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Organisation  
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pour  
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Продовольственная и  
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Объединенных  
Наций

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

## PROGRAMME COMMITTEE

**Hundred and Fourth Session**

**Rome, 25 – 29 October 2010**

**PRIORITIES FOR THE TECHNICAL WORK OF THE  
ORGANIZATION IN THE 2012-13 BIENNIUM**

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### **EXECUTIVE SUMMARY**

- At its last session of April 2010, the Programme Committee requested the Secretariat to prepare a summary paper drawing on the outcomes of the Regional Conferences and Technical Committees on priorities, and giving clear indications on where shifts in emphasis were being recommended, in order to facilitate discussions in the October Session.
- At the time of writing, four of the FAO Regional Conferences and four of the Technical Committees meetings have taken place in 2010. The outcome of these meetings concerning priorities for the work of the Organization is summarized in the present document.
- The Regional Conferences identified regional areas of priority action at varying levels of specificity. All of the priority actions identified contribute to FAO's Organizational Results and provide thus the basis for guiding FAO's work at regional, subregional and country level in the coming biennium.
- The Technical Committees focussed their attention on priorities within the Strategic Objectives and identified areas of emphasis that deserve particular attention within each Strategic Objective, although very little was said on areas for lower emphasis.
- In providing guidance to the Council on prioritization - the relative choices in the technical work of the Organization - the Programme Committee may wish to consider any need to adjust the results frameworks of the MTP/PWB, including the application of the core functions and any changes in emphasis between and within Objectives and Organizational Results, based on expressions of technical and regional priorities and taking account of emerging challenges and issues, implementation performance to date, and application of core functions.

### **GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE**

- **Organizational Results.** Several observations made by the Technical Committees could have implications within the individual Strategic Objectives, leading to refinements in the design and relative balance of component Organizational Results. The Programme Committee may wish to review selectively and endorse the most pertinent recommendations made by the Technical Committees to be taken into account in the formulation of the next PWB.
- **Regional Results.** The implications of the views expressed by the Regional Conferences will need to be considered in relation to regional, subregional and country-level contributions to applicable Organizational Results. The Programme Committee may wish to review the regional areas of priority action to be taken into account in the formulation of the next PWB.
- **Core Functions.** The choice of which core functions should be applied, the intensity of such application through primary tools and the necessary complementarities among different core functions to produce effective results is an important dimension of the formulation of Organizational Results. The Programme Committee may wish to provide advice on the relevant application of the core functions to be taken into account in the formulation of the next PWB.

## I. Introduction

1. At its last session of April 2010, the Programme Committee examined a document which summarized the new context for prioritization of technical work of the Organization.<sup>1</sup> The document also described the process put in place in the current biennium and timelines for the governing bodies (especially the FAO Regional Conferences and Technical Committees) to provide advice on priorities to feed into the formulation of PWB proposals for the 2012-13 biennium. On that basis, the Committee: “*requested the Secretariat to prepare a summary paper drawing on the outcomes of the Regional Conferences and Technical Committees on priorities, and giving clear indications on where shifts in emphasis were being recommended, in order to facilitate discussions in the October Session.*”<sup>2</sup>

2. At the time of writing, four of the FAO Regional Conferences have been held: for Latin America and the Caribbean (Panama City, 26-30 April 2010), Africa (Luanda, 3-7 May), Europe (Yerevan, 13-14 May), and Asia and the Pacific (Gyeongju, 27 September – 1 October). Four sessions of Technical Committees have taken place: the Committees on Agriculture (COAG) and Commodity Problems (CCP) in the week 14-19 June; the Committee on Forestry (COFO) from 4 to 8 October, and the Committee on World Food Security during 11-14 and 16 October. The outcome of these meetings concerning priorities for the work of the Organization is summarized in the present document. An additional session of the Programme Committee is scheduled for 8-9 February 2011 to consider the reports of the Regional Conference for the Near East and the Committee on Fisheries (COFI) concerning priorities, which are to be held 4-8 December 2010 and 31 January-4 February 2011, respectively.

3. The Committee may wish to note that, in line with its own recommendations of April 2010, the Council endorsed at its session of May 2010 measures intended to ensure that the Regional Conferences and Technical Committees provide structured advice on priorities.<sup>3</sup> As a result, the Independent Chairperson of the Council (ICC), in his new facilitation role, was able to advise the above Regional Conferences on how to provide clear recommendations on regional areas of priority action. The ICC also facilitated a meeting of the Chairs of the Programme Committee and the Technical Committees on the approach to handling the discussion on priorities at their 2010 Sessions.

4. The Conference Committee for IEE Follow-up (CoC-IEE) also received a progress report on the issue of prioritization at its meeting of 23 June 2010. The CoC-IEE reinforced the previous guidance of the Programme Committee and Council, while Members stressed again that improving prioritization was a long-term process and that the priority-setting cycle for the 2012-13 biennium was one of transition.

## II. Basis for discussions in the Regional Conferences and Technical Committees

5. An item on “*Implementation of the PWB 2010-11 and Areas of Priority Action for the Region in the following biennium*” has been included in the agenda of each Regional Conference. The supportive Secretariat documents aim at: setting out the new Strategic Framework and enhanced results-based principles in force in FAO; recalling the regional priorities for the present 2010-11 biennium; and presenting proposed regional areas of priority action for the next biennium as formulated by the applicable regional office.<sup>4</sup> Proposed priorities are shown in general terms in relation to the Strategic Objectives in the PWB. Discussions on priorities are also

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<sup>1</sup> PC 103/4

<sup>2</sup> CL 139/4 paragraph 12

<sup>3</sup> CL 139/REP paragraph 21

<sup>4</sup> ARC/10/5, APRC/10/8, ERC/10/5, LARC/10/9

to be informed by other documentation on technical issues submitted to the Regional Conferences.

6. Similarly, each Technical Committee session has on its agenda an item under which recommendations were invited for priorities within the relevant Strategic Objectives. The document prepared by the Secretariat for the 22<sup>nd</sup> Session of COAG (16-19 June) on “*Priorities and Results under the Medium Term Plan and Programme of Work and Budget 2012-13*”<sup>5</sup> followed the guidance of the Programme Committee on format. It proposed shifts in emphasis within each Strategic Objective of interest to the Committee, starting from the approved results frameworks in the MTP 2010-13 and PWB 2010-11, and taking into account emerging issues and lessons learned from initial operational planning and major evaluations. In view of the broad mandate of COAG, the document spanned a number of Strategic Objectives (A, B, D, F, G, H, I, K and L). A similar document was prepared for the 20<sup>th</sup> Session of COFO (4-8 October) focussing on Strategic Objective E.

7. The 68<sup>th</sup> Session of CCP considered a document on “*Key issues and work priorities in international commodities markets*”<sup>6</sup> falling primarily under Strategic Objective G, but also touching on Strategic Objectives H and I. The 36<sup>th</sup> Session of the CFS considered its own programme of work and budget designed to support the roles and expectations outlined in the CFS reform document.<sup>7</sup> The CFS is to develop its results-based framework consistent with the organizational priorities of the Rome-based agencies, for consideration by the next session of CFS in 2011.

### III. Outcome of discussions

8. Annexes 1 and 2 provide an overview of the observations and recommendations on the prioritization process and on substantive priorities as made by the four Regional Conference sessions and four Technical Committee sessions held during April to October 2010.

9. The sessions generally supported the need to prioritize the work of the Organization, particularly in view of limited resources, and made recommendations to improve the process and documentation by taking account of the results-based implementation reports that will be available at the next sessions, and application of FAO’s core functions.

10. The Regional Conferences identified regional areas of priority action at varying levels of specificity. The Regional Conference for Latin America and the Caribbean recognized that group discussions to identify the priorities of each subregion contributed significantly to FAO’s programme of work for the region. The other Regional Conferences endorsed areas of priority action at the regional level, with those for Asia and the Pacific guided by a ten-year Regional Priority Framework prepared through widespread consultations over the past biennium. All of the priority actions identified contribute to FAO’s Organizational Results and provide thus the basis for guiding FAO’s work at regional, subregional and country level in the coming biennium.

11. The Technical Committees focussed their attention on priorities within the Strategic Objectives. COAG and COFO concluded that areas of proposed emphasis within Strategic Objectives should be more clearly defined in the future. Nonetheless, the Committees did identify in their reports areas of emphasis that deserve particular attention within each Strategic Objective, although very little was said on areas for lower emphasis.

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<sup>5</sup> COAG/2010/2

<sup>6</sup> CCP 10/Inf.8

<sup>7</sup> CFS:2010/5 Rev.1

#### IV. Issues for consideration in prioritization

12. Based on experience of the Regional Conferences and Technical Committees, some considerations have been distilled for review by the Programme Committee in advising on priorities for 2012-13.

##### *Point of departure*

13. The Strategic Framework 2010-19, Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11 (MTP/PWB) approved by the last Conference already embody priority choices, both within the Secretariat in shaping related proposals and in the governing bodies, recalling the lengthy discussions which took place during the formulation of the Strategic Objectives and identification of Organizational Results. The Conference in November 2009 approved a budgetary appropriation and resource allocation for the purposes of the Strategic and Functional Objectives. The approved Programme of Work further allocates these resources, along with estimates of voluntary contributions, to achieve the Organizational Results, which is the ultimate manifestation of priority setting.

14. In providing guidance to the Council on prioritization - the relative choices in the technical work of the Organization - the Programme Committee may wish to consider any need to adjust the results frameworks of the MTP/PWB, including the application of the core functions and any changes in emphasis between and within Objectives and Organizational Results, based on expressions of technical and regional priorities and taking account of emerging challenges and issues, implementation performance to date, and application of core functions.

##### *Useful guidance to feed into the PWB 2012-13 formulation*

15. Organizational Results. Several observations made by the Technical Committees could have implications within the individual Strategic Objectives, leading to refinements in the design and relative balance of component Organizational Results. The Programme Committee may wish to review selectively and endorse the most pertinent recommendations made by the Technical Committees to be taken into account in the formulation of the next PWB.

16. Regional Results. The implications of the views expressed by the Regional Conferences will need to be considered in relation to regional, subregional and country-level contributions to applicable Organizational Results. Management is putting in place from October 2011 multi-disciplinary Regional Strategy Teams led by the Regional Representative to define "Regional Results" through a consultative process, building on the outcome of the Regional Conferences. Regional Results are the significant, measurable contribution of the regional, subregional and country offices to the related Organizational Results. The Regional Results will facilitate a coordinated response to priority areas of work in the region. Following on consultation with the Organization-wide Strategy Team, any necessary refinements arising from this "bottom-up" process will be reflected in the Organizational Result formulations for the PWB 2012-13. The Programme Committee may wish to review the regional areas of priority action to be taken into account in the formulation of the next PWB.

17. Core Functions. Across the Regional Conferences and Technical Committees, there is a large degree of commonality in the calls to strengthen the application of the *core functions* of the Organization. The core functions are the critical means of action to be employed by FAO to achieve results, drawing on the Organization's comparative advantages, by:

- a) Providing long-term perspectives and leadership in monitoring and assessing trends in food security and agriculture, fisheries and forestry.
- b) Stimulating the generation, dissemination and application of information and knowledge, including statistics.
- c) Negotiating international instruments, setting norms, standards and voluntary guidelines, supporting the development of national legal instruments and promoting their implementation.

- d) Articulating policy and strategy options and advice.
- e) Providing technical support to: promote technology transfer; catalyse change; and build capacity, particularly for rural institutions.
- f) Undertaking advocacy and communication, to mobilise political will and promote global recognition of required actions in areas of FAO's mandate.
- g) Bringing integrated interdisciplinary and innovative approaches to bear on the Organization's technical work and support services.
- h) Working through strong partnerships and alliances, where joint action is needed.

18. The MTP/PWB (paragraphs 36 to 64) provides good illustrations of how the application of core functions operates in practice, while the mix of core functions which underlies each of the Strategic Objectives and constituent Organizational Results is shown in tabular form in the same document. Understanding which core functions are to be used in order to implement the Organizational Results is of particular concrete relevance, as it provides a picture of how FAO is applying its comparative strengths to address the development problems identified at that level.

19. The choice of which core functions should be applied, the intensity of such application through primary tools and the necessary complementarities among different core functions to produce effective results is an important dimension of the formulation of Organizational Results. The Programme Committee may wish to provide advice on the relevant application of the core functions to be taken into account in the formulation of the next PWB.

*Evolution of prioritization*

20. It is recognized that the adoption of the new results-based framework requires time both for Management and for governing bodies to adjust, adapt and internalize new ways of working. Recognizing the evolving nature of the priority-setting process, it is expected that with time, further experience with the new model and the active support of Management, guidance received from governing bodies will progressively contain more specific and concrete indications of priority areas of work under the Organizational Results, including recommendations of how the Organization's core functions might be more effectively applied.

**ANNEX 1: EXTRACTS FROM REPORTS OF FOUR REGIONAL CONFERENCES HELD APRIL-OCTOBER 2010 RELATED TO REGIONAL AREAS OF PRIORITY ACTION**

Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific
<b>1. Process and documentation</b>			
<ul style="list-style-type: none"> <li>▪ Recognized the importance of conducting a first complete cycle of planning within the framework of results-based management and pledged to contribute to the process;</li> <li>▪ recognized that group discussions to identify the priorities of each subregion contributed significantly to FAO's plan of work for the region;</li> <li>▪ recommended that henceforth the Technical Committee be allowed to hold subregional meetings earlier, in advance of the Regional Conference.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appreciated the coherence between the proposed priority areas and the CAADP objectives;</li> <li>▪ recommended that FAO ensures that sufficient data will be available to monitor the results by the end of 2013.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expected that the regional areas of priority action would help REU to develop coordinated and targeted operational instruments and programmes for FAO's work in the region, including collaboration with partners and mobilization of resources;</li> <li>▪ stressed that the background document did not provide the basis for a thorough discussion on areas of priority action in the region for the current and future biennia;</li> <li>▪ recognized that the process of prioritization was work in progress, involving Members and the secretariat, and improvements were to be expected in future documentation;</li> <li>▪ expected in future a document detailing challenges and shortfalls etc., including their analysis;</li> <li>▪ consider results of informal consultations such as the one held in Budapest in March 2010;</li> <li>▪ link elaboration of regional areas of action to indicators in the results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recognized that implementation of the new results-based framework at FAO was a work in progress, having started only in 2010;</li> <li>▪ appreciated that once the complete cycle of results-based planning was in place, it could expect to receive, at its next session in 2012, reports on progress against results indicators and targets in the previous biennium (2010-11), information on operational plans for the current biennium (2012-13), and proposed areas of priority action for the next biennium (2014-15);</li> <li>▪ requested that these reports include indications of budget allocation and expenditure by regional result, and progress on the utilization of Country Programming Frameworks (formerly National Medium Term Priority Frameworks) in guiding FAO's work at country level.</li> <li>▪ noted that the planned actions for 2010-11 and 2012-13 were</li> </ul>

Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific
		<p>frameworks, identification of opportunities for use of the TCP and leveraging of voluntary contributions;</p> <ul style="list-style-type: none"> <li>▪ requested that a more detailed breakdown of the proposed priority activities for each Strategic Objective be given with the indication of the required regular and extrabudgetary funding including partnerships;</li> <li>▪ suggested that this information should be provided and further dialogue should be carried out between the secretariat and the Executive Committee of the European Commission for Agriculture (ECA), the ECA serving as the formal intersessional forum.</li> </ul>	<p>comprehensive and contributed to nearly all of FAO's Organizational Results, but it was difficult to identify detailed priorities;</p> <ul style="list-style-type: none"> <li>▪ recommended a review of scheduling for future Regional Conference sessions, to ensure that adequate discussions and considerations could be made prior to the final deliberations and approval of the programme of work and budget by the FAO Conference;</li> <li>▪ encouraged the FAO Regional Office to collaborate closely with other development partners and regional organizations to identify priorities and areas of synergy to increase efficiency in delivery of programmes in the region.</li> </ul>
<b>2. Regional Areas of Priority Action</b>			
<ul style="list-style-type: none"> <li>▪ Endorsed the report on implementation of the PWB 2010-11 and on suggested priority areas for FAO action in the region during the 2012-13 biennium.</li> </ul> <p>The subregion of the Caribbean:</p> <ul style="list-style-type: none"> <li>▪ identified the following priorities: <ul style="list-style-type: none"> <li>○ risk management</li> <li>○ food and nutrition security</li> <li>○ certified quality seeds</li> <li>○ health and safety</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Endorsed the priority areas for 2010-11 and 2012-13 as proposed by the secretariat, taking into account sub-regional and country needs: <ul style="list-style-type: none"> <li>○ promote sustainable increase in agriculture production and crop diversification;</li> <li>○ promote sustainable use and management of natural resources, including land and water, fisheries and forestry;</li> <li>○ support market access and sanitary measures for better trade;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Agreed that continuation of the present areas of priority action for the 2012-13 biennium was an appropriate approach linked to the four-year MTP, with adjustments to take account of emerging issues and linkages to the reformed Committee on World Food Security, and partnerships;</li> <li>▪ emphasized that priority should be given to regional activities involving advocacy, policy support, capacity-building, knowledge management and neutral fora for discussion in the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Endorsed the five areas of regional priority action for FAO work in the Asia-Pacific region for 2010-11 and 2012-13: <ol style="list-style-type: none"> <li>i) strengthening food and nutritional security;</li> <li>ii) fostering agricultural production and rural development;</li> <li>iii) enhancing equitable productive and sustainable natural resource management and utilization;</li> <li>iv) improving capacity to prepare and respond to food and agricultural</li> </ol> </li> </ul>



Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific
<ul style="list-style-type: none"> <li>○ climate change</li> <li>○ transboundary diseases</li> <li>▪ identified other issues that need to be considered: <ul style="list-style-type: none"> <li>○ agricultural insurance</li> <li>○ agricultural credit</li> <li>○ South-South cooperation</li> <li>○ FAO support in accessing existing funds for food security</li> </ul> </li> <li>▪ stressed the need for FAO to devote a specific programme for technical assistance to Haiti.</li> </ul> <p>The subregion of Central America, Mexico and Dominican Republic:</p> <ul style="list-style-type: none"> <li>▪ identified the following priorities: <ul style="list-style-type: none"> <li>○ family farming</li> <li>○ territorial rural development</li> <li>○ integrated water management</li> <li>○ plant and animal health and food safety</li> <li>○ sustainable development of livestock with a focus on small-scale production</li> <li>○ linkages between small-scale producers and the market</li> </ul> </li> <li>▪ identified cross-cutting topics that need to be considered within FAO cooperation in the region: <ul style="list-style-type: none"> <li>○ integrated development of human resources associated with agriculture</li> <li>○ institutional strengthening to</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ stimulate information and knowledge management;</li> <li>○ incorporate emergency preparedness and risk management; and,</li> <li>○ formulate and implement effective agricultural policies, while integrating gender concerns as a cross-cutting issue;</li> <li>▪ appreciated the coherence between the proposed priority areas and the CAADP objectives;</li> <li>▪ recommended that FAO supports Member Countries to prepare appropriate investment plans.</li> </ul>	<p>following areas of action:</p> <ul style="list-style-type: none"> <li>○ provision of basic global data and statistics;</li> <li>○ assistance to define national economic, social, food and nutrition policies, with a focus on capacity-building for least-developed countries to meet global expectations and benefit from market opportunities;</li> <li>○ normative role at global level, as well as capacity-building to reinforce technical and institutional capacities, especially for least developed countries;</li> <li>○ implementation of food safety, sanitary and phytosanitary standards including global conventions;</li> <li>○ animal and plant transboundary diseases;</li> <li>○ emergencies and rehabilitation;</li> <li>○ interface between climate change and agriculture and rural development;</li> <li>○ gender;</li> <li>○ conservation and management of plant and animal genetic resources, and</li> <li>○ sustainable management of forests.</li> </ul>	<p>threats and emergencies; and</p> <ul style="list-style-type: none"> <li>v) coping with the impacts of climate change on agriculture and food and nutritional security.</li> </ul> <li>▪ urged the Secretariat to give more focus to the planned actions, giving full consideration to FAO's comparative advantages, and suggested that special emphasis be placed on the following areas of work: <ol style="list-style-type: none"> <li>i) sustainable crop intensification and diversification to improve productivity;</li> <li>ii) transboundary animal/plant diseases and emergency response to natural disasters;</li> <li>iii) genetic resources;</li> <li>iv) climate change adaptation and mitigation;</li> <li>v) food safety and nutrition; and</li> <li>vi) agriculture diversification with emphasis on livestock productivity, aquaculture, and sustainable forest management.</li> </ol> </li>

<b>Regional Conference for Latin America and the Caribbean</b>	<b>Regional Conference for Africa</b>	<b>Regional Conference for Europe</b>	<b>Regional Conference for Asia and the Pacific</b>
<p>enhance government response capacity</p> <ul style="list-style-type: none"> <li>○ review of agricultural policy in the region</li> <li>○ strengthening capacity for research and technological innovation, knowledge management and access to information, with creation of regional institutional links</li> <li>○ strengthening of extension, training and technology transfer to small producers</li> <li>○ discussion and agreement on concepts relating to family farming</li> <li>○ strengthening of institutional capacities on climate change mitigation and adaptation as related to agriculture</li> <li>○ development of institutional capacity for the management of financial alternatives.</li> </ul> <p>The subregion of South America:</p> <ul style="list-style-type: none"> <li>▪ identified the following priorities: <ul style="list-style-type: none"> <li>○ right to adequate food</li> <li>○ family farming</li> <li>○ rural development</li> <li>○ social technologies</li> <li>○ quality and safety</li> <li>○ climate change</li> <li>○ biodiversity</li> </ul> </li> <li>▪ also identified gender and youth as cross-cutting themes.</li> </ul>			

**ANNEX 2: EXTRACTS FROM REPORTS OF FOUR TECHNICAL COMMITTEES  
HELD JUNE - OCTOBER 2010 RELATED TO PRIORITIES**

Committee on Commodity Problems	Committee on Agriculture	Committee on Forestry	Committee on World Food Security
<b>1. Process and documentation</b>			
<ul style="list-style-type: none"> <li>▪ Considered all of the topics indicated by the Secretariat to be important but noted that prioritization was necessary in the light of resource constraints, and that besides costs also comparative advantages, results of previous work and the possibility of benefiting from partnerships should be taken into consideration;</li> <li>▪ noted that work on the various topics indicated would need to extend beyond the current biennium through the medium term.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acknowledged that the priority-setting process for 2012-13 would be one of transition under the new results-based framework;</li> <li>▪ recommended that future documentation on priorities more clearly identify the proposed areas of emphasis and de-emphasis within each Strategic Objective, taking into account emerging issues, implementation performance reports against Organizational Results indicators, major evaluations, cost considerations and work being undertaken in partnership;</li> <li>▪ recognized that complementary information regarding priorities was being identified at regional, sub-regional and national level;</li> <li>▪ stressed the importance of FAO's work in the core functions of global standard setting, statistics, policy advice, capacity building, knowledge exchange and technology transfer, and underlined the importance of providing guidance on priorities and areas of emphasis by COAG, in particular in view of limited resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acknowledged that the priority-setting process for 2012-13 would be one of transition under the new results-based framework.</li> <li>▪ Recommended that future documentation on priorities more clearly identify the proposed areas of emphasis and de-emphasis, taking into account emerging issues, implementation performance reports against Organizational Results indicators, major evaluations, cost considerations and work being undertaken in partnership;</li> <li>▪ operational result indicators should focus on the performance of the Organization and should include baseline information;</li> <li>▪ recognized that complementary information regarding priorities was being identified at the regional, sub-regional and national levels;</li> <li>▪ underlined the importance of providing guidance to FAO on priorities and areas of emphasis, in particular in view of limited resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Endorsed its programme of work and budget for 2010-2011;</li> <li>▪ recommended that the proposed 2012-2013 programme of work and budget for CFS be further reviewed by the Bureau;</li> <li>▪ decided to submit them to the consideration of FAO, IFAD and WFP in accordance with their respective financial rules and regulations.</li> </ul>

Committee on Commodity Problems	Committee on Agriculture	Committee on Forestry	Committee on World Food Security
<b>2. Substantive priorities</b>			
<p><b>SO-G:</b> work on strategies and policies</p> <ul style="list-style-type: none"> <li>▪ to support smallholder integration into value chains (also expressed by Regional Conference for Africa);</li> <li>▪ on foreign investment in developing country agriculture;</li> <li>▪ on Africa trade policy and food dependence</li> <li>▪ on market volatility and its impact on food security.</li> </ul>	<p><b>SO-A</b> - endorsed the priority areas of emphasis and FAO's comparative advantage in:</p> <ul style="list-style-type: none"> <li>▪ sustainable crop production intensification and diversification;</li> <li>▪ surveillance and monitoring of transboundary plant pests and their control;</li> <li>▪ international instruments of plant protection, in particular the International Plant Protection Convention (IPPC);</li> <li>▪ plant genetic resources for food and agriculture, including the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA) and seed systems;</li> <li>▪ transfer of technologies and capacity building for improvement of productivity, focusing on smallholder farmers.</li> </ul> <p><b>SO-B</b> - endorsed the priority areas of emphasis and recommended that particular attention be given to:</p> <ul style="list-style-type: none"> <li>▪ animal and animal-related human disease prevention/control and related data collection and analysis;</li> <li>▪ the One-Health approach in this context, as well as to inter-institutional collaboration;</li> <li>▪ transboundary animal diseases through the Emergency Prevention System for</li> </ul>	<p><b>SO-E 01</b></p> <ul style="list-style-type: none"> <li>▪ Improve the Global Forest Resources Assessments programme, assist countries to strengthen their ability to provide robust estimates for key parameters and facilitate access by countries to standardized products and tools for remote sensing of forests.</li> <li>▪ Support countries in preparing National Forest Monitoring and Assessments and developing related appropriate methodologies.</li> </ul> <p><b>SO-E 02</b></p> <ul style="list-style-type: none"> <li>▪ Strengthen COFO and its linkages to the regional forestry commissions to increase relevance, visibility and participation by country representatives.</li> <li>▪ Foster collaboration and coordination among members of the CPF and promote streamlining of national reporting among the various international processes.</li> <li>▪ Work with CPF partners to increase financing from all sources for sustainable forest management and capacity building in developing countries, including increasing the effectiveness of existing forest finance and working to maximize the sustainable forest management benefits of emerging financing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Endorsed the proposal to develop a results-based framework for CFS that is consistent with the organizational priorities of the Rome Based Agencies (and others) in the shape of a detailed MYPOW (Multi-year Programme of Work) to be preferably presented at the 37th session of the CFS in 2011.</li> </ul>

Committee on Commodity Problems	Committee on Agriculture	Committee on Forestry	Committee on World Food Security
	<p>Transboundary Animal and Plant Pests and Diseases (EMPRES) and effective early warning systems, emphasizing FAO's comparative advantage;</p> <ul style="list-style-type: none"> <li>▪ strengthening capacity building.</li> <li>▪ Recommended integrated efforts with SO-I on attending the emergency-rehabilitation-development continuum and with SO-A on improved quality feed production and agro-pastoral resource management for increased sustainable livestock production.</li> <li>▪ Stressed that the manifestation of the rapid livestock sector growth and development on: (a) food security/poverty alleviation, (b) animal and public health and (c) natural resource management (including water), require urgent clarification in their technical, policy and institutional dimensions.</li> </ul> <p><b>SO-D</b> - endorsed the priority areas of emphasis and:</p> <ul style="list-style-type: none"> <li>▪ considered the normative work of the FAO/WHO Codex Alimentarius Commission as highly important;</li> <li>▪ emphasized that food safety should continue as a priority area because of its impact on consumers' health and international food trade;</li> <li>▪ highlighted the importance of FAO's programme on food safety capacity development to build national institutions and support developing countries' efforts to apply Codex</li> </ul>	<p>opportunities such as REDD.</p> <p><b>SO-E 03</b></p> <ul style="list-style-type: none"> <li>▪ Support countries to develop and implement inclusive and participatory national forest programmes and financing strategies for sustainable forest management, with an emphasis on cross-sectoral integration.</li> <li>▪ Support community forestry and other participatory approaches in forestry, addressing bottlenecks such as tenure arrangements.</li> <li>▪ Assist public forestry institutions to enhance the services they provide, including on forestry education.</li> <li>▪ Support countries to further develop innovative approaches to enhance forest governance.</li> <li>▪ Support to effective national forest programmes, including capacity building and knowledge exchange.</li> <li>▪ Host and support the National Forest Programme Facility.</li> </ul> <p><b>SO-E 04</b></p> <ul style="list-style-type: none"> <li>▪ Broaden the understanding of and tools for sustainable management of forests and trees in the wider landscape, highlighting the multiple functions and demands on forests, especially in the context of climate change.</li> <li>▪ Develop best practice guidelines on priority issues and revise and adapt existing guidelines, with a view to</li> </ul>	

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	<p>standards, guidelines and recommendations and participate more effectively in Codex work;</p> <ul style="list-style-type: none"> <li>▪ welcomed the work on EMPRES-Food Safety and its integration with the FAO/WHO International Food Safety Authorities Network (INFOSAN) as well as the work on developing guidance for national policy-makers on investment in food safety management systems.</li> </ul> <p><b>SO-F</b> - endorsed the priority areas of emphasis and:</p> <ul style="list-style-type: none"> <li>▪ commended the proposed work on integrated natural resources management and voluntary guidelines on responsible governance of tenure of land and other natural resources;</li> <li>▪ requested that work on the Water Platform be initiated in the current biennium;</li> <li>▪ stressed the need for capacity building related to water and land resources, genetic resources for food and agriculture and climate change adaptation and mitigation;</li> <li>▪ invited FAO to play an active role in climate change mitigation and adaptation in coordination with other organizations concerned, and to provide science-based advice to the relevant fora.</li> </ul> <p><b>SO-G</b></p> <ul style="list-style-type: none"> <li>▪ reaffirmed the importance of the work</li> </ul>	<p>strengthening countries' capacity towards field implementation.</p> <ul style="list-style-type: none"> <li>▪ Assist countries to participate in regional and international partnerships on sustainable forest management, landscape restoration, model forests, REDD-plus and others.</li> </ul> <p><b>SO-E 05</b></p> <ul style="list-style-type: none"> <li>▪ Help countries to develop capacity for communities to access markets for sustainably managed timber and non-timber products to improve livelihoods with an emphasis on poor communities.</li> <li>▪ Disseminate tools and methods to increase valuations of forests, their products and services.</li> <li>▪ Strengthen the role of forests in developing and promoting sustainable development and promoting a green economy.</li> </ul> <p><b>SO-E 06</b></p> <ul style="list-style-type: none"> <li>▪ Assist countries to integrate climate change considerations into forest policy and management practices.</li> <li>▪ Enhance collaboration and partnership building in watershed management, focusing on institutional and policy development and innovative economic mechanisms such as payments for environmental services.</li> <li>▪ Support countries in combating desertification and in restoration, afforestation and rehabilitation of</li> </ul>	

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	<p>on strategies and policies for small producers with a focus on the sustainable increase of agricultural production with food security and poverty reduction objectives;</p> <ul style="list-style-type: none"> <li>▪ recognized the need for work on inclusive rural development, considering the critical role of rural institutions and employment programmes (particularly for youth and seasonally unemployed);</li> <li>▪ emphasized the importance of the work on agribusiness and rural agro-industries, in particular small and medium enterprises, also with a view of expanding rural employment opportunities.</li> </ul> <p><b>SO-H</b></p> <ul style="list-style-type: none"> <li>▪ With reference to the Global Strategy to Improve Agricultural and Rural Statistics, reaffirmed the priority of FAO's work in statistics in terms of both improved collection and access to data;</li> <li>▪ supported work on the implementation of the voluntary guidelines on the progressive realization of the Right to Food at country level, while also confirming support to strengthening Information Systems for Food Security which should integrate nutritional aspects;</li> <li>▪ reaffirmed the importance of partnerships among the Rome-based agencies and with the CGIAR in this</li> </ul>	<p>degraded lands.</p> <ul style="list-style-type: none"> <li>▪ Support regional efforts in building strategic partnerships for the conservation, sustainable management and restoration of forests as a key contribution to sustainable rural development and adaptation to climate change.</li> </ul>	

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	<p>area to avoid overlaps and build synergies;</p> <ul style="list-style-type: none"> <li>▪ emphasized strengthening the capacities of Member Nations in establishing knowledge networks for agriculture, food security and nutrition was also emphasized.</li> </ul> <p><b>SO-I</b> - underscored the need for synergy between SO-I and the remaining other eight strategic objectives in the context of transition from relief and emergency to rehabilitation and development.</p> <p><b>SO-K</b> - reaffirmed the importance of mainstreaming gender issues in the policy and technical work of all the other strategic objectives of the Organization, including in its advice to member countries.</p> <p><b>SO-L</b> endorsed the priority areas of emphasis and:</p> <ul style="list-style-type: none"> <li>▪ underlined the importance of a country-driven approach, and collaboration with international and regional financial institutions;</li> <li>▪ stressed the importance of FAO's assistance to member countries in agricultural investment planning.</li> </ul>		