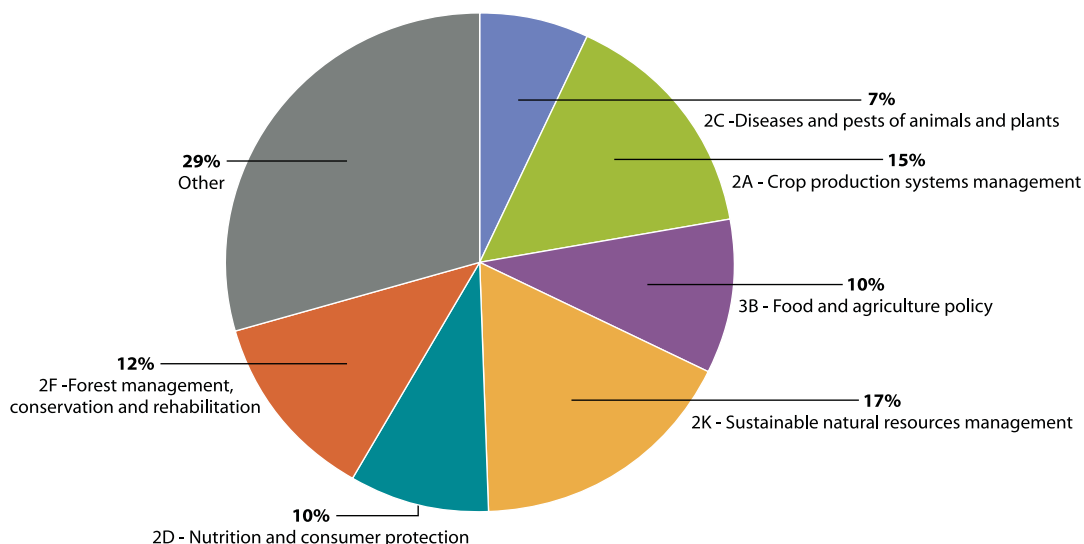


Development Project and carried out a fact-finding mission for a proposed afforestation and reforestation project under the Kyoto Protocol’s Clean Development Mechanism. GEF also approved a project prepared by FAO to assist Croatia in agricultural pollution control.

*Technical Cooperation Programme*

253. In Europe and Central Asia, TCP assistance focused on *Programme 2K: Sustainable natural resources management* with 17% of regional project resources; followed by *Programme 2A: Crop production systems management*, 15%; and *Programme 2F: Forest management, conservation and rehabilitation*, 12%.

Figure 10: TCP projects in Africa by programme, 2006-07



**TCP Highlights - Lithuania: Land tenure and management**

During the biennium, several countries have requested and been granted TCP assistance in the area of land tenure and agrarian reform, as well as land management and related aspects. Assistance in these fields focuses on the strengthening of the national or regional capacities to deal with critical areas of land tenure and related legal aspects; participatory methods for the delimitation and demarcation of local territories; land restructuring in support to agrarian reform; and land planning for optimising the use of natural resources and agricultural production.

As an example, a project in Lithuania supported the preparation of an operational land consolidation system and strategy. It provided both the technical and institutional capacity to implement a legislative framework aimed at encouraging the consolidation of small plots into more productive farm units. Through short-term, specific and strategic support, the project successfully paved the way for a national programme on land consolidation in support of rural development.

## Latin America and the Caribbean

### *i) Overview of achievements*

254. Based on the guidance of the Regional Conference, the Organization's work focused on the areas below.

#### *Diseases and pests of animals and plants*

255. Assistance in transboundary diseases helped countries with the prevention, control and eradication of animal diseases such as FMD, HPAI, bovine spongiform encephalopathy, classical swine fever and the new world screwworm. Support was provided to countries in the integrated management of animal production and health through the Commission on Livestock Development for Latin America and the Caribbean (CODEGALAC). A regional animal health programme for the countries of the expanded MERCOSUR was formulated with TCP assistance to strengthen the capabilities of national veterinary services.

#### *Sustainable natural resources management*

256. Together with ECLAC and IICA, FAO fostered a discussion of the viability of bioenergy in the region. FAO supported the organisation of seminars and workshops and the preparation and analysis of bioenergy programmes and projects in Argentina, Brazil, Chile, Costa Rica, El Salvador, Paraguay and Peru. Strategic topics were identified: incentives and penalties for the rational use of natural resources; technology policies that explore feedstock potential; a regulatory framework for the use of biofuels; contractual relations from primary production to final consumption, including the incorporation of family farming; and the biofuel consumption structure.

#### *Nutrition and consumer protection*

257. An investigation into private systems of certification of agricultural health and food safety was conducted by the Organization. FAO developed a training programme focused on public goods versus private gain, in order to identify harmonised systems. Training sessions were conducted on topics that included traceability, equivalence, biosecurity, mycotoxins, safety and quality of fresh fruits and vegetables, Codex Alimentarius, risk analysis and preparation for the Regional Conference on Food Quality and Safety. Two regional projects were implemented in Central America and the Southern Cone to implement the quality system based on the ISO/IEC 17025 standard, which determines the accreditation of laboratories of chemical and microbiological food analysis, a factor essential for demonstrating analytical capacity and the validity of results, which are current requisites of international trade.

#### *Land tenure, agrarian reform and access to natural resources*

258. Lessons learnt from the practical application of the territorial development approach in five geographical areas (Brazil 2, Mexico 2 and Chile 1) served as valuable input to permit replication in other countries of the region. Case studies were carried out in Argentina, Brazil, Ecuador, Paraguay and El Salvador to identify strategies, components and economic benefits that could justify government and international financial agency investment in territorial programmes and projects. A trust fund project helped develop a series of technical analyses to strengthen the design and implementation of family farming programmes. The studies highlight the importance of family farming and list the main lessons derived from assessing 17 public programmes with a family farming component.

*Food insecurity and vulnerability information and mapping systems (FIVIMS) and Regional Programmes on Food Security*

259. As detailed in *Section 1.B* of this document, in 2007 the Government of Nicaragua approved an NPFS programme expected to reach 75,000 households in five years, largely through the use of school gardens and the introduction of a food security component in public school curricula. At the subregional level, the expansion phase of the Regional Programme for Food Security in the Caribbean is being implemented in partnership with the Caribbean Community (CARICOM). During 2006-07, the Hunger-Free Latin America and Caribbean Initiative (HFLAC) assessed food security programmes in priority countries and organised courses on food security and on measuring food security in the home; it supported the Network of Research and Training in Food and Nutrition Security (REDSAN) and produced documents on topics such as social cohesion. The Organization provided support in formulating and adopting food security laws in Ecuador, Guatemala and Brazil and is in the process of supporting the formulation of draft laws in Haiti, Nicaragua and El Salvador.

*Partnerships*

260. FAO provided the Secretariat to the Inter-agency Group on Rural Development, comprising ECLAC, WB, IDB, IICA, IFAD, the German Cooperation Agency (GTZ), the Spanish Agency for International Cooperation (AECI), and the United States Agency for International Development (USAID). It also supported the interagency groups and participated in formulating UNDP-Spain MDG Achievement Fund projects in 12 countries of the region.

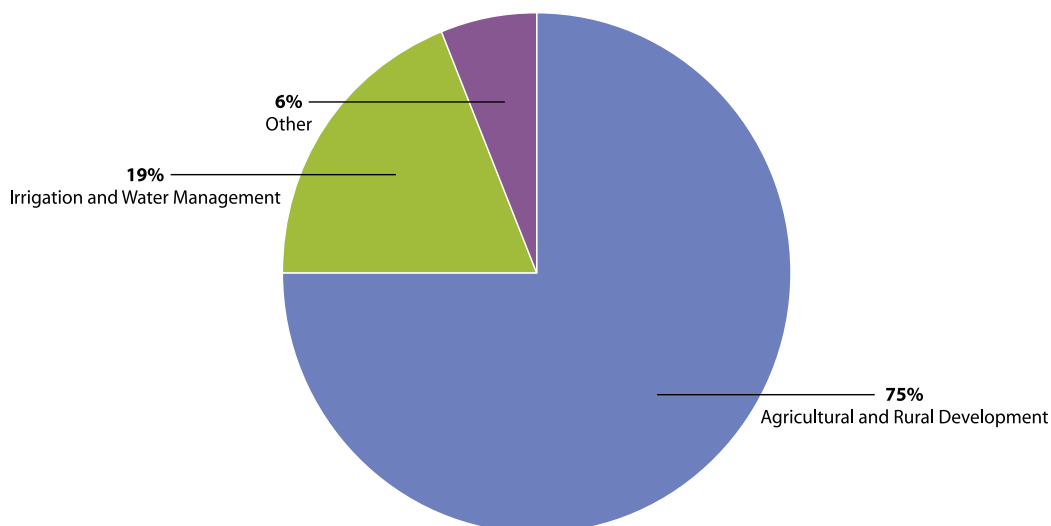
**Table 12: FAO field programme delivery and extrabudgetary support provided to the Regular Programme in Latin America and Caribbean Region, 2006-07**

	(USD 000)	% of total delivery
Extra budgetary Support to the Regular Programme	1,644	1.0%
Field Programme:		
Extra budgetary Support to Field Programme/Assistance to Member Countries	59,389	20.6%
Extra Budgetary funded Emergencies	7,028	1.8%
TCP	15,268	26.3%
SPFS	58	1.5%
TeleFood	1,297	34.4%
<b>Total Field Programme Delivery</b>	<b>83,039</b>	<b>11.2%</b>
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	84,683	9.4%

*Leveraging external financing for investment in Latin America and the Caribbean*

261. Agriculture and rural development accounted for 75% of external financing in Latin America and Caribbean, 20% higher than any other region. The other sectors that accounted for more than 5% of the total were irrigation and water management with 19%.

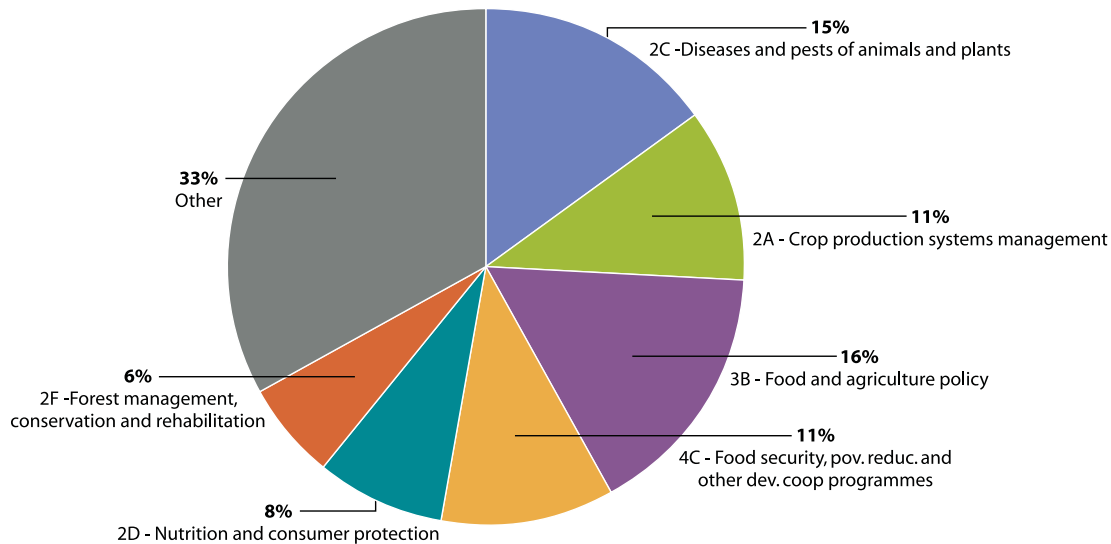
Figure 11: External financing by sector in Latin America and Caribbean, 2006-07



### *Technical Cooperation Programme*

262. TCP assistance focused on *Programme 3B: Food and agriculture policy*, with 16% of regional project resources; followed by *Programme 2C: Diseases and pests of animals and plants*, 15%; and *Programme 4C: Food security, poverty reduction, and other development cooperation programmes*, 11%.

Figure 12: TCP projects in Latin America and Caribbean by programme, 2006-07



**TCP Highlights - Chile: Strengthening of national and regional capacities for gender mainstreaming in agricultural sector policy in support of food security**

A TCP project was launched in 2005 to reinforce capacities, at the national and regional levels, for the integration of a gender dimension in the programmes and projects implemented by the Ministry of Agriculture. The establishment of regional commissions to promote equal opportunities for men and women was instrumental in improving the collaboration between the central and regional levels. The project was successful in strengthening the institutional capacity of the national and regional services of the Ministry of Agriculture through the provision of training on socio-economic and gender analysis to 20 women and 5 men. A total of 125 professional staff (75 women and 50 men) in four macro zones were sensitised to gender issues through regional workshops. Due to its model character, the project approach was subsequently broadly applied within the National Women's Service (SHERMAN) and expanded to other ministries. The database developed by the project provided the basis for the collection of gender-disaggregated data in agricultural statistics and the 2007 agricultural census.

**Near East***i) Overview of achievements*

263. Activities focused on the priority areas defined by the Regional Conference, as follows.

*Field programme development*

264. One of the key achievements was the signing of a new agreement between the Kingdom of Saudi Arabia and FAO, totalling more than USD 55 million.

*Food and agriculture policy*

265. Policy assistance focused on key priority issues, including trade negotiations, water scarcity and transboundary animal diseases (e.g. HPAI). Technical assistance on WTO-related issues was provided to Egypt, Jordan, Pakistan, Saudi Arabia, Sudan and Yemen, focusing on strengthening national institutional capacities for effective participation in trade negotiations and in meeting commitments of trade agreements. In addition, capacity building workshops and direct policy advice were organized for North African countries to support negotiations with the EU. Assistance on water policy focused on water resource management, including support to Oman in formulating and implementing policies to adopt a new cropping mix in Al-Batinah Region.

*Nutrition and consumer protection*

266. Food safety remained one of the main priorities for countries in the region, especially in relation to sanitary measures and trade. A number of national capacity building workshops (Lebanon, Jordan, Iran, and Iraq) were organised to enhance the countries' participation in international standards setting fora, notably the Codex Alimentarius. Regional and subregional capacity building workshops were also organised to help improve the quality and safety of fresh fruits and vegetables, fish and fish products, and strengthen food risk analysis.

*Diseases and pests of animals and plants*

267. Work included the support provided by the Desert Locust Commission and EMPRES in building capacities in countries for successful preventive control strategies for the desert locust. The Organization has supported the implementation of joint border surveys between neighbouring countries and encouraged

the exchange of expertise to enhance skills and enable monitoring of inaccessible areas. Following the outbreak of HPAI in Egypt, an ECTAD unit was established. This unit provided key support to the government including the provision of technical advice and capacity building. An epidemiology unit was established, a surveillance plan developed, and a participatory epidemiology network was implemented on a pilot basis.

268. Assistance in plant protection focused on IPM using the FFS approach in several countries. Assistance was also provided to countries regarding trans-boundary plant pests and diseases, including Red Palm Weevil, Wheat Stem Rust and the Peach Fruit Fly.

*Forest management, conservation and rehabilitation - forestry information, statistics, economics and policy*

269. The overall health conditions of forests were threatened by increasing diebacks, endemic insects and diseases, as well as the degradation of forest ecosystems in many countries. Following a successful expert meeting organized by FAO, in collaboration with the Tunisian Government and supported by the FAO-Norway Partnership Programme, experts from 12 countries of the region assisted by resource persons from the Canadian and US Forest Services reviewed the situation of forest health and invasive species and created the Near East Network on Forest Health and Invasive Species, NENFHIS. This is an important step towards promoting the collection and dissemination of information, and fostering technology exchange.

*Fisheries and aquaculture management and conservation*

270. A priority activity in the fisheries sector is to strengthen regional cooperation in support of responsible management and sustainable exploitation of fisheries resources. FAO is assisting countries in improving and harmonising national fisheries statistics indicators and in promoting scientific and institutional capacity in support of the implementation of the FAO Code of Conduct for Responsible Fisheries, particularly in the Mediterranean subregion.

*Knowledge exchange and capacity building*

271. FAO assistance in extension and communication for development focused on activities aimed at strengthening the institutional and human capacities of national agricultural research and extension systems and their linkages. The implementation in Egypt of the Rural and Agricultural Development Communication Network (RADCON) project is one the most important achievements. Drawing on the results of its predecessor, the Virtual Extension and Research Communication Network (VERCON), which has become a model for adaptation worldwide, the RADCON concept combines the use of participatory communication approaches with a modern Internet-based information system to provide farmers with timely access to relevant and technically sound information and services.

Table 13: FAO field Programme delivery and extrabudgetary support provided to the Regular Programme in Near East Region, 2006-07

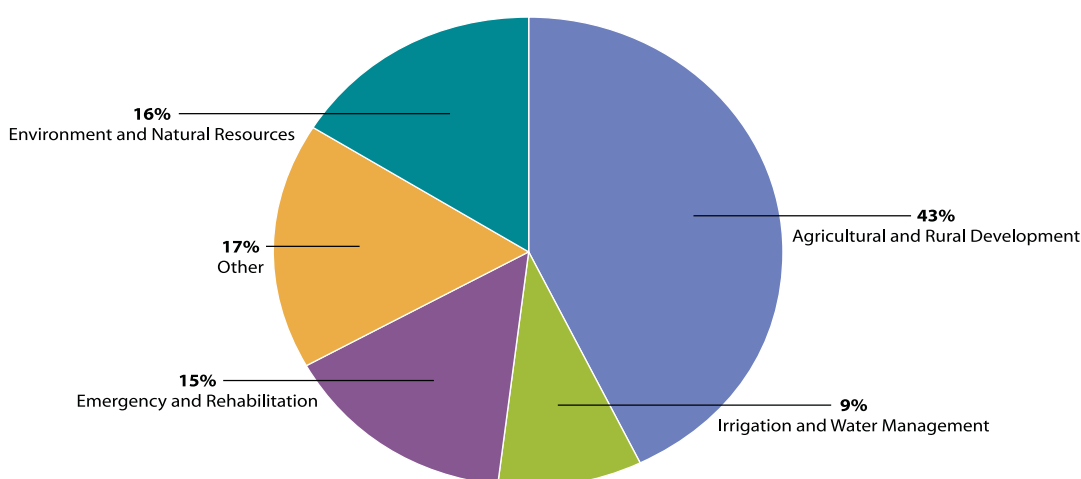
	(USD 000)	% of total delivery
Extra budgetary Support to the Regular Programme	74	0.0%
Field Programme:		
Extra budgetary Support to Field Programme/Assistance to Member Countries	27,022	9.4%
Extra Budgetary funded Emergencies	88,602	23.0%
TCP	4,550	7.8%
SPFS	25	0.7%
TeleFood	351	9.3%
<b>Total Field Programme Delivery</b>	<b>120,551</b>	<b>16.3%</b>
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	120,625	13.5%

272. Total delivery during 2006-07 was over USD 120 million, around 16% of the total FAO field programme. Over 95% of the assistance to the region (USD 115.5 million) came from trust funds, a higher proportion than any other FAO region. 73.5 percent of the field programme was devoted to emergency, higher than any other FAO region, and included assistance for the Darfur region of Sudan, HPAI and livestock and crop disease control.

*Leveraging external financing for investment in the Near East and North Africa*

273. Investment in agriculture and rural development accounted for 43% of external financing in the Near East and North Africa, similar to most other regions. However, Near East and North Africa was the only region to identify as next most important categories: environment and natural resources with 16%, and emergencies and rehabilitation with 15%.

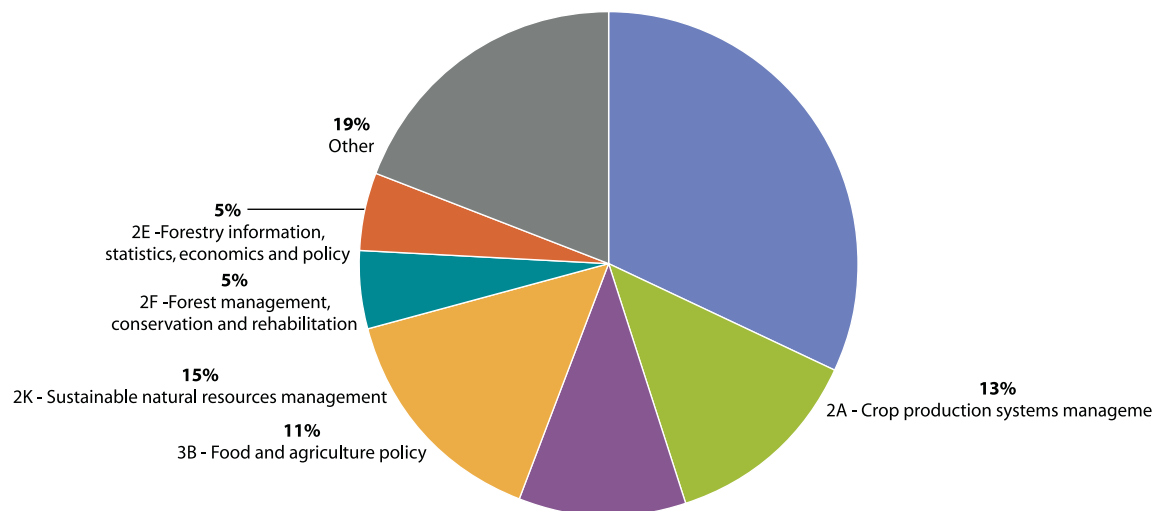
Figure 13: External financing by sector in Near East, 2006-07



*Technical Cooperation Programme*

274. TCP assistance focused on *Programme 2K: Sustainable natural resources management*, with 15% of regional TCP resources; followed by *Programme 2A: Crop production systems management*, with 13%; and by *Programme 3B: Food and agriculture policy*, with 11%.

Figure 14: TCP projects in Near East by programme, 2006-07





## II. CORPORATE INITIATIVES IN SUPPORT OF PROGRAMME DELIVERY

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### A. Implementation of Approved Reform Proposals

275. The Organization was actively engaged in the implementation of reforms that were approved by the governing bodies in two main phases, i.e. by the 33rd Session of the Conference in November 2005 and the 131st Session of the Council in November 2006<sup>21</sup>. Progress was reported to the Programme and Finance Committees and Council, as well as in the PWB 2008-09<sup>22</sup>.

#### a) Headquarters

276. A first set of approved changes to the headquarters' structure was implemented as at 1 January 2006 without an increase in the number of departments. These regrouped various advocacy activities within a single unit in the Office of the Director-General; moved the Nutrition and Consumer Protection Division to the Agriculture Department; grouped security functions in a unit placed under the authority of the ADG of the Administration and Finance Department; and established the Shared Services Centre (SSC) through the merger of administrative services provided by various units at headquarters ahead of phased implementation of a multi-centre structure. The implementation of the SSC and related business process changes are reported under *Section II.C: Efficiency Savings*.

277. The new organizational structure for headquarters approved by the November 2006 Council has been implemented as of 1 January 2007. It includes the new departments for Natural Resources Management and Environment (NR) and for Knowledge and Communication (KC). Important advocacy initiatives were integrated into the KC Department, which allowed for additional synergies and efficiencies. Changes to the PWB chapter structure and reformulation of programme entities were presented in the Revised PWB 2006-07.

#### b) Implementation of decentralization measures

278. In 2004, the Independent Evaluation of Decentralization<sup>23</sup> made a series of recommendations concerning the structure and functioning of FAO's decentralized offices. Subsequently, the Director-General proposed, as a part of his general reform proposals, revisions to the decentralized office structure and *modus operandi* to improve the Organization's capacity to respond to the needs of countries<sup>24</sup>. In November 2005, the FAO Conference acknowledged the need for strengthened decentralization and agreed that as a first step the Director-General's proposals be implemented in the Africa region and Central Asia subregional office<sup>25</sup>.

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<sup>21</sup> C 2005/3/Sup.1; PC 95/3 - FC 113/14; CL 131/18; CL 132/16 and related Council Reports; C 2007/3.

<sup>22</sup> C 2007/3.

<sup>23</sup> PC 92/6 a) – FC 108/18

<sup>24</sup> C 2005/3 Sup. 1

<sup>25</sup> C 2005/3 Sup. 1

*i) New subregional offices and multidisciplinary teams*

279. During the biennium, FAO established new Subregional Offices for Central Africa in Libreville, Gabon and for Eastern Africa in Addis Ababa, Ethiopia. The Subregional Office for Western Africa was established in Accra, Ghana, which also continued to host the Regional Office for Africa. The reconfigured Subregional Office for Southern Africa remained in Harare, Zimbabwe. The new Subregional Office for Central Asia was established in Ankara, Turkey. In the second phase, the Regional Office for Europe was transferred from FAO headquarters in Rome to Budapest, Hungary.

280. As a result of subsequent governing bodies' decisions<sup>26</sup>, the reforms have also been extended to Latin America and the Caribbean. A Subregional Office in Panama was established, a multidisciplinary team in Santiago was set up and the Subregional Office in Barbados was restructured. In November 2007, the Council also approved the creation of a new Subregional Office for the Gulf Cooperation Council States and Yemen located in the United Arab Emirates. Measures to establish this office, and reconfigure other offices in the Near East region, are under review.

*ii) Responsibilities and relationships*

281. A guide for responsibilities and relationships between headquarters and the decentralized offices was designed in a broad participative process in 2006-07 and issued in June 2007. Under this new operating model, FAO's subregional offices report to the Regional Representative and have technical capacities geared to the needs of the subregion. The FAO Representatives in the subregion are expected to participate, in their technical capacity, in the multidisciplinary teams located at subregional offices. Moreover, substantial levels of non-staff resources have been provided. The subregional offices are the first port-of-call for technical support for country offices.

282. One of the goals of decentralization is to strengthen partnerships with regional and subregional economic organizations. The objective is to provide better policy and technical support to countries through FAO country representatives. The Council received an update on progress in the implementation of these reforms in November 2006<sup>27</sup> and June 2007.

*iii) Subregional plans of action*

283. The new decentralized model envisages a well-defined subregional plan of action. During 2007, subregional programming workshops were held in the five SROs under the first phase of reforms (Western, Eastern, Southern and Central Africa, and Central Asia). The workshops were co-funded by FAO and the Government of Spain.

284. These workshops brought together FAO country representatives from the countries in the subregion, the subregional technical officers and resource persons from the regional office and headquarters. Participants identified subregional priorities based on those of subregional organizations and the common features of different national priorities. A subregional work plan was formulated and a 'road map' for implementing it was prepared.

285. After reviewing the workshop reports, governments in the subregion and, in some cases, subregional partners, made specific requests to the subregional office for support. For example, in Central Africa, they agreed on a set of proposals that would address three major areas: i) a subregional initiative on

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<sup>26</sup> CL 131/REP

<sup>27</sup> CL 131/18; CL 132/16

monitoring food security; ii) support to CEMAC for the formulation of a subregional seed strategy; and iii) the development of a common agricultural policy for ECCAS.

*iv) FAO's work at country level*

286. Since the introduction of National Medium-term Priority Frameworks (NMTPF) in 2005, FAO Representatives increasingly entered into a structured dialogue with governments and other partners on priorities for government–FAO collaboration. NMTPFs have also proved very useful to help integrate agricultural priorities in UN development frameworks, particularly in the eight "pilot" countries. The biennium witnessed a trend towards progressively improving the quality of NMTPFs.

287. Three main lessons can be drawn from the relatively short experience with NMTPFs: i) a good consultation process with national and international partners at the country level is a necessary condition to achieve a meaningful prioritisation; ii) the capacity of FAO field offices to participate in joint programmes still needs to be strengthened by programmable, more predictable and commensurate extrabudgetary resources; and iii) FAO's role and work at country level (as well as that of other UN specialised agencies) needs to be better recognised by the donor community, as it differs fundamentally from those of primarily operational UN Funds and Programmes.

288. An extraordinary training effort targeting 44 FAO Representatives and their Assistants for Programme and Administration took place in 2006-07, thanks to the generous voluntary contribution of the Government of Spain. Each target audience indicated that such activities contributed to enhance their office operational capacity and to the better implementation of reform/decentralization.

289. Finally, the TCP facility has been instrumental in providing resources for formulating NMTPFs and enabling FAO Representatives to be proactive partners in the UN "Delivering as One" pilots.

## **B. Cost of Field Programme Support**

290. The provision of technical assistance is an important part of the Organization's mandate, specified under Article I 3 (a) of the Constitution, which states: "It shall also be the function of the Organization to furnish such technical assistance as governments request". Technical assistance is provided from the Regular Programme – as for TCP and SPFS – or from extrabudgetary resources under the GCP, UTFs, UNDP or other arrangements for voluntary contributions to the field programme. The Organization makes a further significant contribution to technical assistance through its support to all extrabudgetary activities through: i) technical support services (TSS), generally provided directly to Members; and ii) administrative and operational support services (AOS) provided to ensure the delivery of all activities defined through projects, whether funded from Regular Programme resources (such as TCP projects) or voluntary contributions (extrabudgetary-funded projects).

291. The Organization has made a consistent effort since 1992 to measure and report in a transparent manner the cost of supporting the field programme (and other extrabudgetary-funded activities) under these two rubrics. This is achieved through the Work Measurement Survey which involves the completion of a detailed questionnaire by close to 1,000 staff each year. This data has been used in a number of ways:

- in the case of TSS, to provide an estimate of the extent of staff time and cost under the Regular Programme dedicated to the provision of these services; and

- in the case of AOS, to provide a basis for the establishment of project servicing cost (PSC) reimbursement rates, as well as to help direct actions aimed at reducing such costs or improving cost recovery.

#### a) Technical support services (TSS)

292. The overall level of TSS<sup>28</sup> is outlined in *Table 14*, which compares the 2006-07 results with those in the previous biennium.

**Table 14: Technical support services (TSS) (USD million)**

	2004-05	2006-07
Total extrabudgetary, TCP and SPFS project delivery	747.9	898.3
Total TSS costs	76.6	81.5
<b>Total TSS as a percentage of total delivery</b>	<b>10.1%</b>	<b>9.1%</b>

\* The figures include the impact of staff cost variance so as to reflect actual costs at budget rate of exchange between Euro and USD

293. Total extrabudgetary support, TCP and SPFS delivery increased by nearly 20% in 2006-07 from USD 748 million to USD 898.3 million, while the cost of technical support services increased by USD 4.9 million to reach USD 81.5 million. As a result, TSS costs as a percentage of total delivery decreased from 10.1% in 2004-05 to 9.1% in 2006-07.

294. Reimbursement for technical support services totalled USD 17.4 million in 2006-07, compared to USD 19.9 million in 2004-05. The decline reflected a 50% reduction in TCP delivery and a corresponding decline in TSS reimbursement from USD 12.7 million in 2004-05 to USD 6.0 million in 2006-07. Reimbursements from extrabudgetary projects increased by 57% from USD 7.2 million in 2004-05 to USD 11.4 million in 2006 -07, as the result of a nearly 40% increase in extrabudgetary funds and increased efforts to budget for TSS in such projects.

295. TSS is mainly delivered by headquarters technical divisions and decentralized offices. A major portion of TSS is in the form of staff time. On average, 29% of total staff time is devoted to TSS in 2006-07, the same as in 2004-05.

296. In the past, the contribution of FAORs to technical support services was minimal and not reported in the PIR. In 2006-07, consistent with the new decentralized model, FAORs and subregional offices devoted an increased part of their time to TSS, while professional staff time devoted to TSS in the regional offices declined from 50% in 2004-05 to 42% in 2006-07.

297. The distribution of support across the programme structure is shown in the table below. While TSS is evident in most programmes, during 2006-07 staff time devoted to TSS was particularly important in programmes *3A: Leveraging resources and investment* (54%), *4A: UN cooperation, integration and monitoring* (39%), *2M: Rural infrastructure and agro-industries* (38%) and *3G: Rural livelihoods* (38%). *Chapter 2: Sustainable Food and Agricultural Systems* had the highest proportion of professional technical staff time spent on TSS (31%), but 25% or more of the professional staff time in both *Chapter 3: Knowledge*

<sup>28</sup> Technical support services are defined as: project design and formulation; project appraisal services; project monitoring and technical backstopping at headquarters, regional offices or in the field; project evaluation and audit services; project reporting; and project meetings and tripartite reviews.

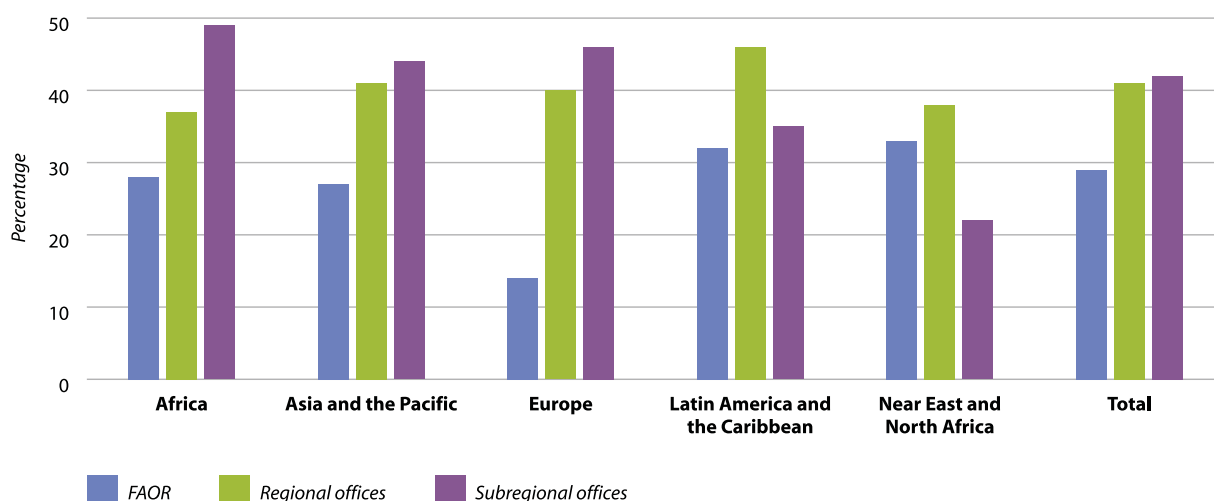
*Exchange, Policy and Advocacy* and *Chapter 4: Decentralization, UN Cooperation and Programme Delivery*, was also devoted to technical support services.

**Table 15: Proportion of professional staff time devoted to TSS to the field programme, 2006-07**

Chapter	Description	Headquarters	Regional Offices	Subregional Offices and FAORs	Total
	2A - Crop production systems management	32	54	33	35
	2B - Livestock production systems management	28	43	26	31
	2C - Diseases and pests of animals and plants	28	46	35	33
	2D – Nutrition and consumer protection	17	51	46	22
	2E - Forestry information, statistics, economics, and policy	21	45	45	26
	2F - Forest management, conservation and rehabilitation	34	45	43	37
	2G - Forest products and industry	19	44	43	25
	2H - Fisheries and aquaculture information, statistics, economics, and policy	15	44	34	21
	2I - Fisheries and aquaculture management and conservation	30	47	35	31
	2J - Fisheries and aquaculture products and industry	23	38	34	24
	2K - Sustainable natural resources management	33	51	42	36
	2L - Technology, research and extension	35	39	27	36
	2M - Rural infrastructure and agro-industries	34	55	43	38
	<b>2 Sustainable Food and Agricultural Systems</b>	<b>27</b>	<b>48</b>	<b>39</b>	<b>31</b>
	3A - Leveraging resources and investment	51	15	50	54
	3B - Food and agriculture policy	25	45	37	31
	3C - Trade and markets	13	43	0	15
	3D - Agriculture information and statistics	20	47	0	22
	3E - Alliances and advocacy initiatives against hunger and poverty	43	0	0	33
	3F - Gender and equity in rural societies	32	40	27	34
	3G - Rural livelihoods	32	68	0	38
	3H - Knowledge exchange and capacity building	9	35	28	12
	<b>3 Knowledge Exchange, Policy and Advocacy</b>	<b>21</b>	<b>43</b>	<b>40</b>	<b>25</b>
	4A - UN cooperation, integration and monitoring	25	48	28	39
	4B - Coordination of decentralized services	0	0	22	29
	4C - Food security, poverty reduction and other development cooperation programmes	31	20	21	28
	<b>4 Decentralization, UN Cooperation and Programme Delivery</b>	<b>31</b>	<b>26</b>	<b>21</b>	<b>29</b>
	<b>Average</b>	<b>25</b>	<b>42</b>	<b>42</b>	<b>29</b>

298. The regional distribution of support is shown in the figure below. Generally, the highest proportion of staff time for TSS was spent in the subregional offices in Africa and Europe where the new decentralization model was implemented. The highest level of TSS by FAORs was in the Near East and North Africa (33%) and Latin America and the Caribbean (32%), which were the regions with the lowest proportion of TSS provided by the subregional offices (22% and 35% respectively).

Figure 15: Percentage of professional staff time devoted to field programme support, 2006-07



### b) Administrative and operational support (AOS) services

299. Administrative and operational support costs consist of variable indirect costs that can be associated with the delivery of direct project inputs<sup>29</sup>.

300. In the 2006-07 biennium, total AOS costs reached USD 123 million, with an increase of USD 17.4 million compared to 2004-05, but as a percentage of total project delivery, AOS costs declined from 14.1% to 13.7%. Key factors in the rise in AOS costs were the devaluation of the US dollar versus the Euro and other Euro-linked currencies which have affected staff costs in decentralized offices, together with the increase in headquarters staff costs, in particular of support staff. The decline in AOS as a percentage of total delivery is largely due to the sharp increase in the delivery levels, and somewhat to a decreasing share of TCP projects (given the small size and relative complexity of TCP projects, which require proportionally more AOS).

301. The table below shows the emergency operating costs (incurred in TCE Division) increase from USD 16.1 million to USD 21.4 million. However, as a percentage of emergency project delivery AOS decreased from 6.5% to 5.6%. This is mainly attributable to the fact that costs incurred in TCE units are partly charged as direct costs to the projects and to a lesser extent to efficiencies of scale on account of the project delivery increase by over USD 145 million to USD 385 million.

<sup>29</sup> They include: recruitment, briefing and servicing of project personnel; fellowships placement and servicing and formulation of study plans; selecting and procuring supplies and equipment; preparation and formalisation of contracts; preparation, monitoring and revision of budgets and control of project expenditures; receipt, custody and disbursement of funds; maintenance of project accounts, financial reporting and support to external and internal audits location and recommendation of qualified personnel; coordination and supervision of project implementation (FC 93/4).

Table 16: Administrative and operational support costs (USD million)

	2004-05	2006-07
Total extrabudgetary, TCP and SPFS project delivery	747.9	898.3
Emergency operating costs (incurred in TCE)	16.1	21.4
All other AOS	89.5	101.5
Total AOS costs	105.6	122.9
<b>Total AOS costs as a percentage of total delivery</b>	<b>14.1%</b>	<b>13.7%</b>

\* The figures include the impact of staff cost variance so as to reflect actual costs at budget rate of exchange between Euro and USD. Costs have been restated to include Incremental Indirect costs

302. AOS cost is partially covered by reimbursements from projects through charges for project servicing cost (PSC). The table below shows the extent of reimbursements received for AOS services in total including from emergency projects and TCP/SPFS projects funded from the Regular Programme.

Table 17: Administrative and operational support costs and extent of reimbursement received from field programme and other extrabudgetary-funded activities (USD million)

	2004-05	2006-07	Variance
Administrative and operational support costs	105.5	122.9	17.4
Reimbursements*	78.4	78.9	0.5
<b>Under-recovery of support costs</b>	<b>(27.1)</b>	<b>(44.0)</b>	<b>(16.9)</b>
Net percentage of cost recovered	74.3%	63.2%	

\* Include AOS as direct costs recovered through staff secondments

303. The gap in cost recovery increased from 26% to 37%, on account of the increase in costs. Reimbursements remained constant at around USD 79 million. This is to be considered an achievement, considering that 2004-05 reimbursements included the project support costs income credited to the Organization for support provided in 2003 during the closure of the Oil-for-Food programme. Reimbursements from projects, therefore, reflect the positive impact of increased support cost rates for emergency projects and of extrabudgetary funded activities in direct support of Regular Programme.

### C. Efficiency Savings

304. In the PWB 2006-07, FAO committed to attaining a typical public sector efficiency savings rate of 1.0–1.5% p.a., recognising that the increasing complexity of measures for the attainment of cost savings on an ongoing basis would require investment or readiness to incur transitional costs. The proposals also foresaw the implementation in 2007 of two types of incentives: an *innovation fund* and an *efficiency savings tax* to reward particularly good ideas or performers in terms of efficiency savings which was not possible to implement these two mechanisms during the biennium as intended, due to the difficult financial situation that marked most of the biennium, a comprehensive framework to identify further efficiencies was put in place around the five overarching principles presented in the Revised PWB 2006-07<sup>30</sup>. The main achievements are as follows.

<sup>30</sup> The overarching principles were: all activities are included; targets are agreed with managers who are then held accountable for delivering and reporting results; appropriate levels of delegation and internal control are defined; effective internal pricing strategy and incentives are established to promote greater interdisciplinary collaboration; and all programmes are auto-evaluated using common criteria and procedures (PC 95/3 – FC 113/14 paragraph 23).

305. It was recognised that unrecovered variable costs of providing administrative and operational support (AOS) services to extrabudgetary projects are borne by the Regular Budget, thereby straining the Organization's capacity to implement its Programme of Work. The change in support cost policy and increase in support cost rate approved by governing bodies in November 2005 for emergency and rehabilitation assistance projects and the increase in support cost rates for projects in direct support of Regular Programme activities approved by the governing bodies in 2006, together with increased delivery, resulted in an increase of reimbursements to the General Fund of respectively about USD 10<sup>31</sup> million and USD 3 million in the biennium. The Organization also began charging projects for housekeeping and utilities costs related to project occupancy of headquarters office space; reimbursement to the Organization during the biennium was USD 2 million.

306. With regard to other areas of efficiency savings and productivity gains, the Director-General established an interdepartmental working group that identified 55 specific opportunities for streamlining administrative procedures. This process led to the issuance on 5 May 2006 of the Director-General's Bulletin "*Delegations of Authority and Streamlining of Administrative Procedures*" which covered 19 streamlining initiatives and 31 delegations of authority on a range of management and administrative actions. These measures contributed to productivity gains, by redirecting effort to higher priority activities.

307. The Organization continued to streamline decision-making and promote empowerment by eliminating layers of management through the reduction of Director-level and associated General Service posts at headquarters. Savings from the elimination of 21 Director-level and associated support staff posts, most of which were reallocated to the same units, amounted to some USD 9 million in 2006-07.

308. Changes to headquarters' organizational structure led to: i) the abolition of the Office of World Food Summit Follow-up and Alliances (OFA) with most of its activities transferred to other units; ii) an adjustment in the non-staff resources of communications and public information activities; and iii) the elimination of a post in the TCP unit, without loss of output through redistribution of work. Taken together, these actions yielded savings of USD 1.3 million in 2006-07, which were utilised to bolster high-priority areas.

309. Outside of headquarters, the Organization was able to successfully "offshore" administrative and information systems development work related to the Human Resources Management System (HRMS) and other projects, to the less costly location in Bangkok. Furthermore, the streamlining of policy and operations groups in regional offices yielded savings of USD 2.9 million in 2006-07.

310. Complex business process changes were set in motion in 2006-07 with respect to the full implementation of the Shared Services Centre (SSC), where savings of USD 8 million are anticipated after a period of transition during the 2008-09 biennium. The positioning of multidisciplinary teams in new geographical locations, recognising that the cost of inputs varies substantially between geographical locations, also began to yield savings arising from favourable staff-cost differentials for which savings of USD 4.1 million are expected to accrue from 2008-09 onwards. Establishment of additional subregional offices opened up opportunities for the Organization to benefit from substantial contributions in kind and in cash by host governments, towards one-time and running costs of these offices. On average, biennial contributions towards running costs in excess of USD 300,000 per office were negotiated and foresee the

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<sup>31</sup> This biennium was the first one that foresaw the integration of support cost income from emergency projects into the PWB 2006-07 and reimbursements to support units other than TCE.



provision of some 7 junior technical officers and 8 support staff in every subregional office. The benefit of these services and contributions, largely to be realised from 2008-09, is estimated at approximately USD 15.9 million per biennium.

311. The implementation of the HRMS in March 2007 provided the foundation for further streamlining of business processes, including the remote processing of administrative actions. Development of electronic personnel records and electronic workflows were initiated to derive maximum benefit from the new system. During 2007, the Organization began to deploy the HR Management Model – a new arrangement for managing HR processes and supporting managers in HR matters – that will improve the overall quality and efficiency of HR management while achieving cost savings. However, like the SSC, this complex deployment will continue to require investment in 2008-09.

312. The Finance Division prepared a new banking structure for headquarters which will generate cost savings in 2008-09 by consolidating transactions through one bank, increased automation of the banking process and the phasing out of manual payment methods. The Finance Division also continued to improve efficiency through the conversion to electronic workflows such as with the electronic payment request form and improved consultant payment functionality.

313. At the inter-agency and UN system level, the Joint Meetings of the 97th Session of the Programme Committee and the 118th Session of the Finance Committee<sup>32</sup> in September 2006, and of the 99th Session of the Programme Committee and the 122nd Session of the Finance Committee in May 2008, received progress reports on the extent of close collaboration on “back-office” administrative and processing work between the Rome-based agencies, as well as other areas of cooperation, which could lead to overall efficiency savings. These areas, highlighted in the boxes below, illustrate the wide range of services across the three organizations, where back-office service delivery is provided on a joint basis, and indicates the close and effective working arrangements in place between the managers of the back-office functional areas.

314. In order to ensure continued coordination at a senior level, an Inter-Institution Coordination Committee (IICC) was established, composed of the heads of administration and finance departments and heads of units responsible for interagency affairs of FAO, IFAD and WFP, with responsibility for reviewing, approving and prioritising the overall programme of inter-organization activities, provide authority for the necessary resources, and ensure that approved initiatives were included in each institution’s overall management plan.

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<sup>32</sup> JM 07.1/3

### **Procurement**

There was joint development of specifications for purchase of goods, of tender documents, contract templates and terms and conditions, shared with the objective of converging towards common standards amongst the three agencies. Clauses were included in tender documents to extend the validity of bids to all sister institutions, and joint training courses on procurement were offered. Through the above and monitoring the contractual performance with the contractor jointly, savings of 9-15% were achieved on the cost of procurement. There was also a joint tender for the contract for travel services between FAO and IFAD, and joint negotiations with airlines for travel pricing for IFAD, FAO and WFP. In addition there was considerable cooperation in procurement activities relating to IT acquisitions. For example, in mobile telephony, FAO and WFP jointly prepared the Request for Proposal text and tendered at the same time to the same bidders with a common aggregated volume, thereby achieving better rates than either institution would have attained if tendering alone.

### **Human Resources**

The Management Development Centre was established for the Rome-based United Nations institutions as a joint project that arose from the WFP, FAO and IFAD HR Network, receiving significant ongoing support from the UK Department for International Development. The three institutions also collaborated with the UN Staff College in the design, development and delivery of a UN system-wide programme for leadership development for the proposed Senior Management Network. IFAD and FAO have recently supported the launch of the Local Expatriate Spouse Association (LESA) in Rome, which is chaired by WFP.

### **Finance**

IFAD worked directly with FAO and WFP on a joint tender for the new actuary for after-service medical coverage and a joint Actuarial Review of the after-service staff benefits plan. There have also been in-depth discussions and exchanges between the three institutions regarding the UN General Assembly decision to move to internationally accepted accounting principles (IPSAS).

### **Knowledge Exchange**

Collaboration in Web site design and development and the exchange of experiences, has enhanced knowledge and Web technologies, allowing the re-use of structures, solutions and platforms. A common platform was developed for collaborative work-space and knowledge exchange as well as guidelines for document scanning and conversion, and for Web publishing.

### **"Delivering as One"**

FAO has been an active participant in the "Delivering as One" process in all eight pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam). One of the main focuses of FAO's participation has been to contribute to the shaping of the new operational environment. During 2007, the "Delivering as One" initiative set up new working modalities for the UN Country Team (UNCT), creating new accountability frameworks and setting up a new operating mechanism at country level.

## D. Capital Expenditure

315. Conference Resolution 10/2003 established a Capital Expenditure Facility to integrate capital expenditure planning into FAO's budgeting and financial framework and designated Chapter 8 of the PWB for the purposes of defining and authorising capital expenditures<sup>33</sup>. The revised PWB 2006-07 included resources totalling USD 13.6 million across several programme entities under Chapter 8 including:

- Corporate Administrative Applications
- Server Software and Client Access Licenses for HQ and ROs
- IT Support to Meetings
- Human Resources Management System Project (HRMS)
- Field Accounting System Replacement Project
- Electronic Document Management System<sup>34</sup>.

316. A further USD 1.7 million was subsequently transferred from other budgetary chapters in 2006-07 to cover excess expenditure under HRMS.

317. During 2006-07, the Organization successfully implemented many of the projects that had been foreseen under the Capital Expenditure Facility. Expenditures under Chapter 8 amounted to some USD 12.5 million, with USD 2.8 million transferred to the Capital Expenditure Account for use in a subsequent financial period. Key projects are highlighted below.

318. In line with guidance from the Finance Committee, the HRMS project was the top priority under Chapter 8, accounting for more than two-thirds of the Capital Expenditure budget for the biennium. Implementation of the HRMS was a prerequisite for a large number of streamlining and efficiency savings initiatives, and activities in the biennium included: one-off post-implementation support, resolution of initial problems and some parallel processing with legacy systems, integration of HRMS with existing systems and introduction of the HR Management Model (HRMM) capitalising on the foundation laid by the HRMS to reform HR management. More detail is provided in the box.

319. In order to reduce the Organization's exposure in terms of functionality, security and IT service continuity, investment was made in Server Software and Client Access Licenses for both headquarters and the regional offices. IT support to meetings allowed the Organization to find efficiency through increased video-conferencing, Web-casting and the digitisation of audio from meeting rooms, as well as the upgrade of simultaneous interpretation systems in the meeting rooms themselves. Recognising that the technology and business needs of the FAO representation offices have significantly evolved in recent times, the Field Accounting System upgrade sought to ensure that financial information was timely and accurate to facilitate decision-making. This complemented work undertaken within the Corporate Administrative Applications which targeted information and communications technology in the subregional offices in Africa and Central Asia in order that FAO's technical, administrative and operational applications be accessible to these offices, as well as the planned replacement of obsolete servers that support administrative systems.

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<sup>33</sup> PWB 2006-07, C 2005/3, para. 499; Conference Resolution 10/2003.

<sup>34</sup> Implementation of Conference Decisions and Proposals from the Director-General, CL 131/18, Annex 5: Allocations at Programme Entity Level.

### Capital Expenditures Highlight

In March 2007 the Organization implemented the Oracle-based Human Resources Management System (HRMS), a major capital project. The go-live of HRMS represented an important milestone in one of the largest information systems projects undertaken in the Organization – a project that had begun in May 2002 and was implemented nearly on schedule in 2007. During the entire period 2006-07, considerable effort was expended by the Organization on HRMS, both in the run-up to its implementation, and in further expanding its functionality.

The HRMS functions implemented during 2006-07 cover all aspects of HR servicing and include all payroll related activities. HR servicing covered by the HRMS begins at engagement and extends through all changes in employment history to separation. FAO now has in operation one of the most up-to-date and extensive Enterprise Resource Planning (ERP) systems in the UN system, covering the full range of financial, procurement and human resources processes (cf. FC 118/18, paras. 4-5).

Deployment of the HRMS was scheduled based on a phased approach linked to location functional-specific requirements and transaction volumes. Deployment to departments in headquarters began in July 2007, and deployment to the regional offices began in October 2007. The number of end-users is in excess of 2,200 at headquarters and 1,060 in decentralized offices (cf. FC 118/18, para. 7).

As a result of the HRMS implementation, administrative processes have been streamlined as follows:

- HR service delivery has been rationalised so as to realise efficiency gains;
- a single point of contact for clients has been introduced; and
- resources have been shifted from low value-added transaction-processing functions to higher value-added advisory and policy functions.

The benefits of the implementation of HRMS were realised partly in 2007, but more fully in 2008 and the following years in line with the HRMS deployment plan.

The costs associated with the HRMS during the period 2002 through the go-live in March 2007 amounted to some USD 19.7 million, which was financed through a combination of FAO Regular Programme funds (USD 3.5 million), arrears funding (USD 8.9 million), and the Organization's Capital Budget (USD 7.3 million) (cf. FC 118/18, paras. 12-15).

### E. Security Expenditure Facility: Ensuring the Safety and Security of FAO Staff and Assets Worldwide

320. The Security Expenditure Facility (SEF) was approved by the FAO Conference at its 33rd Session in November 2005, recognising the need for consolidated and comprehensive coverage for costs of safety and security of staff and assets within a single budgetary provision<sup>35</sup>. Prior to the establishment of the SEF, due to the fluctuating and unanticipated nature of many security items, it had been difficult for the Organization to ensure adequate funding for security, while concomitantly protecting the Programme of

<sup>35</sup> Resolution 5/2005, Amendment to Financial Regulation VI (Security Expenditure Facility); ref: Report of the Conference of FAO 33rd Session, doc. C 2005/REP.

Work. The SEF improved financial management within a results-based context and gave needed visibility to the efforts of Members and the Organization to ensure a safe and secure working environment.

321. With the establishment of the SEF in the 2006-07 biennium, the budgets and expenditures for safeguarding staff and assets at headquarters and in the field have been grouped under a new, dedicated chapter of the PWB and managed by the consolidated Security Service in the Department of Human, Financial and Physical Resources. Thus, programming and implementation of the security budget has been made more effective and financial management and control of this important area of expenditure has been strengthened. In fact, 2006-07 marked the first biennium in which budgeted security resources matched requirements.

322. In 2006-07, resources amounting to USD 20.1 million were budgeted under Chapter 9: *Security Expenditure* to provide comprehensive coverage of staff and non-staff costs directly related to headquarters and field security at FAO<sup>36</sup>. During the biennium, expenditures amounted to some USD 19.3 million<sup>37</sup> and covered items including:

- FAO's participation in the UN Department of Safety and Security (UN-DSS), which includes benefiting from the UN unified security management system in non-headquarters duty stations worldwide and a field-based team of international Field Security Coordination Officers;
- headquarters security equipment and guards;
- provision of Minimum Operating Security Standards (MOSS) equipment and facilities in accordance with policy established by UN-DSS for FAO duty stations in each of the five security phases;
- provision of Minimum Operating Residential Standards (MORS) equipment and measures to strengthen security at the residences of FAO personnel and their families; and
- training of staff in security awareness, preparedness and use of security-related equipment.

323. More details on resources and summary achievements can be found in *Annex 4*.

## F. FAO Language Policy

324. In 1999, the 30th FAO Conference reaffirmed "the imperative of ensuring parity and balance in the use of all FAO languages and the need for supervision of the quality of translation and interpretation. In looking forward to further improvements in the future, the Conference agreed to the need for Members to monitor progress closely through periodic follow up and evaluation".

### a) FAO meetings

325. The number of PWB approved sessions in 2006-07 represented a 16% decline compared to 2004-05. Unscheduled and cancelled sessions also declined resulting in a total of 229 sessions being carried out in 2006-07 compared to 263 in 2004-05, a 13% reduction.

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<sup>36</sup> Adjusted 2006-07 budget under Chapter 9 as per FAO Statement IV: Status of Regular Programme Appropriations.

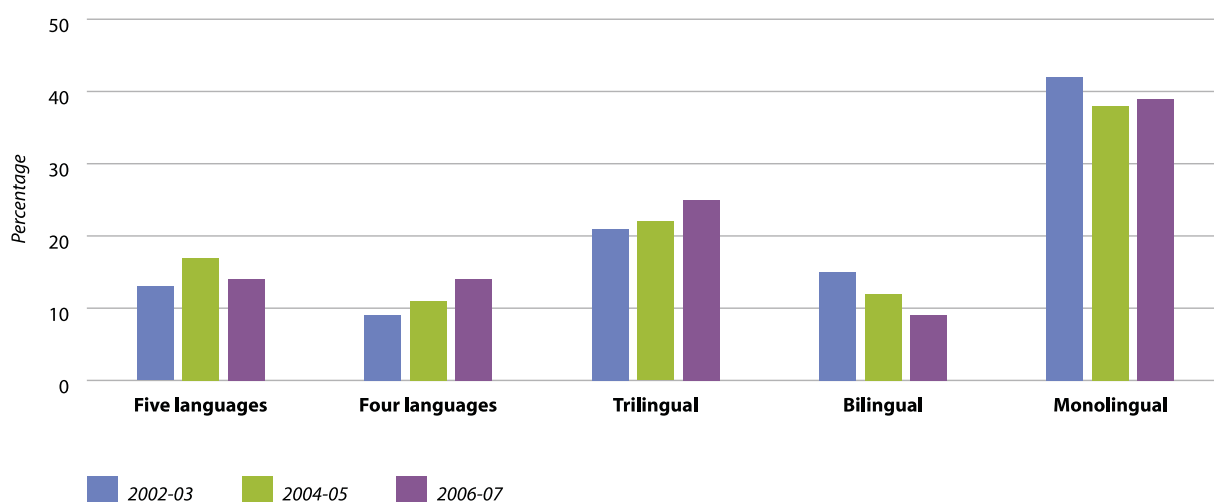
<sup>37</sup> Expenditure of USD 19.3 million is based on the FAO budget rate; this is equivalent to USD 20.2 million at the UN rate of exchange; the difference is attributed to the currency variance (ref: footnote 7, FAO Statement IV).

Table 18: Sessions held at headquarters and in decentralized locations

Description	2002-03	2004-05	2006-07
Sessions approved in PWB	232	231	193
Cancelled Sessions, Regular Programme	6	62	23
Unscheduled Sessions, Regular Programme	26	27	25
Unscheduled Sessions, Trust Funds	12	67	34
<b>TOTAL</b>	<b>264</b>	<b>263</b>	<b>229</b>
Headquarters	101	115	92
Decentralized locations	163	148	137
<b>TOTAL</b>	<b>264</b>	<b>263</b>	<b>229</b>
Percentage decentralized meetings	62%	56%	60%

326. An indicator of language balance for FAO meetings is the percentage of meetings held in all FAO languages (*Figure 16*). In 2006-07, the percentage of meetings held in five languages decreased to 14%, while the percentage of meetings in four languages increased to 14%, the combined 28% of all meetings was similar to 2004-05. The percentage of meetings held in three languages increased to 25%. Overall, meetings in more than two languages increased to 52% compared to 50% in 2004-05.

Figure 16: Proportion of meetings by number of languages (%)



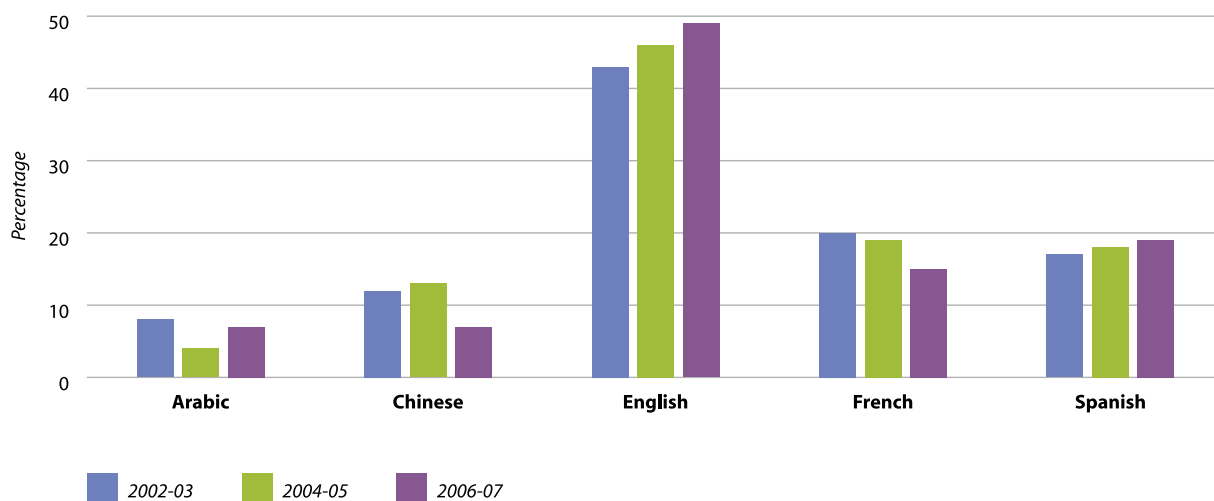
## b) Publications

327. Publication of documents in FAO's languages continued to be a major priority for the Organization. All flagship titles were made available in the five languages with versions of more technical titles being published in languages appropriate to the needs of key target audiences.

328. The 2006-07 biennium saw some fluctuation in the percentage of titles issued in various languages (*Figure 17*). The proportion of publications in English increased from 46% in 2004-05 to 49% in 2006-07, Arabic increased from 4% to 7% and Spanish increased from 18% to 19%. Conversely, the proportion of publications in Chinese declined from 13% in 2004-05 to 7% in 2006-07, mainly due to reduced production during the second year of the biennium, while arrangements for the FAO Chinese Publishing Programme

were re-negotiated with the Chinese Ministry of Agriculture. The proportion in French also declined, from 19% to 15%. In anticipation of Russian becoming an official language in 2008, documents published in Russian in 2006-07 accounted for about 3% of total publications.

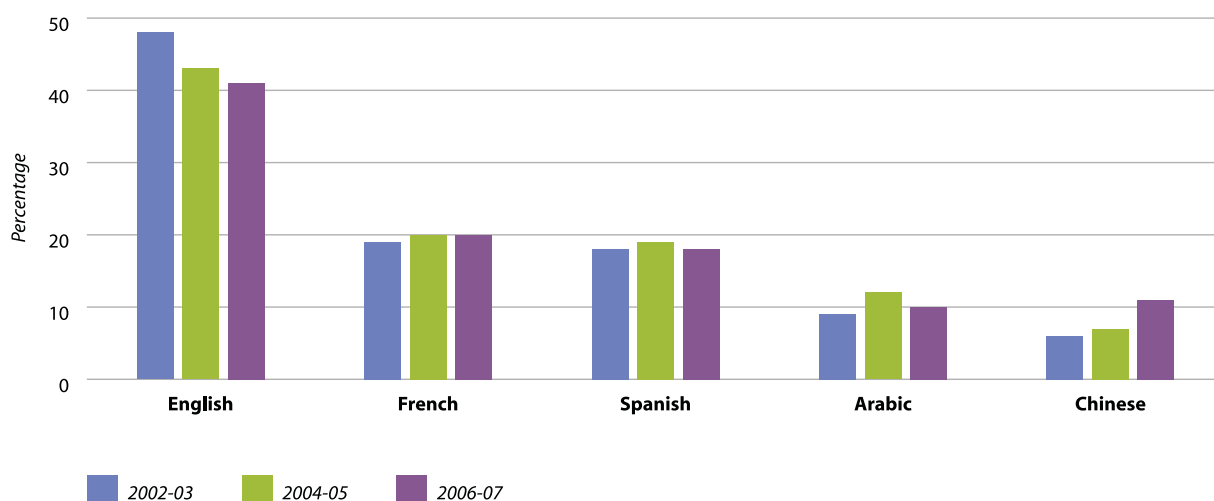
Figure 17: Priced and main publications by language



### c) Electronic material (WAICENT and the FAO Internet site)

329. The World Agricultural Information Centre (WAICENT) continued to improve its language coverage both for Web sites and electronic documents. Through document scanning and OCR activities, additional content in Arabic and Chinese was added to the Corporate Document Repository (CDR) and the proportion of information disseminated in those languages increased. The introduction of new Web publishing tools (Content Management Systems) facilitated the preparation and management of Web content in multiple languages, especially Arabic and Chinese. The FAO Corporate Document Repository language content is shown in *Figure 18*. In 2006-07, 41% of its content was in English, down from 48% in 2002-03, while Chinese content increased from 6 percent in 2002-03 to 11 percent in 2006-07. Other languages remained relatively stable at about 20% for French and Spanish and 10% for Arabic.

Figure 18: Corporate Document Repository content by language



330. Increased resources were dedicated to Web publishing activities within the "programme for improvement of language coverage" in 2006-07. This assisted in the evaluation and customisation of knowledge sharing platforms and new technology for Web publishing, increasing the number of Web sites and corporate portals in all FAO languages and facilitating the maintenance of the content.

331. The FAO Multilingual Thesaurus of Agricultural Terminology (AGROVOC) was made available on-line in 16 languages and work began on an AGROVOC "workbench" to manage the semantic content amongst different languages in order to make them coherently searchable. Work was also initiated on mapping AGROVOC to FAO's terminology information system, FAOTERM, in order to streamline the work of translators.

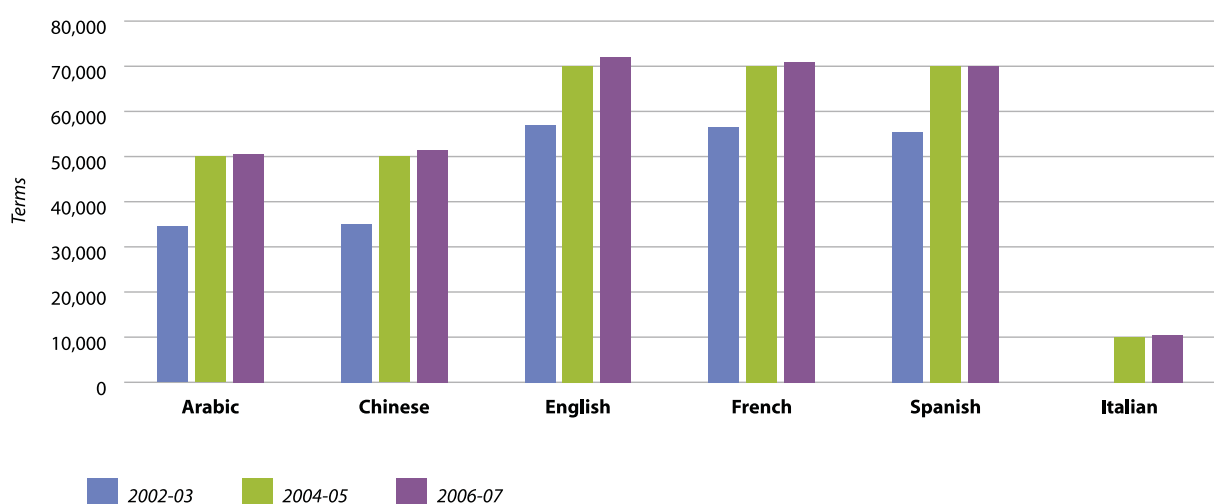
332. Users searching for information on the FAO Web site benefited from the Organization's corporate WAICENT framework, which efficiently managed the Organization's multilingual information and knowledge internally through information management systems such as the News and Events Management System (NEMS) and the Electronic Information Management System (EIMS). This facilitated decentralized access to multilingual information and knowledge through the FAO Knowledge Forum (Ask FAO, Best Practices and Knowledge Networks).

#### d) Terminology and language support

333. In 2006-07, the FAOTERM terminology database increased to more than 70,000 records in English, French and Spanish, and over 50,000 records in Arabic and Chinese, as well as about 10,000 records in Italian (*Figure 19*). Approximately 2,500 new terminology records were added to the database during the biennium. Further database management developments were carried out to incorporate full workflow capabilities. In addition, efforts were made to develop a Term Portal, providing an overall platform for terminology management and dissemination at the Organization level. This resulted in increased collaboration and contributions of FAO technical staff to terminology work. The level of usage of terminology data remained stable with about 300,000 queries each month, by an average of 12,000 users.



Figure 19: Terms in FAOTERM by language



334. Translation and related work increasingly relied on computer-assisted translation technologies. In particular, translation memories, corporate multilingual document tools and the adaptation of working methods, enabled the search and retrieval of past translations to improve consistency of FAO’s documentation and expedite delivery of meeting documents.

**e) Programme for the improvement of language coverage**

335. Since the 2000-01 biennium, the Programme for the improvement of language coverage (funded within *Programme 3J: Communications and Public Information* in 2006-07) has provided central support for: investments having an immediate impact for countries at relatively low cost; creating the infrastructure for permanent capacity in the five official languages; and correcting long-standing deficiencies in language coverage. Expenditures for these purposes and to support the continuing arrangement for translation of documents into Chinese in cooperation with CAAS exceeded USD 994,000 in 2006-07.

336. Other expenditures included improved language coverage of FAO’s internal and external Web sites, audio and video productions and important publications, as well as language training. Investments in infrastructure included translation of HRMS training documentation and Project Cycle Overview into French and Spanish to permit HRMS deployment in regional offices. In anticipation of Russian becoming an official language of the Organization in 2008, the FAO newsroom and a terminology database were developed in Russian. Investments to correct long-standing deficiencies mainly concentrated on the translation of 20 additional titles into Arabic, continuing the effort initiated in 2004-05.

**G. Geographical Representation and Gender Balance of Professional Staff**

**a) Geographical representation of professional staff**

337. The principles of geographical representation of Member Nations followed by the Organization were originally established by the 27th Session of the FAO Council in 1957. At its Thirty-second Session held in November-December 2003, the Conference adopted a revised formula for the calculation of geographic distribution similar to that implemented in the UN Secretariat and in several organizations of the UN common system. Under the new methodology, 40% of posts are distributed on the basis of

membership, 5% on the basis of member country population, and 55% in proportion to the scale of assessments. The implementation of the new methodology was effective from 1 January 2004. The application of the new formula resulted in a significant increase in the number of equitably-represented countries.

338. Summary tables indicating the countries that were not within the range of equitable representation as at 31 December 2007 (67 of 189<sup>38</sup> Member Nations), are shown in *Annex 2: Geographical Representation of Professional Staff*.

339. At the end of 2005, 11 countries exceeded the top of their range; 17 countries were under-represented; and 31 were non-represented. At the end of 2007, there were 10 countries that exceeded the top of their range; 19 under-represented countries; and 38 non-represented countries<sup>39</sup>. It should be noted that the Organization continues to attribute priority to the recruitment of professional staff from non-represented countries. In this regard, 3 of the 31 countries that were non-represented at the end of 2005<sup>40</sup> were represented at the end of 2007, while 28 countries remained non-represented. It is also important to note that of the 38 non-represented countries at the end of 2007, 2 were countries<sup>41</sup> that became new Members of FAO in November 2005.

#### **b) Gender balance of professional staff**

340. Increasing the proportion of female staff in the professional category is one of the main human resources policy objectives of the Organization. Efforts during the last six biennia have resulted in the steady increase of women in professional posts at headquarters from 21% at the beginning of 1996 to 34% at the end 2007 and an increase in all locations from 18 to 30% (*Figure 20*). These percentages are based upon the total number of professional staff with fixed-term or continuing contracts at headquarters and other established offices<sup>42</sup>. While the percentage of women in professional posts in offices outside headquarters is significantly lower, the rate of increase has been relatively high, growing from 8% in 1996 to 16% in 2007.

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<sup>38</sup> This does not include Andorra and Montenegro which became Members of the Organization as at PWB 2008-09.

<sup>39</sup> Including the Russian Federation which formally became a Member of the Organization in April 2006. The representation status of the Russian Federation was set to Not-represented since its desirable range was determined by the Conference in November 2007, to be in force on 1 January 2008.

<sup>40</sup> Excluding the Former Yugoslavia.

<sup>41</sup> Including the Russian Federation.

<sup>42</sup> Excludes field project staff and staff with contracts of less than 12 months.

Figure 20: Percentage representation of female international professional staff



341. The number of female and male staff by grade at the end of 2007 is shown in *Table 19*. Overall, women constitute half (51%) of the Organization's total staff, 66% of general service staff (G1 - G7), 33% of professional officers (P1 - P5), 35% of other professionals (National Professional Officers and Associate Professional Officers) and 13% of director and higher-level staff (D1 - DDG). Within the director and higher level group, about 16% of both ADG and D-2 level staff are women. Within the professional officers, the proportion of females varies from 56% at P-2, 46% at P-3 to 23% at P-5 levels. The greater number of women at the P-2 to P-3 grade levels reflects the increasing number of qualified young women in the technical fields of the Organization. As older staff retire, it is expected that many of these women will move into more senior officer positions. It should be noted that a draft Human Resources Management Gender Action Plan has been formulated that would enable the Organization to achieve, in the medium term, a better gender balance and, in the longer term, gender parity. It is currently foreseen that this Action Plan should be implemented by the end of 2008.

Table 19: Female and male staff by grade as at 31 December 2007

Grade	Female	Male	Total	% Female
DDG	0	1	1	0%
ADG	2	11	13	15%
D-2	7	37	44	16%
D-1	13	97	110	13%
<b>DIRECTOR</b>	<b>22</b>	<b>146</b>	<b>168</b>	<b>13%</b>
P-5	70	230	300	23%
P-4	98	278	376	26%
P-3	119	138	257	46%
P-2	54	43	97	56%
P-1	1	7	8	13%
<b>PROFESSIONAL</b>	<b>342</b>	<b>696</b>	<b>1,038</b>	<b>33%</b>
NPO	33	79	112	29%
APO	27	31	58	47%
<b>OTHER PROFESSIONAL</b>	<b>60</b>	<b>110</b>	<b>170</b>	<b>35%</b>
G-7	26	16	42	62%
G-6	160	56	216	74%
G-5	328	66	394	83%
G-4	383	134	517	74%
G-3	184	142	326	56%
G-2	50	143	193	26%
G-1	3	18	21	14%
<b>GENERAL SERVICE</b>	<b>1,134</b>	<b>575</b>	<b>1,709</b>	<b>66%</b>
<b>Total</b>	<b>1,558</b>	<b>1,527</b>	<b>3,085</b>	<b>51%</b>

## H. Support to the Independent External Evaluation

342. The Conference in November 2005 approved the Independent External Evaluation (IEE) of FAO, to be carried out in the 2006-07 biennium. The final Report<sup>43</sup> was submitted to the Council and Conference in November 2007 and Resolution 5/2007 defined the process and key milestones in the follow-up to the IEE for 2008.

343. In 2006 and 2007, the Organization actively engaged at all levels in supporting the work of the IEE team. In general terms, this support was provided through: i) participation of senior staff in the preliminary assessment; ii) interviews and focus groups of staff at all levels and locations; iii) support to the IEE team in missions to field offices and donors; and iv) provision of background information, data and analysis.

344. During the later phases of the process, the Organization also intensely participated in the review of factual data contained in the Draft IEE Report and in supporting the IEE team with the development of the tentative costs and savings associated with the numerous recommendations.

345. Internal arrangements for reviewing the draft and final report of the IEE and preparing the Management Response in Principle<sup>44</sup> were initiated in June 2007 and conducted through September 2007. They included, at a practical level, a team of senior staff members from every headquarters' department and office, and arrangements for consultations with the decentralized offices.

<sup>43</sup> C 2007/7A.1

<sup>44</sup> C 2007/7 B

## Annex 1: Geographical Representation of Professional Staff

346. The principles of geographic representation of Member Nations followed by the Organization were originally established by the 27th Session of the FAO Council in 1957. The FAO Conference, at its Thirty-second Session held in November-December 2003, adopted a revised formula for the calculation of geographic distribution which was based on the formula implemented in the UN Secretariat and several organizations of the UN common system. Under the new methodology 40% of posts are distributed on the basis of membership, 5% on the basis of member country population, and 55% in proportion to the Scale of Assessments<sup>45</sup>. The implementation of the new methodology was effective from 1 January 2004. The application of the new formula resulted in a significant increase in the number of equitably-represented countries.

347. The following two tables show the countries that were not within the range of equitable representation as at 31 December 2007 (67<sup>46</sup> of 189 Member Nations). The third table shows the number of staff subject to geographic distribution policy by nationality and grade as at 31 December 2007.

### Countries not within range by region as at 31 December 2007

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
Africa	Cote D'Ivoire, Tunisia	Algeria, Ethiopia	Togo
Asia	Philippines	Bangladesh, China, Indonesia, Japan, Korea Republic of, Myanmar, Pakistan	Bhutan, Democratic P R Korea, Laos, Maldives, Mongolia, Thailand, Timor Leste
Europe	Belgium, France, Italy, Netherlands, United Kingdom	Austria, Israel, Poland, Slovenia, Switzerland, Turkey	Belarus, Croatia, Cyprus, Estonia, Hungary, Latvia, Malta, Monaco, Russian Federation , San Marino, The FYR of Macedonia
Latin America and Caribbean	Peru	Mexico	Barbados, Haiti
Near East		Iran, Saudi Arabia	Bahrain, Jordan, Kuwait, Kyrgyzstan, Oman, Qatar, Tajikistan, Turkmenistan, United Arab Emirates

<sup>45</sup> Includes: All professional Regular Programme-funded posts established in the PWB, located at headquarters and decentralized offices, except language posts, and the post of the Director-General. All professional and higher staff with fixed-term and continuing appointments on above posts. Excludes: Field project and headquarters project posts, temporary posts as well as yearly posts established outside the PWB. All professional staff on above posts, staff with short-term appointments, Associate Professional Officers, National Professional Officers, general service staff.

<sup>46</sup> Including the Russian Federation which has become Member since April 2006. The representation status of the Russian Federation has been set to Not-represented since the desirable range of the Russian Federation has been determined at the Conference in November 2007 to be in force as at 1 January 2008.

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
North America	Canada	United States	
South-West Pacific			Kiribati, Marshall Islands, Micronesia, Nauru, Niue Island, Palau, Solomon Islands, Tuvalu

Professional and above staff subject to geographical distribution policy by nationality and grade as at 31 December 2007

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
AFGHANISTAN					2			1		3
ALBANIA								2		2
ALGERIA									1	1
ANGOLA						1		1		2
ANTIGUA AND BARBUDA						1				1
ARGENTINA					2	5		1		8
ARMENIA								1		1
AUSTRALIA					2	5	4	1		12
AUSTRIA					1		2	2		5
AZERBAIJAN								1		1
BAHAMAS						1				1
BAHRAIN										0
BANGLADESH				1				1		2
BARBADOS										0
BELARUS										0
BELGIUM				1	1	7	9	3		21
BELIZE							1			1
BENIN						1		1		2
BHUTAN										0
BOLIVIA						1			1	2
BOSNIA/HERZEGOVINA							1	1		2
BOTSWANA						1	1			2
BRAZIL			1		2	7	5	1	1	17
BULGARIA								2		2
BURKINA FASO				1		2				3
BURUNDI							1	1		2
CAMBODIA					1					1
CAMEROON						1	2		1	4
CANADA				1	1	15	12	5	2	36
CAPE VERDE					1					1
CENTRAL AFRICAN REP					1	1				2
CHAD						1			1	2
CHILE				1	1	2		1		5
CHINA			1	1	3		5	4		14
COLOMBIA				1	1	2		1		5
COMOROS							1			1
CONGO					1		3			4



National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
KOREA REPUBLIC OF				1			1	1		3
KUWAIT										0
KYRGYZSTAN										0
LAOS										0
LATVIA										0
LEBANON					2	1		1		4
LESOTHO					1					1
LIBERIA						1		1		2
LIBYAN ARAB JAMAHIR.					1		1			2
LITHUANIA						1			1	2
LUXEMBOURG					1		1	1		3
MADAGASCAR					1		1			2
MALAWI			1		1					2
MALAYSIA				1		2				3
MALDIVES										0
MALI					2		1			3
MALTA										0
MARSHALL ISLANDS										0
MAURITANIA				1	1		1			3
MAURITIUS							1			1
MEXICO				1	6	4	2			13
MICRONESIA										0
MOLDOVA						1				1
MONACO										0
MONGOLIA										0
MOROCCO			1	3	1	1				6
MOZAMBIQUE				1	1					2
MYANMAR				1						1
NAMIBIA				1						1
NAURU										0
NEPAL					2					2
NETHERLANDS				2	6	12	3			23
NEW ZEALAND				2	2		1			5
NICARAGUA							3			3
NIGER				1	2	2	1			6
NIGERIA					1	1	1			3
NIUE ISLAND										0
NORWAY			1			3		2		6
OMAN										0
PAKISTAN				2						2
PALAU										0
PANAMA				1						1
PAPUA NEW GUINEA						2				2
PARAGUAY							1			1
PERU			1		1	3		2		7
PHILIPPINES						4	2	1		7
POLAND							1			1
PORTUGAL				1	1	1	1			4
QATAR										0
ROMANIA						1	1			2
RUSSIAN FEDERATION				2						2
RWANDA					2	1				3



National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total	
SAINT KITTS & NEVIS								1		1	
SAINT LUCIA		1						1		2	
SAINT VINC. & GRENA.							1			1	
SAMOA						1				1	
SAN MARINO										0	
SAO TOME & PRINCIPE						1				1	
SAUDI ARABIA		1					2			3	
SENEGAL				2	2					4	
SERBIA					1			1		2	
SEYCHELLES					1					1	
SIERRA LEONE							1			1	
SLOVAKIA								1		1	
SLOVENIA								1		1	
SOLOMON ISLANDS										0	
SOMALIA							1			1	
SOUTH AFRICA				1		1	1	1	1	4	
SPAIN		1	1			3	3	9	4	21	
SRI LANKA						1				1	
SUDAN						2	1			3	
SURINAME							1			1	
SWAZILAND				1						1	
SWEDEN		1	1			4	4			10	
SWITZERLAND			1			2	4			7	
SYRIAN ARAB REPUBLIC					1			1		2	
TAJIKISTAN										0	
TANZANIA UNITED REP.				1		1				2	
THAILAND										0	
THE FYR.OF MACEDONIA										0	
TIMOR LESTE										0	
TOGO										0	
TONGA					1					1	
TRINIDAD AND TOBAGO							1	1		2	
TUNISIA				1	3		4		1	9	
TURKEY					1					1	
TURKMENISTAN										0	
TUVALU										0	
UGANDA				1		1				2	
UKRAINE							1	1		2	
UNITED ARAB EMIRATES										0	
UNITED KINGDOM				3	10	27	19	10	5	1	75
UNITED STATES	1			6	11	37	43	20	8		126
URUGUAY				1		4		1			6
UZBEKISTAN									1		1
VANUATU								1			1
VENEZUELA				1	1	1	1				4

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
VIET NAM					1	1				2
YEMEN					2					2
ZAMBIA						3		1		4
ZIMBABWE						1				1
Grand Total	1	13	42	102	265	313	186	67	3	992

## Annex 2: Summary Output Completion by Type and Programme

348. The 2006-07 PWB identified outputs for implementation under all programmes. In the course of programme implementation it is sometimes necessary for modifications to be made in outputs, while others may be postponed or cancelled. New outputs may also be introduced to meet changing circumstances and specific requests. The following table summarises changes that occurred by output type during the biennium. The rest of the Annex provides similar information by programme. Information on all planned and unplanned outputs is available in *Annex 4* on the FAO Internet site at (<http://www.fao.org/pir>).

### Implementation of outputs by technical programmes, 2006-07

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Capacity building	196	(13)	5	188	183	5	96%
Information exchange and coordination	189	(30)	17	176	169	7	93%
Information products, systems, databases	311	(57)	28	282	259	23	91%
International Undertakings, Agreements	80	(7)	6	79	73	6	99%
Other	20	0	2	22	22	0	110%
Policy and legislative advice	61	(15)	3	49	46	3	80%
Technical advice to Members and field programme support	244	(37)	19	226	216	10	93%
<b>Total</b>	<b>1,101</b>	<b>(159)</b>	<b>80</b>	<b>1,022</b>	<b>968</b>	<b>54</b>	<b>93%</b>

### Implementation of outputs by non-technical programmes, 2006-07

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Capacity building	8	(1)	0	7	7	0	88%
Information exchange and coordination	32	(1)	2	33	32	1	103%
Information products, systems, databases	22	(4)	2	20	19	1	91%
Other	18	(5)	3	16	16	0	89%
Policy and legislative advice	5	(1)	0	4	4	0	80%
Provision of services to staff, departments and members	299	(23)	17	293	289	4	98%
Technical advice to Members and field programme support	42	(1)	0	41	41	0	98%
<b>Total</b>	<b>426</b>	<b>(36)</b>	<b>24</b>	<b>414</b>	<b>408</b>	<b>6</b>	<b>97%</b>

## Delivery of biennial outputs by programme

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
<b>1A Governing bodies</b>							
Information exchange and coordination	0	0	1	1	1	0	0%
Provision of services to staff, departments and members	9	0	0	9	9	0	100%
<b>1A Total</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>111%</b>
<b>1B General direction</b>							
Other	1	0	0	1	1	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	3	0	0	3	3	0	100%
<b>1B Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>100%</b>
<b>2A Crop production systems management</b>							
Capacity building	27	0	1	28	28	0	104%
Information exchange and coordination	20	(3)	0	17	17	0	85%
Information products, systems, databases	14	0	0	14	13	1	100%
International Undertakings, Agreements	12	(1)	0	11	11	0	92%
Policy and legislative advice	3	(1)	1	3	3	0	100%
Technical advice to Members and field programme support	26	(2)	1	25	25	0	96%
<b>2A Total</b>	<b>102</b>	<b>(7)</b>	<b>3</b>	<b>98</b>	<b>97</b>	<b>1</b>	<b>96%</b>
<b>2B Livestock production systems management</b>							
Capacity building	5	(1)	0	4	4	0	80%
Information exchange and coordination	5	(1)	0	4	4	0	80%
Information products, systems, databases	2	(1)	2	3	3	0	150%
International Undertakings, Agreements	4	0	0	4	3	1	100%
Other	0	0	1	1	1	0	0%
Policy and legislative advice	2	0	0	2	2	0	100%
Technical advice to Members and field programme support	6	0	3	9	8	1	150%
<b>2B Total</b>	<b>24</b>	<b>(3)</b>	<b>6</b>	<b>27</b>	<b>25</b>	<b>2</b>	<b>112%</b>
<b>2C Diseases and pests of animals and plants</b>							
Capacity building	21	0	1	22	22	0	105%
Information exchange and coordination	6	0	0	6	6	0	100%
Information products, systems, databases	6	0	3	9	9	0	150%
International Undertakings, Agreements	10	0	1	11	11	0	110%
Policy and legislative advice	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	14	0	1	15	15	0	107%
<b>2C Total</b>	<b>58</b>	<b>0</b>	<b>6</b>	<b>64</b>	<b>64</b>	<b>0</b>	<b>110%</b>
<b>2D Nutrition and consumer protection</b>							
Capacity building	24	0	1	25	25	0	104%
Information exchange and coordination	11	0	1	12	11	1	109%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Information products, systems, databases	8	(1)	2	9	9	0	112%
International Undertakings, Agreements	11	0	0	11	11	0	100%
Technical advice to Members and field programme support	21	(2)	0	19	18	1	90%
<b>2D Total</b>	<b>75</b>	<b>(3)</b>	<b>4</b>	<b>76</b>	<b>74</b>	<b>2</b>	<b>101%</b>
<b>2E Forestry information, statistics, economics, and policy</b>							
Capacity building	7	0	0	7	7	0	100%
Information exchange and coordination	14	0	0	14	14	0	100%
Information products, systems, databases	16	(2)	0	14	12	2	88%
International Undertakings, Agreements	1	0	0	1	1	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	5	0	0	5	5	0	100%
<b>2E Total</b>	<b>44</b>	<b>(2)</b>	<b>0</b>	<b>42</b>	<b>40</b>	<b>2</b>	<b>95%</b>
<b>2F Forest management, conservation and rehabilitation</b>							
Capacity building	6	(1)	0	5	4	1	83%
Information exchange and coordination	9	0	0	9	9	0	100%
Information products, systems, databases	13	(2)	0	11	10	1	85%
International Undertakings, Agreements	10	(1)	0	9	8	1	90%
Technical advice to Members and field programme support	13	(4)	0	9	9	0	69%
<b>2F Total</b>	<b>51</b>	<b>(8)</b>	<b>0</b>	<b>43</b>	<b>40</b>	<b>3</b>	<b>84%</b>
<b>2G Forest products and industry</b>							
Capacity building	3	(1)	0	2	2	0	67%
Information exchange and coordination	8	(2)	0	6	6	0	75%
Information products, systems, databases	8	(1)	0	7	7	0	88%
International Undertakings, Agreements	3	0	0	3	3	0	100%
Technical advice to Members and field programme support	9	0	0	9	9	0	100%
<b>2G Total</b>	<b>31</b>	<b>(4)</b>	<b>0</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>87%</b>
<b>2H Fisheries and aquaculture information, statistics, economics, and policy</b>							
Capacity building	8	(2)	0	6	5	1	75%
Information exchange and coordination	13	(2)	2	13	12	1	100%
Information products, systems, databases	41	(19)	2	24	21	3	59%
International Undertakings, Agreements	8	(5)	2	5	2	3	62%
Policy and legislative advice	16	(12)	0	4	2	2	25%
Technical advice to Members and field programme support	4	0	0	4	4	0	100%
<b>2H Total</b>	<b>90</b>	<b>(40)</b>	<b>6</b>	<b>56</b>	<b>46</b>	<b>10</b>	<b>62%</b>

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
<b>2I Fisheries and aquaculture management and conservation</b>							
Capacity building	1	(1)	0	0	0	0	0%
Information exchange and coordination	22	(13)	3	12	9	3	55%
Information products, systems, databases	22	(18)	7	11	7	4	50%
International Undertakings, Agreements	1	0	1	2	1	1	200%
Policy and legislative advice	1	0	1	2	2	0	200%
Technical advice to Members and field programme support	36	(17)	2	21	19	2	58%
<b>2I Total</b>	<b>83</b>	<b>(49)</b>	<b>14</b>	<b>48</b>	<b>38</b>	<b>10</b>	<b>58%</b>
<b>2J Fisheries and aquaculture products and industry</b>							
Capacity building	13	(3)	0	10	10	0	77%
Information exchange and coordination	7	(1)	0	6	6	0	86%
Information products, systems, databases	5	0	0	5	5	0	100%
International Undertakings, Agreements	4	0	0	4	4	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	17	(3)	3	17	17	0	100%
<b>2J Total</b>	<b>47</b>	<b>(7)</b>	<b>3</b>	<b>43</b>	<b>43</b>	<b>0</b>	<b>91%</b>
<b>2K Sustainable natural resources management</b>							
Capacity building	25	(4)	0	21	20	1	84%
Information exchange and coordination	13	0	0	13	13	0	100%
Information products, systems, databases	25	(2)	0	23	23	0	92%
International Undertakings, Agreements	13	0	0	13	13	0	100%
Policy and legislative advice	19	(1)	0	18	17	1	95%
Technical advice to Members and field programme support	27	(4)	2	25	21	4	93%
<b>2K Total</b>	<b>122</b>	<b>(11)</b>	<b>2</b>	<b>113</b>	<b>107</b>	<b>6</b>	<b>93%</b>
<b>2L Technology, research and extension</b>							
Capacity building	2	0	0	2	2	0	100%
Information exchange and coordination	2	0	2	4	4	0	200%
Information products, systems, databases	3	0	1	4	4	0	133%
International Undertakings, Agreements	0	0	1	1	1	0	0%
Other	3	0	0	3	3	0	100%
Policy and legislative advice	2	0	0	2	2	0	100%
Technical advice to Members and field programme support	3	0	0	3	3	0	100%
<b>2L Total</b>	<b>15</b>	<b>0</b>	<b>4</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>127%</b>
<b>2M Rural infrastructure and agro-industries</b>							
Capacity building	13	0	0	13	12	1	100%
Information exchange and coordination	2	(1)	1	2	2	0	100%
Information products, systems, databases	4	(1)	1	4	3	1	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Other	0	0	1	1	1	0	0%
Policy and legislative advice	4	(1)	0	3	3	0	75%
Technical advice to Members and field programme support	12	(1)	3	14	14	0	117%
<b>2M Total</b>	<b>35</b>	<b>(4)</b>	<b>6</b>	<b>37</b>	<b>35</b>	<b>2</b>	<b>106%</b>
<b>3A Leveraging resources and investment</b>							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	20	0	1	21	21	0	105%
International Undertakings, Agreements	1	0	0	1	1	0	100%
Other	2	0	0	2	2	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	45	0	0	45	45	0	100%
<b>3A Total</b>	<b>70</b>	<b>0</b>	<b>1</b>	<b>71</b>	<b>71</b>	<b>0</b>	<b>101%</b>
<b>3B Food and agriculture policy</b>							
Capacity building	10	0	1	11	11	0	110%
Information exchange and coordination	7	0	2	9	9	0	129%
Information products, systems, databases	33	(1)	2	34	34	0	103%
International Undertakings, Agreements	1	0	1	2	2	0	200%
Other	1	0	0	1	1	0	100%
Policy and legislative advice	9	0	1	10	10	0	111%
Provision of services to staff, departments and members	5	0	0	5	5	0	100%
Technical advice to Members and field programme support	5	0	1	6	6	0	120%
<b>3B Total</b>	<b>71</b>	<b>(1)</b>	<b>8</b>	<b>78</b>	<b>78</b>	<b>0</b>	<b>110%</b>
<b>3C Trade and markets</b>							
Capacity building	4	0	0	4	4	0	100%
Information exchange and coordination	6	(2)	0	4	4	0	67%
Information products, systems, databases	43	(2)	1	42	38	4	98%
Technical advice to Members and field programme support	12	(3)	0	9	9	0	75%
<b>3C Total</b>	<b>65</b>	<b>(7)</b>	<b>1</b>	<b>59</b>	<b>55</b>	<b>4</b>	<b>91%</b>
<b>3D Agriculture information and statistics</b>							
Capacity building	12	0	0	12	12	0	100%
Information exchange and coordination	10	(2)	0	8	8	0	80%
Information products, systems, databases	31	(2)	0	29	28	1	94%
International Undertakings, Agreements	1	0	0	1	1	0	100%
Other	8	0	0	8	8	0	100%
Technical advice to Members and field programme support	3	(1)	0	2	2	0	67%
<b>3D Total</b>	<b>65</b>	<b>(5)</b>	<b>0</b>	<b>60</b>	<b>59</b>	<b>1</b>	<b>92%</b>
<b>3E Alliances and advocacy initiatives against hunger and poverty</b>							
Capacity building	2	0	0	2	2	0	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Information exchange and coordination	4	0	0	4	4	0	100%
Information products, systems, databases	3	0	0	3	3	0	100%
Other	4	(2)	0	2	2	0	50%
Policy and legislative advice	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	27	(2)	2	27	27	0	100%
Technical advice to Members and field programme support	1	0	0	1	1	0	100%
<b>3E Total</b>	<b>42</b>	<b>(4)</b>	<b>2</b>	<b>40</b>	<b>40</b>	<b>0</b>	<b>95%</b>
<b>3F Gender and equity in rural societies</b>							
Capacity building	4	0	1	5	5	0	125%
Information exchange and coordination	2	0	1	3	3	0	150%
Information products, systems, databases	2	0	2	4	4	0	200%
Policy and legislative advice	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	2	0	3	5	5	0	250%
<b>3F Total</b>	<b>11</b>	<b>0</b>	<b>7</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>164%</b>
<b>3G Rural livelihoods</b>							
Capacity building	4	0	0	4	4	0	100%
Information exchange and coordination	3	0	0	3	3	0	100%
Information products, systems, databases	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	1	0	0	1	1	0	100%
<b>3G Total</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>100%</b>
<b>3H Knowledge exchange and capacity building</b>							
Capacity building	9	(1)	0	8	7	1	89%
Information exchange and coordination	23	(2)	1	22	19	3	96%
Information products, systems, databases	30	(5)	4	29	22	7	97%
Other	1	0	0	1	1	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	1	0	0	1	0	1	100%
Technical advice to Members and field programme support	6	0	0	6	6	0	100%
<b>3H Total</b>	<b>71</b>	<b>(8)</b>	<b>5</b>	<b>68</b>	<b>56</b>	<b>12</b>	<b>96%</b>
<b>3I Information technology systems</b>							
Provision of services to staff, departments and members	23	0	0	23	23	0	100%
<b>3I Total</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>100%</b>
<b>3J Communication and public information</b>							
Information exchange and coordination	3	(1)	3	5	5	0	167%
Information products, systems, databases	2	0	1	3	3	0	150%
Provision of services to staff, departments and members	8	0	3	11	11	0	138%
<b>3J Total</b>	<b>13</b>	<b>(1)</b>	<b>7</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>146%</b>



Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
<b>4A UN cooperation, integration and monitoring</b>							
Information exchange and coordination	1	0	0	1	1	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	12	0	3	15	15	0	125%
Technical advice to Members and field programme support	2	0	0	2	2	0	100%
<b>4A Total</b>	<b>16</b>	<b>0</b>	<b>3</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>119%</b>
<b>4B Coordination of decentralized services</b>							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	2	(1)	0	1	1	0	50%
Information products, systems, databases	4	0	0	4	4	0	100%
Other	6	(1)	0	5	5	0	83%
Provision of services to staff, departments and members	35	(6)	1	30	30	0	86%
<b>4B Total</b>	<b>48</b>	<b>(8)</b>	<b>1</b>	<b>41</b>	<b>41</b>	<b>0</b>	<b>85%</b>
<b>4C Food security, poverty reduction and other development cooperation programmes</b>							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	7	0	1	8	8	0	114%
Information products, systems, databases	7	(1)	1	7	7	0	100%
Other	3	0	0	3	3	0	100%
Provision of services to staff, departments and members	20	(3)	1	18	18	0	90%
Technical advice to Members and field programme support	12	0	0	12	10	2	100%
<b>4C Total</b>	<b>50</b>	<b>(4)</b>	<b>3</b>	<b>49</b>	<b>47</b>	<b>2</b>	<b>98%</b>
<b>4D Emergency and post crisis management</b>							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	1	0	0	1	1	0	100%
Information products, systems, databases	1	0	0	1	1	0	100%
Other	1	0	0	1	1	0	100%
Policy and legislative advice	1	(1)	0	0	0	0	0%
Provision of services to staff, departments and members	2	0	0	2	2	0	100%
Technical advice to Members and field programme support	2	(1)	0	1	1	0	50%
<b>4D Total</b>	<b>9</b>	<b>(2)</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>78%</b>
<b>4E Technical Cooperation Programme</b>							
Provision of services to staff, departments and members	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	2	0	0	2	2	0	100%
<b>4E Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>100%</b>
<b>5A Oversight</b>							
Information products, systems, databases	2	0	0	2	2	0	100%
Provision of services to staff, departments and members	13	0	1	14	14	0	108%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
<b>5A Total</b>	<b>15</b>	<b>0</b>	<b>1</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>107%</b>
<b>5B Programme and budget services</b>							
Information products, systems, databases	5	(1)	0	4	4	0	80%
Other	2	0	0	2	2	0	100%
Provision of services to staff, departments and members	22	(6)	0	16	16	0	73%
<b>5B Total</b>	<b>29</b>	<b>(7)</b>	<b>0</b>	<b>22</b>	<b>22</b>	<b>0</b>	<b>76%</b>
<b>5C Financial services</b>							
Information products, systems, databases	2	(1)	0	1	1	0	50%
Other	1	(1)	0	0	0	0	0%
Provision of services to staff, departments and members	36	(1)	0	35	35	0	97%
<b>5C Total</b>	<b>39</b>	<b>(3)</b>	<b>0</b>	<b>36</b>	<b>36</b>	<b>0</b>	<b>92%</b>
<b>5D Human resources management and staff welfare</b>							
Other	2	0	2	4	4	0	200%
Provision of services to staff, departments and members	18	(4)	4	18	15	3	100%
<b>5D Total</b>	<b>20</b>	<b>(4)</b>	<b>6</b>	<b>22</b>	<b>19</b>	<b>3</b>	<b>110%</b>
<b>5E Procurement</b>							
Provision of services to staff, departments and members	3	0	0	3	3	0	100%
<b>5E Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>100%</b>
<b>5F Management of premises</b>							
Provision of services to staff, departments and members	7	0	0	7	7	0	100%
<b>5F Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>100%</b>
<b>5G Meetings and language services and protocol</b>							
Other	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	25	0	0	25	25	0	100%
<b>5G Total</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>100%</b>
<b>5H Shared services</b>							
Other	0	0	1	1	1	0	0%
Provision of services to staff, departments and members	12	0	0	12	12	0	100%
<b>5H Total</b>	<b>12</b>	<b>0</b>	<b>1</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>108%</b>
<b>8A Capital Expenditure</b>							
Information products, systems, databases	0	(1)	1	0	0	0	0%
Other	1	(1)	0	0	0	0	0%
Provision of services to staff, departments and members	4	0	0	4	4	0	100%
<b>8A Total</b>	<b>5</b>	<b>(2)</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>80%</b>
<b>9A Headquarters security</b>							
Provision of services to staff, departments and members	2	0	0	2	2	0	100%
<b>9A Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>100%</b>
<b>9B Field security</b>							
Other	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	11	(1)	2	12	12	0	109%
<b>9B Total</b>	<b>12</b>	<b>(1)</b>	<b>2</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>108%</b>

## Annex 3: List of Acronyms

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ADG	Assistant Director-General
AECI	Spanish Agency for International Cooperation
AfDB	African Development Bank
AGROVOC	Multilingual Thesaurus of Agricultural Terminology
AOS	Administrative and operational support
CAADP	Comprehensive Africa Agriculture Development Programme
CBD	Convention on Biological Diversity
CDMP	Comprehensive Disaster Risk Management Programme
CEMAC	Central African Economic and Monetary Community
CERF	Central Emergency Response Fund
CGIAR	Consultative Group on International Agricultural Research
CGRFA	Commission on Genetic Resources for Food and Agriculture
CL	FAO Council
COFI	Committee on Fisheries
COFO	Committee on Forestry
COGENT	International Coconut Genetic Resources Network
CORAD	Consortium for Rehabilitation and Agricultural Development
DFID	UK Department for International Development
DLMCC	Desert Locust Monitoring and Control Centre
ECOWAS	Economic Community of West African States
ECTAD	Emergency Centre for Transboundary Animal Disease Operations
EMPRES	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases
ERP	Enterprise resource planning system (Oracle)
EU	European Union
FAOR	FAO Representative
FAOTERM	FAO Terminology Database
FFS	Field farmers schools
GAP	Good agricultural practice
GCP	FAO/Government Cooperative Programme
GEF	Global Environment Facility
GIEWS	Global Information and Early Warning System on Food and Agriculture
GIFSA	Global Initiative for Food-related Scientific Advice Facility
GPA	Global Plan of Action
GSFA	General Standard for Food Additives
HPAI	Highly pathogenic avian influenza
HR	Human resources
HRMS	Human Resources Management System
IDB	Inter-American Development Bank
IAEA	International Atomic Energy Agency
IAP	Immediate Action Plan
IAPSC	Inter-African Phytosanitary Council
IDF	International Dairy Federation
IDWG	Interdepartmental Working Group
IEA	International Energy Agency
IEE	Independent External Evaluation of FAO

IFAD	International Fund for Agricultural Development
IFI	International financing institution
IFPRI	International Food Policy Research Institute
IGG	Intergovernmental Group
IGO	Intergovernmental Organization
IICA	Inter-American Institute for Cooperation on Agriculture
IICC	Inter-Institution Coordination Committee
IIED	International Institute for Environment and Development
IMS	International Meat Secretariat
INCAP	Instituto de Nutrición de Centro América y Panamá
IPCC	Intergovernmental Panel on Climate Change
IPFSAPH	International Portal on Food Safety, Animal and Plant Health
IPM	Integrated pest management
IPOA	International Plan of Action
IPP	International Phytosanitary Portal
IPPC	International Plant Protection Convention
ISPM	International Standards for Phytosanitary Measures
IUCN	The World Conservation Union
IUU	Illegal, unreported and unregulated (fishing)
JECFA	Joint FAO/WHO Expert Committee on Food Additives
KFRI	Korea Forest Research Institute
LDC	Least developed country
LEAD	Livestock, Environment and Development (Initiative)
LIFDC	Low-income, food-deficit country
MDG	Millennium Development Goal
MORS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standards
NACA	Network of Aquaculture Centres in Asia-Pacific
NEPAD	New Partnership for Africa's Development
NMTPF	National medium-term priority framework
NR	Natural Resources Management and Environment Department
OECD	Organisation for Economic Co-operation and Development
OIE	World Organisation for Animal Health
PACTA	Programa de acceso a la tierra
PAHO	Pan American Health Organization
PCA	Programme Cooperation Agreement
PIR	Programme Implementation Report
PSC	Project servicing cost
PWB	Programme of Work and Budget
RADCON	Rural and Agricultural Development Communication Network
RO	Regional Office
RP	Regular Programme
SEF	Security Expenditure Facility
SFERA	Special Fund for Emergency and Rehabilitation Activities
SIDS	Small Island Developing States
SPFS	Special Programme for Food Security
SPS	Sanitary and phytosanitary measures
SRO	Subregional Office
SSC	Shared Services Centre

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TCE	Emergency Operations and Rehabilitation Division
TCP	Technical Cooperation Programme
TSS	Technical support services
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UNISDR	United Nations International Strategy for Disaster Reduction
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UTF	Unilateral trust fund
VERCON	Virtual Extension, Research and Communication Network
WAICENT	World Agricultural Information Centre
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization
WWF	World Wide Fund for Nature

