

2006-07

PC 95/3  
FC 113/14

Revised  
Programme  
of Work  
and Budget





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of Work  
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Food and Agriculture  
Organization  
of the United Nations  
*Rome, 2006*

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## Section I. Introduction

### Background

1. At its 33rd session in November 2005, the FAO Conference considered the proposed Programme of Work and Budget (PWB) for the 2006-07 biennium, including reforms submitted by the Director-General. It adopted two Resolutions on Budgetary Appropriations for 2006-07 and on Reforms in the Organization, the full texts of which are reproduced in *Annexes I and II* respectively. The Conference also approved as a new feature the establishment of a Security Expenditure Facility in *Chapter 9* of the PWB.

2. The approved level of FAO's Regular Budget for 2006-07 is US\$ 765.7 million. While this figure embodies a nominal increase of US\$ 16.6 million over the 2004-05 budget of US\$ 749.1 million, of this amount US\$ 10.6 million is to meet escalating security costs. The balance of US\$ 6 million can only partially cover anticipated cost increases of US\$ 44.6 million. Therefore, US\$ 38.6 million must be absorbed through further efficiency savings and programme cuts. This is equivalent to a real reduction of 5.2% over the biennium.

3. In this light, the Conference requested in operative paragraph 2 of the Appropriations Resolution, that a revised PWB document be submitted to the present sessions of the Programme and Finance Committees. This document reflects a biennial programme of work adjusted to the approved budget level of US\$ 765.7 million. It describes and quantifies changes which are within the authority of the Director-General or in the main operative paragraphs and Annex of the Resolution on Reforms in the Organization which:

- . authorised a first stage of changes to the organizational structure at headquarters;
- . acknowledged the need for strengthened decentralization and requested as a first step the implementation of reform proposals in one region and one additional subregional office;
- . supported streamlining of administrative and financial processes and authorised the establishment of the Shared Services Centre (SSC).

### Scope of document

4. Accordingly, this document presents:

- . an overview of main steps affecting implementation over the whole biennium. This includes organizational restructuring measures and actions for achieving efficiency savings and productivity gains, and indications of further restructuring to be proposed for consideration by the governing bodies later in the year;
- . key budgetary dimensions of the revised PWB, consistent with the approved budget for 2006-07 and the reform proposals already endorsed by the Conference;
- . the programme of work for the biennium, including modified programme entities under the new chapter structure approved by the Conference and attendant budgetary provisions, going down to programme entity level.

5. The printed document contains the above information, including programme-level narratives, resource tables by organizational unit, and organigrammes of headquarters and decentralized offices. More detailed supportive information is made available on the FAO's Web site ([www.fao.org/pwb/2006](http://www.fao.org/pwb/2006)), covering:

- . List of scheduled sessions
- . Regional resource tables

- . Establishment of posts by organizational unit
- . Mapping of 2004-05 programme entities
- . Programme entity formulations

## Action required by the Committees

6. Endorsement is sought of the revised programme of work within the respective mandates of the two Committees, and ultimately of the Joint Meeting.

7. The Programme Committee may wish to address the results of extensive reformulation of the programme of work under the new budgetary *Chapters 2, 3 and 4*, down to programme entity level, as reflected in *Section IV* and *Annexes IV, IX and X*. The Finance Committee may wish to do the same for budgetary *Chapters 1, 5, 8 and 9*.

8. The Finance Committee is more specifically requested to approve the following budgetary transfers as per Financial Regulation 4.5b.

**Table 1: Approved budget level**

(All amounts in US\$ 000)			
Chapter	Conference Resolution	Revised Budget	Transfers Sought
1 Corporate Governance	17,489	18,109	620
2 Sustainable Food and Agricultural Systems	203,926	209,583	5,657
3 Knowledge Exchange, Policy and Advocacy	189,929	189,137	(792)
4 Decentralization, UN Cooperation and Programme Delivery	213,114	212,679	(435)
5 Management and Supervision Services	115,474	110,425	(5,049)
6 Contingencies	600	600	0
8 Capital Expenditure	4,724	4,724	0
9 Security Expenditure	20,444	20,444	0
<b>Total Appropriation (Net)</b>	<b>765,700</b>	<b>765,700</b>	<b>0</b>

9. In relation to the above changes at chapter level, which are not extensive in relative terms, it may be useful to recall that the original figures in the Appropriation Resolution were very much the result of extrapolation from amounts at the real growth level included in the PWB 2006-07 documentation presented to the Conference. The proposed new figures in the revised budget reflect the result of detailed programming of requirements at programme entity level to reach the chapter totals tabulated above.

10. In addition, the advice of the Committees is sought regarding the preparation of a Medium Term Plan 2008-13 (cf. explanations in the following *Section II*).

## Section II. Overview of Main Steps Affecting Implementation over the whole Biennium

### Overall context

11. The adoption of a budget by the last FAO Conference well below the zero real growth level created a major challenge for the Organization. In particular, it required that the programme of work be adjusted and refined to meet pressing demands from constituents and evolving issues facing the international community, while at the same time progressively putting in place organizational measures for improved and more efficient services.

12. Despite the mandated absorption of a substantial amount of anticipated cost increases, the membership acknowledged the need for strengthened decentralization and expected “protection” in relative terms of a number of programme priorities of major interest. The Secretariat has indeed sought to ensure this to the maximum extent possible. In so doing, added impetus was given to a major effort of reformulation of the component programme entities under the new chapter and programme structures, aiming at consolidation and better addressing multidisciplinary dimensions. *Section IV* below and the accompanying more detailed *Annex IV*, are devoted to presenting the results of this major effort of reformulation. Even so, not all areas which are of interest to individual, if not all, Members can be funded at a satisfactory level in the circumstances.

13. As enjoined by the Conference, the Secretariat has put due emphasis on the timely introduction of streamlined administrative and financial processes. This is facilitated by delegation of authority and elimination of some managerial posts. All avenues for efficiency savings are being explored, subject to thorough assessments of the viability and implications of such changes. It is clear, however, that the US\$ 38.6 million real reduction in resources at the 2006-07 approved budget level, immediately following a biennium which saw a real reduction of US\$ 51.2 million, far exceed the Organization's capacity to absorb the reduction through efficiency savings.

14. As regards organizational measures, the Secretariat is diligently pursuing implementation of the decisions of the Conference. The Director-General has held consultations with Members through their Permanent Representatives in Rome regarding further discussions of reforms by the governing bodies. It was concluded that modified reform proposals could be submitted to, and considered by, the September 2006 sessions of the Programme and Finance Committees and the November 2006 Council. This will obviate the need for an extraordinary session of the Council in mid-2006. To facilitate the process of consultation with Members, advance indications are provided below of further proposed changes to the structure at headquarters and in decentralized locations which could take effect from 1 January 2007, if approved by the Council.

15. A recapitulation of the major steps affecting implementation during the biennium 2006-07, including proposals which are still subject to approval by governing bodies is provided below.



**Table 2: Implementation over the 2006-07 biennium**

Major Steps	Effective or target date
Implementation of Conference-approved changes to chapter structure and conversion to reformed programme structure	January 2006. Elaboration at programme entity level to be considered by Programme and Finance Committees in May 2006 and chapter transfers to be approved by Finance Committee.
Changes to headquarters structure, as authorised in Resolution on Reforms	January 2006
Establishment of the Shared Services Centre at headquarters	January 2006
Implementation of approved first step in decentralization proposals (Africa and Central Asia)	January 2007 (or before depending on opportunities)
<b>Subject to approval by the 131st session of the Council in November 2006</b>	
Further changes to headquarters structure	January 2007
Implementation of decentralization proposals in other geographic areas	From January 2007
<b>Further measures to maximise savings subject to further review by governing bodies</b>	
Abolition of regional MSUs	From April 2007
Additional measures to reduce input costs of selected administrative services	During the course of 2007, if found feasible

16. In addition, there are two programme-related processes scheduled in the 2006-07 biennium that could have an impact beyond the timeframe of this revised PWB.

#### **Independent External Evaluation of FAO (IEE)**

17. In the Resolution on Reforms in the Organization reproduced in *Annex II*, the Conference stated that it was: “*looking forward to the results of the Independent External Evaluation (IEE) of FAO as a guide to enhancing the effectiveness and efficiency of the Organization; and stressing that the IEE and the reform proposals should be mutually supportive*”. The Conference also endorsed the decisions of the Council to proceed as quickly as possible with the IEE, which will address key dimensions of the activities of the Organization: technical work; management and organisation; governance and its role in the multilateral system. The findings and recommendations of the IEE are to be examined by the Council and ultimately the Conference in 2007.

#### **Medium Term Plan (MTP) 2008-13**

18. As specified in FAO’s *Strategic Framework 2000-15*, an MTP document covering the 2008-13 period would be due in normal circumstances for consideration by the Committees at their September 2006 sessions, and eventual endorsement by the Council in November 2006. The “rolling” plan concept implies that each version is to explain major changes in substance over the previous one, i.e. in the present case the MTP 2006-11 endorsed by the Council in November 2004.

19. However, this revised PWB document presents an entirely revamped chapter and programme structure compared with the MTP 2006-11, coupled with substantial consolidation and reformulation of programme entities. Full details on the design of the latter entities are available in *Annex X* placed on FAO’s Web site and would form the bulk of information

presented in the MTP starting 2008. Furthermore, the next round of programme formulation could benefit from the findings of the IEE in late 2007 and their possible impact on future programmes of work.

20. In this context, the Committees may wish to consider whether the preparation of an MTP this year for the period 2008-13 would serve a useful purpose at intergovernmental level. The Secretariat stands ready to respond to the guidance from the Committees on the proper course of action at the present stage.

## Efforts to maximise efficiency savings and productivity gains

21. As stated in *Annex II*, the 33rd Conference gave its support to the “*streamlining of administrative and financial processes aimed at achieving further efficiency gains and enhanced human resources policy and management; and authorised the establishment of the Shared Services Centre.*” In the light of the budget shortfall of US\$ 38.6 million versus ZRG requirements, the Secretariat is aiming for efficiency savings and productivity improvements of 1 – 1.5% per annum, or around US\$ 10 million for the current biennium.

22. The main PWB 2006-07 document provided details on institutional efficiencies which are driven from the centre due to their cross-sectoral nature, as well as more specific budget-holder driven efficiencies<sup>1</sup>. The Supplement to the PWB 2006-07 highlighted streamlining and delegation of authority in the context of improved human resource management, including staffing skills and flexibility<sup>2</sup>. Such flexibility is also served by the increase in non-staff resources as a percentage of the regular budget.

### Effective framework to achieve efficiency savings and productivity gains

23. The Organization is putting in place a robust framework to systematically capture efficiency savings and productivity improvements, rather than relying on an *ad hoc* and opportunistic approach. The principles can be summarised as follows:

- . **All-inclusive:** no activities should be excluded *a priori* from the drive for continuous efficiency and productivity improvements.
- . **An empowering approach and accountability:** managers should set their own targets, be provided with the appropriate incentives, and be held accountable for delivering and reporting results.

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<sup>1</sup> C 2005/3 paras. 101-137

<sup>2</sup> C 2005/3 Sup.1 paras. 105-131

- . **Delegation of authority:** defining the appropriate levels of delegation and internal control.
- . **Auto-evaluation:** to be performed systematically for all programmes, both technical and non-technical, using a set of common criteria and procedures.
- . **Cost allocation:** including an effective internal pricing strategy and greater interdisciplinary collaboration, also ensuring that indirect variable costs incurred by extrabudgetary projects are properly recovered.

24. An Interdepartmental Working Group (IDWG) is using these key principles in guiding ongoing efforts to simplify administrative processes. It has prepared 57 proposals for streamlining administrative procedures, each of which has been assigned to a programme manager for implementation. These can be grouped into four categories:

25. A) **The elimination of manual processing steps through improved system support.** For example, a Web-based database has been created for the preparation, approval and finalisation of Letters of Agreement. Similarly, the Organization will move to advance processing of travel expense claims based on electronic documents, with checking of supporting documentation performed on a *post factum* or sample basis.

26. B) **The clarification of rules.** For example, the rationalisation of procedures and policies surrounding recruitment and travel expense claims.

27. C) **The delegation of administrative and financial authority.** The Director-General has recently approved 33 delegations to lower levels of administrative authorities previously residing in his office. Delegations to officers located in the decentralized structures are being progressively implemented.

28. D) **Changes to cost allocation rules and internal pricing strategy for staff.** A new internal secondment rate based on replacement cost, being about 35% lower than standard cost, has been established along with simplification of procedures for internal transfers.

#### **Ongoing budget-holder initiatives**

29. The Organization continues to implement less costly ways of working. For example, in the Shipping and Insurance Unit, since 2003 a more competitive and flexible agreement allows FAO to better manage its shipments and renegotiate prices if needed. In the current biennium, the cost per shipment is 52% lower than it was three years ago.

30. Document digitisation in support of the Human Resource Management System (HRMS) and decentralization will allow the Organization to take further advantage of a new registry management model. Savings estimates for the current biennium are now around US\$ 0.75 million. As part of a longer-term perspective, FAO will examine the steps taken by other UN agencies (e.g. IAEA) to reshape their records management function.

31. As well as reducing its own expenditures, the Organization is mindful of the need to recover costs incurred in providing support to extrabudgetary projects. In line with the principle that there should be an alignment of project servicing costs to the actual indirect variable costs of providing administrative and operational support, an area under review is the cost recovery rate for projects in support of Regular Programme normative work from its current level of 6%. Eventual proposals for adjustment would require review by the Finance Committee and the endorsement of the Council.

32. A number of other budget-holder driven efficiency measures will be pursued by the Organization, expected to deliver over US\$ 2 million in savings. The monitoring and measurement of productivity gains will be enhanced through benchmarking and target setting using key performance indicators.

### **Incentive mechanisms**

33. Two types of incentive mechanisms are also being considered for possible implementation in 2007:
- . an “innovation fund” – channelling a small percentage of the budget into a centrally managed fund to permit investments in process changes that improve FAO’s ways of working; and,
  - . an “efficiency savings tax” – withholding a percentage of every department’s budget and allowing departments the opportunity to earn back the funds on the basis of substantiated sustainable efficiencies.

### **Additional measures to reduce costs**

34. Subject to further guidance from the governing bodies, the Organization is contemplating two additional and progressive measures to reduce costs so as to contain the programme of work within the approved budget level.

#### **Shared Services Centre (SSC) and abolition of regional Management Support Units (MSU)**

35. The SSC has already been established at headquarters and consolidates functions previously undertaken in two headquarters units. However, the constraints of a near-ZNG budget will require deeper savings which are contingent upon the completion of other activities. Using a model similar to the one adopted when the departmental MSUs were abolished at headquarters in the 2000-01 budget, the financial functions in the decentralized offices could be delegated to the budget holders themselves.

36. A successful and timely implementation of the Human Resource Management Model (HRMM) and the HRMS by the end of 2006 will provide the pre-requisite systems functionality for the SSC. Cost estimates and resources for completing these systems are included under Chapter 8: *Capital Expenditure*. Consideration could be given to the consolidation of the regional office MSUs into the SSC in 2007, after the implementation of the HRMS. Savings should be realised in future biennia and the staffing implications are not quantified in this document.

#### **Opportunities for further reductions in costs of providing selected administrative services**

37. While a SSC would effectively centralise the HR-related transaction processing work of the Organization and bring about economies of scale, additional changes could realise further savings in operating costs. Complementary actions regarding the processing of procurement and financial transactions will also be considered. These functions could be transferred to less expensive locations, as is currently the case for HRMS systems development work at the FAO Regional Office for Asia and the Pacific in Bangkok. This approach, which could generate additional savings, requires further feasibility study and a full cost-benefit analysis.

38. Such an approach would also allow FAO to review in a comprehensive manner further possibilities for streamlining and modernising the design and flow of various legacy processes. The capital expenditure budget in *Chapter 8* illustrates how the Organization is moving in this direction by investing in document imaging and workflow management systems.

### **Organizational measures approved by the Conference**

39. Following the decisions of the last Conference, organigrammes reflecting the changes in structure in all locations are reproduced in *Annex III* and are described below.

### Summary of changes to the organizational structure at headquarters (effective January 2006)

40. In line with the changes authorised in the Annex to the Resolution on Reforms, various advocacy activities, including TeleFood, Goodwill Ambassadors, and the International Alliance Against Hunger (IAAH) have been regrouped under a single unit, the Office of WFS Follow-up and Alliances (OFA) placed in the Office of the Director-General *lato sensu*.
41. The Nutrition and Consumer Protection Division (previously named Food and Nutrition Division) has been shifted to the Agriculture Department, while the latter is being renamed Agriculture, Biosecurity, Nutrition and Consumer Protection Department.
42. Security functions have been regrouped in a unit placed directly under the authority of the Assistant Director-General of the Administration and Finance Department (AF), as has the main nucleus of the newly established SSC, comprising the Management Support Service (MSS) and the personnel servicing function hitherto carried out in OCD.
43. However, the Director-General did not consider it appropriate to introduce at this stage other changes to the headquarters structure mentioned in the Resolution, specifically the integration of the country policy assistance function in the Economic and Social Department (ES) (tantamount to the transfer of the TCA division to ES) and the transfer of the Investment Centre (TCI) to the same ES Department. Hence, the structure of the TC Department has been left virtually unchanged, with only the removal of the Resources and Strategic Partnership Unit (TCDS) and distribution of its functions to the office of the ADG, TC and OFA.

### Implementation of approved decentralization proposals

44. In view of the need for adequate consultations before transforming the field office network, implementation of the decentralization proposals approved by the Conference (in one region and one additional subregional office) is foreseen to take full effect from January 2007. This will take place in the Africa region, while the additional subregional office would cover Central Asia. However, the Organization will seek to capitalise on opportunities to advance the timing of this implementation to the maximum extent possible.
45. It is recalled that the overhaul of the FAO decentralized structure set forth in the reform proposals submitted to the Conference included three main features:
- . increased focus, with a larger share of resources directed towards Least Developed Countries (LDCs), Low-income, Food-deficit Countries (LIFDCs), Land-locked Developing Countries (LLDCs) and Small Island Developing States (SIDS) through more equitable cost-sharing arrangements with host countries falling in other categories;
  - . subregional offices composed of multidisciplinary teams and taking account as far as possible of the membership of Subregional and Regional Economic Integration Organizations (REIOs); and
  - . regional offices with a different focus, i.e. dealing more with major regional issues and region-wide institutions; contributing substantively to the formulation of regional strategies and policies; taking the lead in the organisation of Regional Conferences; and periodically reporting on FAO performance in the region.
46. The new decentralized offices in Africa and Central Asia can become fully operational according to the new model only after the finalisation of agreements with the concerned governments. A number of elements have been identified to ensure effective functioning of the subregional offices to be established in new locations, including: availability of sufficient logistical facilities, particularly airline connections; efficient communications; proximity to relevant REIOs; and the commitments from interested host countries to provide adequate

facilities and to cover some of the operational costs. These elements are being used for the selection of the best locations, in consultation with all parties involved, based on a draft standard agreement. Furthermore, delegated authorities supported by streamlined procedures and adequate information systems must be in place.

47. Accordingly, the offices in Africa and Central Asia may be expected to become operational from 1 January 2007. The financial data reflect the post numbers and profiles which will guide the eventual redeployment of staff or the filling of new posts, and appropriate non-staff budgetary allocations to the reconfigured offices. The point of departure for the discipline mix of the multidisciplinary teams in the applicable subregional offices was a standard staffing model of seven professional staff, which was subject to location-specific adjustments, where justified. The technical areas covered are: animal health/production; plant production/protection; fisheries; forestry; land and water; policy; and investment.

## **Advance indications of further changes to be proposed by the Director-General**

48. The Director-General is consulting governments on the broad lines of an additional set of proposals (outlined below), taking advantage of the cycle of Regional Conferences in the first half of 2006<sup>3</sup>. The full details and implications of these further reforms will take account of the reactions from Members during the present phase of consultations. These further proposals will be developed for consideration by the Committees and the Council in September and November 2006 for implementation, if approved, in 2007.

### **Headquarters**

49. Further changes at headquarters would seek to achieve the desired major focus on capacity-building and knowledge management, within the mandated ceiling of eight departments. The changes would also aim for an improved balance among departments, in terms of the technical areas to be addressed and the resources to be managed.

50. The main measures contemplated can be described as follows.

51. In the Agriculture, Biosecurity, Nutrition and Consumer Protection Department (AG), the two divisions hitherto dealing with crops and livestock would be more concretely focused on the on-farm aspects of production systems, including aspects of plant nutrition and

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<sup>3</sup> RC/2006/1 paras. 48-71 and Annex 2: Proposed organization chart – FAO headquarters

soil fertility previously housed in the division on land and water. A new division for diseases and pests of plants and animals is to bring together work on plant and animal health issues at national and international levels - policies, standards, prevention measures and transboundary questions - with responsibility for ensuring a coherent response by the Organization to national and international crises. Completing the picture, the AG Department will continue to include: the Nutrition and Consumer Protection Division covering nutrition planning, assessment and evaluation, household food security and nutrition education, the Codex Alimentarius, and food safety assessment and food quality control; and the Joint FAO/IAEA Division in Vienna to foster the application of nuclear techniques in addressing specific food and agricultural development issues.

52. The remainder of the Land and Water Division of AG will be housed in the revamped Natural Resources, Sustainable Development and Technology Department, allowing the latter department to have a comprehensive – and thus more effective – mandate for dealing with the management and conservation of natural resources, on which forestry and fisheries as well as agriculture depend. For the same reason, this department will house three other divisions covering: Sustainable Agriculture, Climate Change and Natural Resources Management; Technology, Research and Extension; and Rural Infrastructure and Agro-Industries (elements of the latter also coming from the AG department). These are areas in which FAO needs to establish or pursue close links with partners in the public and private sectors, with a view to promoting the necessary actions and investments for sustainable development in the agriculture, forestry and fisheries/aquaculture sectors. An important cross-cutting issue to be addressed by this new department will be the economics of natural resources.

53. The new Organization-wide focus on enhancing knowledge exchange and capacity-building can be more effectively realised by bringing together various core functions (heretofore scattered in various departments) into a new Knowledge and Communication Department, replacing the General Affairs and Information Department (GI). This department will include: the IT Systems, Concept, Development, Management and Maintenance Division (drawing on the Information Systems and Technology Division in AF); and, the Knowledge Exchange and Capacity-Building Division (capitalizing on the WAICENT framework and other tools promoted by the previous GIL division). Two other divisions, dealing respectively with Communication and Conference and Council Affairs, coupled with a Library and Documentation Service under the leadership of the ADG of the department, will largely continue the work of two corresponding divisions in the present GI Department.

54. Beyond divisions dealing with Trade and Marketing (evolved from the Commodities and Trade Division), Agricultural Development Economics, and Statistics, the Economic and Social Department will be bolstered by the incorporation of two additional divisions addressing: 1) Gender and Equity in Rural Societies, and 2) People's Participation and Rural Employment. Both will take up work heretofore carried out elsewhere in the Organization, especially in the former Sustainable Development Department. This strengthened ES Department will be responsible for implementation of important complementary programmes under the new *Chapter 3*, and it will have the capacity to deal in a more integrated fashion with the social and economic aspects of development.

55. While generally keeping to their present mandates, the structures of the Fisheries and Forestry Departments will undergo some intradepartmental changes. The addition of Aquaculture to the title of the former will ensure due visibility and priority to an area of growing importance for food security and rural livelihoods.

### Decentralized offices

56. As regards decentralized offices, the Director-General intends to propose the extension to other geographical areas of the new operating model, as presently restricted to Africa and Central Asia.

57. It would be a valid expectation for the requirements in all regions to be addressed more equitably. In particular, the proposed extension would enable FAO to draw on a network of subregional offices and attendant multidisciplinary teams, as contemplated in the original reform proposals submitted to the Conference, to serve the needs of Members more effectively and in better cohesion with the work of the FAORs.

58. The locations of the present Subregional Offices for Pacific Islands, Caribbean, North Africa and Central and Eastern Europe would remain unaffected. The proposals would seek to establish seven new subregional offices co-located with regional offices or in new locations, and covering East Asia, Southern Asia, Western Asia, Gulf Cooperation Council, Central America, Andean Countries and Mercosur. Similar to what is to be done in Africa in order to minimise disruption and to take advantage of the infrastructure already in place, the existing regional offices would co-locate one of the subregional offices in each of the applicable regions, i.e. in Bangkok, Santiago and Cairo. Hence, in addition to the three new subregional offices to be established in response to the Conference decision on reforms, four offices would be created in new locations. The following table summarises the intended subregional structure, subject to the endorsement of the Council.

**Table 3: Establishment of subregional offices**

Subregional offices	Number
Co-located with existing regional office	4
Stemming from existing and reconfigured subregional office	5
Offices being established in new locations following Conference Resolution on Reform	3
New subregional offices to be established subject to concurrence of the Council	4
<b>Total</b>	<b>16</b>

59. Beyond subregional offices, as recalled above, the new operating model has implications for the regional offices and country offices. Hence, further proposals to be submitted by the Director-General will seek to put arrangements in other regions on a par with Africa and Central Asia, as regards all offices.



## Section III. Key Budgetary Dimensions

### Need for prudent management of resources

60. As it was imperative to ensure that the eventually approved revised programme of work for the 2006-07 biennium be put on a firm financial basis as early as possible, provisional allotments for 2006 were issued in late 2005. These will be converted into more definitive allotments after consideration by the Committees of this revised PWB. The allotments for 2007 will depend in part on the decisions of the Council on further restructuring.

61. Precautionary measures were instituted regarding the filling of posts and recruitment, so as not to preclude consideration of various options. Careful management of vacancies will need to continue well into 2006 and beyond. Furthermore, budgetary performance could be negatively affected by an unbudgeted increase in general service salaries once the ICSC takes a decision on the outcome of the recently completed place-to-place salary survey in Rome.

#### Flexibility in means of action

62. In reviewing their budgetary proposals, all FAO units contributed in a tangible manner to progress in achieving the quantitative targets which had been emphasised in the reform proposals submitted by the Director-General and generally endorsed by the membership in terms of reductions in director level posts, an increase in the percentage of professional staff in decentralized locations and a better mix of staff and non-staff resources. The Director-General wishes to progress in the direction of the quantitative targets in a managed fashion. Clearly, the rate of progress is hampered by the approval of the 2006-07 budget at a level that is 9% below the Director-General's proposals to the Conference. A managed progression also needs to be handled with sensitivity to the human implications and the social consequences of budget reductions and change.

#### Change management process

63. In anticipation of the impact of reductions or reallocations of resources, a change management and communication process was put in place within the Secretariat, including an *ad hoc* Joint Advisory Committee on FAO Reform (JAC/FAR) and redeployment task forces established to deal with specific cases.

### Resources and posts

#### Resource availability and integrated budget

64. The following table provides an overview of the total resource availability, consisting of the net appropriations voted by Conference, other income, and voluntary contributions. It compares the 2004-05 PWB to the approved budget level for 2006-07.

**Table 4: Overview of total resource availability**

	2004-05	2006-07 Revised
<b>Member Nations Net Assessed Contributions</b>	<b>739,905</b>	<b>759,700</b>
<b>Total Miscellaneous Income</b>	9,195	6,000
<b>Net Appropriations voted by Conference</b>	<b>749,100</b>	<b>765,700</b>
<b>Voluntary Contributions under Financial Regulation 6.7: To Other Income</b>		
<b>Other Income credited to the General Fund in the Financial Accounts</b>		
World Bank	22,264	21,400
Other Financial Institutions	7,492	4,285
Technical Support Services	5,542	6,119
Project Servicing Costs and Administrative and Operational Support Services	31,897	37,945
Government Counterpart Cash Contributions	1,820	2,399
Terminal Reports	1,244	1,331
Other Items (e.g. Reimbursements for Administrative Services to WFP, CODEX, and transfers from the Capital Expenditure Account)	3,976	12,519
<b>Total Other Income credited to the General Fund in the Financial Accounts</b>	<b>74,235</b>	<b>85,998</b>
<b>Other Income not credited to the General Fund in the Financial Accounts</b>		
Co-sponsors to Science Council	3,735	4,040
Direct Operating Costs charged to Emergency Projects	12,834	19,756
Other Items (e.g. Miscellaneous Secondments)	1,107	1,379
<b>Total Other Income not credited to the General Fund in the Financial Accounts</b>	<b>17,676</b>	<b>25,175</b>
<b>Total Other Income</b>	<b>91,911</b>	<b>111,173</b>
<b>Resources Available for the Programme of Work</b>	<b>841,011</b>	<b>876,873</b>
<b>Voluntary Contributions under Financial Regulation 6.7: Trust Funds net of PSC Income</b>		
Other Trust Fund Projects	298,919	473,241
Emergency Projects	201,179	305,933
<b>Total Estimated Trust Fund Income</b>	<b>500,098</b>	<b>779,174</b>
<b>TOTAL ESTIMATED RESOURCES AVAILABLE</b>	<b>1,341,109</b>	<b>1,656,047</b>

65. For 2006-07, the Conference voted a net appropriation of US\$ 765.7 million; assessments amounted to US\$ 759.7 million after deduction of Miscellaneous Income of US\$ 6 million.

66. Under the category *Other Income credited to the General Fund*, the main change is the increase under "Other Items" as a result of the increased transfer from the Capital Expenditure Account related to carry-forward from arrears.

67. Under the category *Other Income not credited to the General Fund*, the main change is an increase under project servicing costs charged to emergency projects due to updated estimates based on recent trends and forecasts.

68. Total estimated resources available for the biennium of US\$ 1.7 billion are shown across the new chapter structure in the following table.

**Table 5: Estimate of 2006-07 programme of work and trust fund activities by chapter**

(All amounts in US\$ 000)				
Chapter	Regular Budget	Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions	
1 Corporate Governance	18,323	0	0	18,323
2 Sustainable Food and Agricultural Systems	220,196	122,245	459,360	801,801
3 Knowledge Exchange, Policy and Advocacy	219,433	35,611	105,216	360,260
4 Decentralization, UN Cooperation and Programme Delivery	253,596	2,630	50,234	306,460
5 Management and Supervision Services	130,708	1,159	2,719	134,586
6 Contingencies	600	0	0	600
8 Capital Expenditure	13,575	0	0	13,575
9 Security Expenditure	20,444	0	0	20,444
<b>TOTAL</b>	<b>876,873</b>	<b>161,645</b>	<b>617,529</b>	<b>1,656,047</b>
<b>Percentage by Source of Financing</b>	<b>53%</b>	<b>10%</b>	<b>37%</b>	<b>100%</b>

69. The programme of work comprises those activities to be funded from assessed contributions from Member Nations and from other income at the disposal of the Organization and/or managed closely with the Regular Budget Appropriation. Trust funds are voluntary contributions other than those included in the programme of work that provide direct support to implementation of activities planned under the programme of work, and other voluntary contributions that support technical and emergency assistance to governments.

70. The following summary table provides a view of the programme of work, income, and the net appropriation at programme level.

**Table 6: Regular Programme resource allocations by chapter and programme**

	Chapter / Programme	Programme of Work	Less: Income	Appropriation
1A	Governing bodies	7,794	0	7,794
1B	General direction	9,814	214	9,600
1X	Programme Management	714	0	714
<b>1</b>	<b>Corporate Governance</b>	<b>18,323</b>	<b>214</b>	<b>18,109</b>
2A	Crop production systems management	20,164	323	19,841
2B	Livestock production systems management	8,498	433	8,065
2C	Diseases and pests of animals and plants	23,870	423	23,447
2D	Nutrition and consumer protection	23,695	1,428	22,267
2E	Forestry information, statistics, economics, and policy	11,277	253	11,024
2F	Forest management, conservation and rehabilitation	8,233	82	8,151
2G	Forest products and industry	8,899	176	8,723
2H	Fisheries and aquaculture information, statistics, economics, and policy	17,857	623	17,234
2I	Fisheries and aquaculture management and conservation	12,912	482	12,430
2J	Fisheries and aquaculture products and industry	9,248	880	8,368
2K	Sustainable natural resources management	28,808	989	27,819
2L	Technology, research and extension	10,012	4,044	5,968
2M	Rural infrastructure and agro-industries	15,721	317	15,404
2X	Programme Management	21,003	160	20,843
<b>2</b>	<b>Sustainable Food and Agricultural Systems</b>	<b>220,196</b>	<b>10,613</b>	<b>209,583</b>
3A	Leveraging resources and investment	50,829	26,553	24,276
3B	Food and agriculture policy	30,295	1,416	28,879
3C	Trade and marketing	11,899	322	11,577
3D	Agriculture information and statistics	10,719	136	10,583
3E	Alliances and advocacy initiatives against hunger and poverty	12,588	941	11,647
3F	Gender and equity in rural societies	9,400	528	8,872
3G	Rural livelihoods	4,119	137	3,982
3H	Knowledge exchange and capacity building	22,251	58	22,193
3I	Information technology systems	28,952	0	28,952
3J	Communication and public information	18,069	0	18,069
3X	Programme Management	20,312	204	20,108
<b>3</b>	<b>Knowledge Exchange, Policy and Advocacy</b>	<b>219,433</b>	<b>30,296</b>	<b>189,137</b>
4A	UN cooperation, integration and monitoring	13,912	1,048	12,864
4B	Coordination of decentralized services	20,306	0	20,306
4C	Food security, poverty reduction and other development cooperation programmes	86,092	22,933	63,159
4D	Emergency and post crisis management	15,838	14,875	963
4E	Technical Cooperation Programme	103,550	0	103,550
4X	Programme Management	13,898	2,061	11,837
<b>4</b>	<b>Decentralization, UN Cooperation and Programme Delivery</b>	<b>253,596</b>	<b>40,917</b>	<b>212,679</b>
5A	Oversight	11,260	454	10,806
5B	Programme and budget services	7,013	822	6,191
5C	Financial services	17,880	6,896	10,984
5D	Human resources management and staff welfare	16,812	2,426	14,386
5E	Procurement	8,901	3,240	5,660
5F	Management of premises	33,454	1,159	32,296
5G	Meetings and language services and protocol	7,882	126	7,756
5H	Shared services	19,641	5,119	14,522
5X	Programme Management	7,865	40	7,825
<b>5</b>	<b>Management and Supervision Services</b>	<b>130,708</b>	<b>20,282</b>	<b>110,425</b>
6A	Contingencies	600	0	600
<b>6</b>	<b>Contingencies</b>	<b>600</b>	<b>0</b>	<b>600</b>
8A	Capital Expenditure	13,575	8,851	4,724
<b>8</b>	<b>Capital Expenditure</b>	<b>13,575</b>	<b>8,851</b>	<b>4,724</b>

Chapter / Programme		Programme of Work	Less: Income	Appropriation
9A	Headquarters security	7,989	0	7,989
9B	Field security	12,455	0	12,455
<b>9</b>	<b>Security Expenditure</b>	<b>20,444</b>	<b>0</b>	<b>20,444</b>
<b>TOTAL</b>		<b>876,873</b>	<b>111,173</b>	<b>765,700</b>

### Budgetary implications across the organizational structure

71. Results-based programme budgeting principles as applied by FAO focus on relating resources to programme entities and defining expected achievements. However, at a time when modified programme entities are presented under a new chapter structure, the organizational unit budgets can assist in understanding the composition of change. The organizational dimension also allows resource comparisons with the previous biennium, a comparison that is not possible with the new programme structure.

72. Departments and independent offices are provided with an overall resource planning target. This is a basis of their detailed preparation of the revised programme of work, with budgets being assigned to programme entities and executing units. The resulting Regular Programme resources available to each organizational unit for execution of the revised programme of work in 2006-07 are presented in *Annex V*; a comparison with 2004-05 is also provided. The main shifts in resources are explained below.

73. The multidisciplinary teams in the new subregional offices (which are costed for the full biennium to facilitate comparison) and the preservation of purchasing power in the network of country offices accounts for an overall shift in resources from headquarters to the decentralized structures. The decrease in executing resources of several headquarters divisions (for example, AGA, AGL, and TCI) coincides with the creation of posts in similar disciplines in the new decentralized locations. The reverse movement is also apparent, for example the growth in SDA, and the minimal decreases in AGS, ESA and TCA are counterbalanced by proportionately larger reductions in these disciplines in the regional or subregional offices.

74. The Forestry and Fisheries Departments have each had minimal reductions applied to the resources they plan (US\$ 0.3 million and US\$ 0.5 million respectively). In the case of Forestry, a further shift of US\$ 1.2 million executed by the department is due to the outposting of officers from headquarters to regional and subregional offices. However, as can be seen in *Table 11* in the next section, the overall resources applied to work on forestry and fisheries (defined as the FO and FI department planning resources under all programmes and contributions from other executing units to the forestry and fisheries programmes) has actually gone up by 5% and 4% respectively.

75. The variance in some units is due to the shift of organizational units or functional responsibility among departments, as described earlier. These include the move of the Food and Nutrition Division (ESN) to the Nutrition and Consumer Protection Division (AGN), the abolition of OCDS and allocation of some of its functions to AFDS, and the regrouping of advocacy and partnership functions from GID, SAD and TCDS to OFA.

76. The significant reductions in AFS and PBE are due to the reallocation of security-related expenditure to the newly-created Security Expenditure Facility in *Chapter 9*. The large apparent increase in the FAOR budget is due to cost increases on posts in the country offices, mainly as a result of weakening of the US dollar.

### Post summary

77. The table below provides an overview of the evolution of budgeted posts by location and categories from the PWB 2004-05 to the Revised PWB 2006-07.

**Table 7: Evolution of posts - post counts by grade category and location**

Grade Category	2004-05 PWB	Revised PWB 2006-07	Change	% change
<b>Headquarters</b>				
Director-level and above	143	122	(21)	(15%)
Professional	850	797	(53)	(6%)
<b>Total Professional and above</b>	<b>993</b>	<b>919</b>	<b>(74)</b>	<b>(7%)</b>
General Service	959	872	(87)	(9%)
<b>Total HQ</b>	<b>1,952</b>	<b>1,791</b>	<b>(161)</b>	<b>(8%)</b>
<b>Decentralized</b>				
Director-level and above	54	58	4	7%
International Professional	269	242	(27)	(10%)
National Professional	106	181	75	71%
<b>Total Professional and above</b>	<b>429</b>	<b>481</b>	<b>52</b>	<b>12%</b>
General Service	813	800	(13)	(2%)
<b>Total Decentralized</b>	<b>1,242</b>	<b>1,281</b>	<b>39</b>	<b>3%</b>
<b>All Locations</b>				
Director-level and above	197	180	(17)	(9%)
International Professional	1,119	1,039	(80)	(7%)
National Professional	106	181	75	71%
<b>Total Professional and above</b>	<b>1,422</b>	<b>1,400</b>	<b>(22)</b>	<b>(2%)</b>
General Service	1,772	1,672	(100)	(6%)
<b>TOTAL</b>	<b>3,194</b>	<b>3,072</b>	<b>(122)</b>	<b>(4%)</b>
<b>% Professional posts decentralized</b>	<b>30%</b>	<b>34%</b>		

78. The table shows an overall net reduction of 122 posts, entailing 161 net reductions at headquarters (comprising 74 professional/director and 87 general service posts) and a net increase of 39 posts in decentralized locations (comprising an increase of 52 professional/director and a decrease of 13 general service posts).

79. Director-level and above positions have decreased by 17 positions overall, 21 at headquarters, a 9% reduction to this category of posts, while the number of national professional officer posts has increased by 71% since 2004-05.

80. The percentage of professional staff in decentralized locations has increased from 30% to 34% with the implementation of the complete reform structure in Africa and Central Asia. There has also been a shift in the functional profile of decentralized professional posts, with more posts for agriculture, fisheries, forestry and investment and less for policy advice and sustainable development. The significant increase in national professional officers is due to replacement of some non-technical international posts in the regional and subregional offices and to substitute general service positions with NPOs in country offices.

### Evolution of non-staff resources

81. The evolution of non-staff resources is shown in the following table. The real reduction compared to the 2006-07 ZRG programme of work was more than fully met under staff resources, with the result that non-staff resources as a percentage of the programme of work increase from 33% to 35%. This is in line with the aim of the reforms to provide more flexibility in the means of action for delivering services to Members.

**Table 8: Evolution of non-staff resources**

Category	2004-05 PWB	2006-07 PWB ZRG (with cost increases)	Change	Revised PWB 2006-07
Staff Resources	553,880	606,890	(40,156)	566,734
Non-Staff resources	287,131	305,384	4,756	310,140
<b>Total Programme of Work</b>	<b>841,011</b>	<b>912,274</b>	<b>(35,401)</b>	<b>876,873</b>
Percentage non-staff	34%	33%		35%

## Estimate of one-time and transition costs

82. The estimate of transition costs provided in document *C 2005/3 Sup.1 Add. 1* has been updated to take account of the actions approved by the Conference at the budget level for 2006-07. One-time and transition costs are defined as the unfunded non-recurring costs to arrive at the required staffing and infrastructure to implement the revised programme of work.

### Staff related one-time costs (training, relocation and separation costs)

83. Training is an essential tool for successful implementation of reforms. Several different categories of staff – particularly FAO Representatives and staff to be deployed in subregional multidisciplinary teams – require retraining beyond regular and ongoing staff development. The training programme has been developed around three main modules: i) Investment Officer Training; ii) Policies and Strategies for Agricultural and Rural Development; and iii) FAO Representative Competency Development. Also foreseen is training for all new national professional officers and administrative officers. The total one time costs for training are estimated at US\$ 1.8 million.

84. When formulating their revised PWB proposals, FAO units took advantage to the extent possible of vacant posts, planned retirements of incumbents and redeployment opportunities, while taking due account of Members' expressed priorities. However, the abolition of a number of encumbered posts will also be necessary.

85. It is anticipated that many of the technical specialists affected by the reduction in posts and redistribution of tasks across the organizational structure will have skills that are suitable for assignment in the subregional multidisciplinary teams. The costs relating to the relocation of staff between headquarters and decentralized locations and within the regions are estimated at US\$ 1.7 million. General service staff are almost exclusively locally-recruited and would only very exceptionally relocate between duty stations.

86. While every effort will be made to redeploy most professional and general service staff to appropriate positions, there will be situations where severance of employment may be required. The Director-General will seek to reduce these costs by availing of the openings offered by current vacancies and retirements. In cases where no positions match the specific profile of staff members requiring placement, equitable terms and conditions for separation, based on the provisions of the Staff Regulations, would need to be offered to staff. Simultaneously, the Organization would actively assist affected local staff in finding suitable employment opportunities in other UN organizations.

87. Total costs relating to relocation or separation of staff in decentralized offices including country offices are estimated at US\$ 4.0 million, while for staff at headquarters it is estimated at US\$ 3.3 million, for a total of US\$ 7.3 million.

### Other non-recurring costs for security, infrastructure and new processes

88. As part of the requirements for the first step of the reform, in particular the streamlining of administrative procedures and the improvement of management processes,

investments are required to improve management and communications-related software and set-up new offices.

89. The Organization will negotiate arrangements with governments for security at new decentralized offices. Apart from the provision of suitable office space, the Organization will, in the first instance, appeal to the respective host governments to provide buildings and equipment that are compliant with Minimum Operational Security Standards (MOSS). The one-time security costs for fitting out MOSS-compliant premises for the implementation of reforms under way are estimated at US\$ 1.0 million.

90. It is estimated that US\$ 1.4 million could be needed to supply the required physical infrastructure in the decentralized network, specifically to equip the new offices with vehicles, office equipment, furniture, and information technology-related systems, if they are not provided by the host governments concerned.

91. There would be US\$ 1.3 million of other costs needed to adjust management processes with the introduction of new tasks and structures. This includes updated versions of the Organization's manuals and improved management and communications related software. Costs related to the HRMS project and support to the rollout of Oracle Financials to the regions, are included in the Capital Expenditure Budget proposals (*Chapter 8*).

#### **Financing of one-time transition costs**

92. The above estimated one-time transition costs would be subject to revision and refinement during implementation. Beyond the precautionary measures already enacted, the Director-General is seeking US\$ 15 million from Members wishing to support the process of change.



## Section IV: Programme of Work for 2006-07

### Context of reformulation

#### Process

93. As was done in similar circumstances in the past, general guidance was given to all FAO units to prepare revised proposals for 2006-07 taking into account a number of policy considerations. These included: priority-based resource targets at department/office level, desirable changes in substance, a call to shift the proportion of resources from staff to non-staff allocations and strengthening decentralized professional capacity.

94. Extensive use was made of FAO's computerised planning and budgeting system, PIREs with related training. Internal consultations were carried out as necessary, particularly as regards the formulation of multidisciplinary entities and activities between headquarters and decentralized locations.

#### New chapter and programme structures

95. The reforms submitted to the Conference included a completely revamped chapter (and underlying programme) structure for use in future planning documents. The Conference approved the new chapters, while the numbers, titles and contents of the constituent programme entities are summarised in this section and in *Annex IV* and are subject to review. No change is considered necessary to the 42 programmes, as shown originally in a text box after paragraph 44 of document *C 2005/3 Sup. 1*.

96. The new chapter and programme structures prevent direct comparison with the contents of the MTP 2006-11 and the main PWB 2006-07 documents due to the reformulation and renumbering of the "pre-existing" entities. This reformulation effort was aimed at ensuring that the new programmes contained coherent sets of activities with increased attention to multidisciplinary action, and also at reducing fragmentation. A mapping table of the previous entities to the new programmes and entities is provided in *Annex IV*, and in *Annex IX* placed on the Organization's Web site, which indicates how the former entities have been transformed. A direct comparison of the resource allocations between "pre-existing" entities and the new entities cannot be derived from the budgetary system.

#### Main parameters

97. Changes to the substance were guided by several key parameters, as follows.
- . In the first instance, the priority-setting criteria established by the Council were adhered to with particular attention to the first three criteria: i) relevance to the Strategic Framework (and MDGs), ii) clear focus on Members' expressed priorities and iii) embodiment of FAO's comparative advantage, particularly to determine the relative priority of a given entity or activity in relation to others.
  - . Accordingly, a number of expressed priorities of Members (as exemplified in the general chapter narratives below and in *Annex IV*) were afforded a maximum degree of protection in the calculation of the resource targets communicated to FAO units. It is recalled that the level of the TCP (Programme 4E) was set by the Conference itself at US\$ 103.5 million.
  - . Changes to the programme entity structure (i.e. that used in the MTP 2006-11 endorsed by the Council in November 2004 and the main PWB 2006-07 document

submitted to the Conference) were invited in order: firstly to respond to the call and expectations from governing bodies to reduce fragmentation; and secondly to better reflect the areas of programmatic emphasis authorised by the Conference, especially knowledge management and capacity-building aspects of the Organization's technical and country assistance activities.

- . Reformulation took account of the recommendations of a number of internal working groups established by the Director-General to address selected clusters of entities (with a view to their consolidation and/or refinement of their scope) and important cross-sectoral dimensions in the work of the Organization, e.g. the use of thematic knowledge networks, the dissemination of best practices, and support to capacity-building in countries.
- . The concerned FAO units were also asked to respond to the invitation of the Programme Committee for more selectivity as regards Priority Areas for Interdisciplinary Action (PAIAs), for instance by incorporating PAIAs within defined entities wherever possible. More generally as regards interdisciplinary actions, units were asked to ensure *ex-ante* rather than *ex-post* cooperation in planning, programming, resource mobilisation, monitoring and evaluation.

### Quantitative overview of programme entities

98. The major effort of reformulation of "pre-existing" entities has led to a much tighter set, reducing by 29% the number of substantive entities, from 261 to 186. The updated quantitative picture is presented in the following table.

**Table 9: Evolution of entities**

	MTP 2006-11 and PWB 2006-07 at ZRG	Revised PWB 2006-07	Percentage Change
<b>Number of substantive entities in "technical areas", of which:</b>	<b>166</b>	<b>119</b>	<b>(28%)</b>
- CP (continuing activities)	66	61	(8%)
- TP (technical projects)	69	33	(52%)
- TS (service agreements)	31	25	(19%)
<b>Number of substantive entities in "non-technical areas"</b>	<b>95</b>	<b>67</b>	<b>(29%)</b>
<b>TOTAL</b>	<b>261</b>	<b>186</b>	<b>(29%)</b>

99. The same effort of concentration has taken place at the level of major outputs (as planned over the longer term in the MTP 2006-11) with a reduction from 829 to 636 (minus 23%).

### Provisions for Programme Management

100. The above picture does not include provisions for Programme Management which, as per established practice, are separately identified. While they were recognisable by the last figure "9" in former PWBs, provisions for Programme Management are henceforth grouped under one programme per chapter identified by the letter X (i.e. 1X, 2X, etc.). Programme management includes the general direction of the programmes (ADGs, Directors, Programme Coordination Units, Registries) and resources for the development of staff related to the chapters. This does not apply to *Chapters 6, 8 and 9* in view of their special nature.

## Increased attention to multidisciplinary action

### New areas of focus

101. The revised programme of work takes due account of newly-recognised multidisciplinary areas of focus such as: the dissemination of knowledge including the use of networks and the sharing of best practices; and support to capacity-building.

102. This was greatly facilitated, not only by specific encouragement from senior management during discussions with the concerned units, but also by action-oriented recommendations from the working groups established by the Director-General. Greater attention to knowledge management and capacity-building, with multidisciplinary approaches as required, was translated in particular into modifications to titles of entities and/or the establishment of specific new entities, with joint efforts to design concrete outputs, and the provision of adequate resources.

103. Programme 3H: *Knowledge Exchange and Capacity Building* will spearhead the implementation of these multidisciplinary priorities throughout the Organization. Beyond bringing together existing work on WAICENT and early warning systems, it will facilitate the establishment of knowledge networks, the synthesis and dissemination of best practices and the coordination and monitoring of capacity-building activities across all programmes. It will pilot the progressive implementation of *Ask FAO* services, providing more direct and timely access by all potentially interested persons (individuals or institutions) to the information accumulated by the Organization and in Member Nations, as well as disseminating best practices.

104. FAO units will promote networks at two levels: 1) to enhance knowledge sharing and exchange among staff in different locations, and 2) to do the same between FAO and experts in centres of excellence in countries. Through these theme-based networks, FAO will strengthen links with the global knowledge community, and will be able to have greater leverage in discussions of global issues. As regards dissemination of best practices, this will build on the Organization's experience acquired in programmes and projects, and that of partners and member countries. Best practices will be continuously synthesised and made widely available in various forms tailored to effective needs of users, including policy-makers and practitioners in member countries.

105. Capacity-building activities will address a broad range of disciplines, in line with evolving demands, within the following overall framework, i.e.:

- . being proactive in identifying and filling fellowship opportunities for postgraduate and work-related training in both the North and South;
- . launching learning programmes on policy, also using distance-learning systems, targeted at senior policy-makers and analysts;
- . promoting adult education opportunities for rural people, including through farmers' field school programmes and other extension methods;
- . institution-building for cooperatives, farmers' organizations, chambers of agriculture, etc.;
- . including theoretical and practical courses on production, conservation, storage and processing of agricultural products for extension staff, ensuring a multiplier effect through training-of-trainers.

### Use of “ex-ante” joint planning

106. Besides the above multidisciplinary areas of clear added focus, there has been more generally a drive to join forces across departmental and divisional lines to address common issues and reduce potential duplication. This should in particular take the form of planned application of resources to provide multidisciplinary solutions to well identified problems, rather than reliance on “unbudgeted” cooperation which has often been the case hitherto.

107. While FAO’s corporate planning and budgeting process and system allow for entities to be of a genuine multidisciplinary nature, thus factoring at the planning stage resource inputs (including staff time) from as many different units as needed, in the past this has been more the exception than the rule. Multidisciplinary programme entities require joint planning across organizational boundaries so as to assemble complementary skills with each unit contributing resources to achieve predefined common objectives. As a major departure from the past, this revised PWB includes a larger number of such entities, which will be closely monitored during implementation.

### Priority Areas for Interdisciplinary Action (PAIAs)

108. This approach is well exemplified by the tangible efforts made during the reformulation exercise to rationalise the handling of those areas so far referred to as “PAIAs”. At its last session, the Programme Committee stressed the need for greater selectivity in themes to be addressed as PAIAs. Therefore, “mainstreaming” of the implementation of current ones was considered highly desirable, whenever possible.

109. PAIAs, as conceived and operated hitherto, were used when units had to face new issues or respond to new areas of demands by Members cutting across disciplinary lines, particularly when these areas were not well recognised in the organizational and programme structures. While good work has been achieved under the aegis of the corresponding IDWGs, as reported to the Programme Committee, there have been constraints to both effective planning and the delivery of outputs and outcomes under the PAIAs. There might have been a tendency to apply the PAIA “label” to new themes in order to seek greater visibility, leading to an unwarranted increase in the number of recognised PAIAs (19 at present).

110. Many PAIA groups have, therefore, sought to switch to the more effective operating mode of creating a multidisciplinary entity to host joint work under the theme, anchored more firmly to the most relevant programme, as reflected in the following table:

**Table 10: Disposition of PAIAs**

Acronym	Title	Host programme or entity
AWTO	WTO Multilateral Trade Negotiations on Agriculture, Fisheries and Forestry	3CA02, in fact centered on support for these Negotiations and implementation of agreements
CLIM	Climate Change	2KP07, entirely devoted to Climate Change Adaptation and Mitigation
DSRT	Combating Desertification	2KP08 (Fragile eco-systems)
GLOP	Global Perspective Studies	3BA04 (Socio-economic analysis of global perspective issues in food and agriculture)
LHOO	Local Institution Building to Improve Capacity for Achieving Sustainable Rural Livelihoods	3GA02 (Participatory processes for sustainable rural livelihoods)
MTNS	Sustainable Management of Mountains	2KP08 (Fragile eco-systems)
PROD	Integrated Production Systems	Programmes 2A, 2B and 2D
QINF	Definition, Norms, Methodologies and Quality of Information	Programme 3H
REHA	Disaster Prevention, Mitigation and Preparedness and Post Emergency Relief and Rehabilitation	4DS02, with virtually the same name: Disaster preparedness, mitigation and support to emergency and rehabilitation programmes
SPAT	Spatial Information Management and Decision Support Tools	Programmes 2K and 3H

111. The *Gender and Development Plan of Action* sanctioned by the Conference has effectively mainstreamed the related PAIA in the work of all units, with the SDW Division guiding its implementation and progress periodically reported to the Conference. Work on Ethics (ETHI) would continue, but at a reduced scale. Two other themes formally highlighted as PAIAs, i.e. Food for the Cities (FCIT) and Organic Agriculture (ORGA), will continue to be addressed in a multidisciplinary manner, but under the broader frameworks of identification of best practices, knowledge dissemination and meeting specific demands from Members for operational projects at national or subnational level.

112. For the remaining five PAIAs, the extent of interdisciplinary cooperation was not deemed mature enough (e.g. bio-energy and HIV/AIDS, which in fact were to start during this biennium) or it was not feasible to locate or establish a potential “host” entity. Hence, the following five PAIAs will continue to operate as envisaged hitherto, at least in the present biennium 2006-07, and will pursue needed coordination within the Organization and, where relevant, a concerted interface with external instruments (conventions) or events:

- . AIDS (Implications of HIV/AIDS on Food and Agriculture);
- . BIOD (Integrated Management of Biodiversity in Food and Agriculture);
- . BIOS (Biosecurity for Agriculture and Food Production);
- . BTEC (Biotechnology Applications in Agriculture, Fisheries and Forestry); and
- . ENGY (Bioenergy).

113. This approach will still ensure that all of these interdisciplinary areas:
- . remain among the stated priorities of the Organization;
  - . are guided by corresponding working groups or mechanisms to allow for regular consultations across departments and divisions;
  - . have access to central catalytic funds. In effect, one entity (previously 210S5, now 5BS02) will continue to support interdisciplinary work, with increased resources over the level in the PWB 2004-05.

## Main substantive priorities

114. While inviting them to adjust their activities to reduced resource targets, the policy guidance given to FAO units stressed the need to “protect” a number of priority areas as expressed by the governing bodies. Preferential treatment for these areas was built into the overall targets, while units could augment the degree of protection afforded to them by more substantially reducing work in other areas. The level of the TCP Appropriation (Programme 4E) was set by the Conference itself at US\$ 103.5 million, US\$ 0.5 million higher than in the approved 2004-05 Appropriation.

115. Besides the impact of vastly different chapter and programme structures, there are other differences in budgetary presentation techniques between the previous PWB document (2004-05) and this revised PWB 2006-07. For instance in previous budgets, consistent with cost accounting principles, the provisions for most Information Technology (IT) services were distributed to all programme entities in the form of an indirect cost of the “user” programmes. For the sake of transparency, they are now shown *in toto* under Programme 3I: *Information Technology Systems*. A similar cost allocation across all programme entities was in place for the delivery of management support services (primarily personnel servicing), which now appear exclusively under programme 5H: *Shared Services*. The resource allocations to programme entities of decentralized structures (see more explanatory details below on inputs from these structures) is also subject to variation due to changes in the discipline mix in these offices.

116. It is recalled that the approved budget level provides a nominal increase of only US\$ 6 million over the 2004-05 biennium (excluding earmarked increases for security expenditure). Table 11 below shows that a nominal increase of US\$ 16 million has been applied to the main priority activities emphasised by Members in 2005 before presentation of the reform proposals.

**Table 11: Treatment of priority areas**

Priority Area (CL 128/REP para 74)	New PE or Prog 2006-07	Old PE or Prog 2004-05 or MTP 2006-11	Programme or Programme Entity	2004-05 PoW w/o distributions	2006-07 Revised PoW	Abs Change	% Chg	Comment
<i>(All amounts in US\$ 000)</i>								
Land and water management	2KA01	211A1	Agricultural Water User Efficiency, Quality and Conservation	4,177	4,080	(97)	(2%)	Incorporates work from 211A5, 211S2
Land and water management	2KA06	211A3	Integrated Land, Water and Production Systems Policies, Planning and Management	1,421	1,638	217	15%	
Desertification	2KP08	PAIA						No distinct entity. PAIA with 10 biennial outputs 2006-07 ZRG, housed under PE on Fragile Ecosystems in rev PWB
TCP	4E	4	Technical Cooperation Programme	102,820	103,550	730	1%	
IPPC	2CP01	212P1	Secretariat of the International Plant Protection Convention (IPPC)	4,186	4,656	470	11%	
Food safety	2DP03	221P2	Joint FAO/WHO Food Standards Programme (Codex Alimentarius)	6,661	6,932	271	4%	
Food safety	2DA01	213A6	Animal Product Food Safety	1,431	1,835	404	28%	Was 213A6 in 2004-05, moved to 213B4 in MTP
Food safety	2DP01	215P1	Improving Food and Environmental Safety through Nuclear Techniques	1,773	1,703	(70)	(4%)	
Food safety	2DP04	221P5	Food Quality and Safety throughout the Food Chain for Consumer Protection	2,566	2,641	75	3%	Incorporates work from 221P8
Food safety	2DP05	221P6	Provision of Scientific Advice on Food Safety	2,856	2,779	(77)	(3%)	
Avian influenza	2CP05	213A7	EMPRES - Progressive Control of Transboundary Animal Diseases	2,975	4,553	1,578	53%	Was 213A7 in 2004-05, renumbered 213P2 in MTP
Early warning systems	3HP05	223P6	Global Information and Early Warning System on Food and Agriculture	6,322	6,380	58	1%	
Animal genetic resources	2BA03	213A5	Management of Animal Genetic Resources	1,983	2,307	324	16%	

Priority Area (CL 128/REP para 74)	New PE or Prog 2006-07	Old PE or Prog 2004-05 or MTP 2006-11	Programme or Programme Entity	2004-05 PoW w/o distributions	2006-07 Revised PoW	Abs Change	% Chg	Comment
<i>(All amounts in US\$ 000)</i>								
Plant and Animal Genetic Resources	2KP01	210P1	Secretariat of the Commission on Genetic Resources for Food and Agriculture (CGRFA)	2,051	2,077	26	1%	
Plant genetic resources	2AA04	212A9	Conservation and Sustainable Use of Plant Genetic Resources	2,346	2,621	275	12%	
Plant genetic resources	2AP01	212P4	Technical Support to the International Treaty on Plant Genetic Resources for Food and Agriculture	2,793	2,875	82	3%	
Plant genetic resources	2AP03	212P7	Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture	0	1,124	1,124		New in MTP 2006-07
Biotechnology	2AA05	215A1	Sustainable Intensification of Crop Production Systems through Nuclear Techniques and Biotechnology	2,112	2,089	(23)	(1%)	
Biotechnology	2CA02	215A2	Sustainable Intensification of Livestock Production Systems through Nuclear Techniques and Biotechnology	1,722	1,726	4	0%	
Biosecurity	2CP02	212P2	Pesticide Risk Reduction through Pesticide Management, IPM and the use of Biopesticides	3,174	3,936	762	24%	Incorporates work from 212A5
Right to food	3EA01	220A8	Implementing Guidelines on the Right to Food in the context of National Food Security	0	391	391		New in MTP 2006-07
FIVIMS	3BA01	220A1	Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS)	4,190	4,295	105	3%	
Fisheries	2H, 2I, 2J	23	Fisheries programmes	43,844	45,645	1,801	4%	Resources = FI planning unit and any others under FI programmes



Priority Area (CL 128/REP para 74)	New PE or Prog 2006-07	Old PE or Prog 2004-05 or MTP 2006-11	Programme or Programme Entity	2004-05 PoW w/o distributions	2006-07 Revised PoW	Abs Change	% Chg	Comment
<i>(All amounts in US\$ 000)</i>								
Forestry	2E, 2F, 2G	24	Forestry programmes	32,640	34,209	1,569	5%	Resources = FO planning unit and any others under FO programmes
Organic farming		PAIA						No distinct entity. PAIA with 6 biennial outputs 2006-07 ZRG.
Combating desert locusts	2CP04	212A4	EMPRES - Migratory and Transboundary Invasive Plant Pests	1,884	5,226	3,342	177%	Was 212A4 in 2004-05, revised to 212P6 in MTP and incorporates work from 212A5, 212P3
Gender mainstreaming	3FP01	252P1	Promoting Gender Equality, Social Equity, Education and Communication in Rural Development	2,256	5,244	2,988	132%	Incorporates work of 252A3, 252A5, 252P2
Participation in trade negotiations	3CA02	224A2	Support to the Multilateral Trade Negotiations and support for Implementation of Multi-Lateral Trade Negotiations	1,598	1,642	44	3%	Was 224A2 in 2004-05, revised to 224A4 in MTP 2006-07
<b>Total Absolute Change</b>						<b>16,373</b>		

### Enhanced synergies

117. While changes in the resource allocations between 2004-05 and this revised 2006-07 programme of work provide useful indications, they do not permit a proper appreciation of the substantive thrusts in the revised PWB. FAO units were also able to build on the benefits stemming from the new chapter and programme structures themselves, in terms of opportunities for enhanced synergies. At an aggregate level of formulation and presentation, the work of the Organization is now more clearly focused on three major thrusts, as represented by the new *Chapters 2, 3 and 4*. *Chapter 2* brings together all those areas of FAO's work which lay the foundation for sustainable food and agricultural systems. *Chapter 3* regroups a range of economic and social programmes which underpin FAO's basic functions of knowledge exchange, policy and advocacy, thus facilitating outreach of the work under *Chapter 2*. *Chapter 4* puts for the first time a major accent on ensuring closer cooperation with the wider UN system, not only at global level, but also through the decentralized structure, coupled with the delivery of FAO's own programmes of development cooperation and emergency assistance to reduce food insecurity.

118. Within these chapters, the constituent programmes generally embody a more articulated presentation of priorities and consequent resource allocations. Some programmes,

while including activities of long standing, constitute in their conception a new area of emphasis for the Organization. Other programmes include shifts in focus and attendant resource requirements towards the highest priority aspects. Yet other programmes include activities which are appreciated by the membership and thus expected to continue, albeit with adjustments to enhance efficiency and effectiveness, grouping these activities to foster greater interaction. For instance, in the latter group: diseases and pests of both animals and plants; the clustering of land, including land tenure, and water management and conservation with related activities for sustainable natural resources management; planted forests and trees outside forests, incorporated with sustainable forest management; policy analysis across a range of subjects; and technical services to the membership, also reflecting inputs from the multidisciplinary teams at subregional level in those geographical areas where these are being established. The main purpose of the general chapter narratives below is to convey these substantive thrusts.

#### **Inputs from decentralized offices**

119. As the Organization is introducing a new operating model in one region and in an additional subregion, it is useful to recall how the contributions from decentralized offices are factored in the programme of work, in both substantive and budgetary terms.

120. The programme of work is presented in a "unified" manner in FAO, combining resource allocations from various organizational units as appropriate. The implementation of programmes, and of entities and major outputs within programmes, may depend in many cases on complementary inputs from staff positions in decentralized offices. Apart from supporting normative work, decentralized offices are also the main providers of technical services to Members and support to the field programme.

121. A number of entities also require closely related outreach to the country or regional levels of the results of global work, such as in the implementation of international regulatory instruments (IPPC, Codex, etc.) or for collection or analysis of statistical information. Policy advisory services are also jointly delivered, drawing on resources at all levels, with the aim of assisting Members to attain the MDGs, establishing the priorities for FAO assistance within existing frameworks including PRSPs, CCAs and UNDAFs, and taking advantage of the progressive development of FAO's national medium-term priority frameworks.

#### **Impact of reduced resources on substantive work**

122. While the maximisation of synergies through consolidation and the identification of efficiency savings and productivity gains have assisted to some extent in coping with an average reduction in real terms of 5.2% from the resources available in the 2004-05 biennium, the net cuts enforced in many areas will have a negative impact on the programme of work.

123. FAO's capacities in many technical or other areas will remain underfunded to varying degrees. Even some priority areas (e.g. support to the IPPC, plant and animal genetic resources, food safety, agricultural water management, rural infrastructure, GIEWS, support to implementation of the Code of Conduct for Responsible Fisheries) may not be funded at the desired level. The following is an indicative list of underfunded technical and economic areas of work under *Chapters 2 and 3*:

- . general analytical work on, and testing of, integrated crop production systems as well as rangeland systems, horticultural and industrial crops, and biotechnology;
- . soil fertility and drainage;
- . environmental and social aspects of animal production and health, and livestock sector analysis;
- . support to the International Programme for Technology and Research in Irrigation and Drainage (IPTRID);
- . geo-information infrastructure;
- . farm mechanisation;
- . agribusiness development policies and practices;
- . the interface between research and extension;
- . nutrient requirement recommendations and nutrition education;
- . household food security and nutrition;
- . global commodity market assessments
- . comparative work on food and agricultural policies;
- . delivery of policy assistance to match effective demand;
- . support to the Common Fund for Commodities;
- . support to forestry research, education and extension;
- . work on rural development and the follow-up to the International Conference on Agrarian Reform and Rural Development.

124. Under *Chapters 3, 4 and 5*, other main areas of risk caused by reduced resources include:

- . operational backstopping of projects, field inspection and investigations;
- . ability to meet demands from partner International Financial Institutions (IFIs) at the anticipated level;
- . support to implementation of decentralization policy by OCD in the context of changes in locations and nature of work of the field office network;
- . financial management, information systems support and maintenance of premises.

## General chapter descriptions

125. The main substantive thrusts under the new chapters are summarised below, including consolidated tables projecting resources to carry out the programme of work. More detailed narratives and resource allocations (down to entity level) are provided in *Annex IV*, as mandated by the Conference.

## Chapter 1: Corporate Governance

(All amounts in US\$ 000)					
Programme	Regular Budget		Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions		
1A Governing bodies	7,794	0	0	7,794	
1B General direction	9,814	0	0	9,814	
1X Programme Management	608	0	0	608	
<b>Total</b>	<b>18,216</b>	<b>0</b>	<b>0</b>	<b>18,216</b>	
Percentage by Source of Financing	100%	0%	0%	100%	

126. As the preceding table indicates, *Chapter 1* would henceforth be restricted to the cost of main Governing Bodies and Regional Conferences (1A) and of General Direction, i.e. the Office of the Director-General *stricto sensu* and the share of the Legal Office's activities covering advice to management and governing bodies on legal matters (1B).

## Chapter 2: Sustainable Food and Agricultural Systems

(All amounts in US\$ 000)					
Programme	Regular Budget		Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions		
2A Crop production systems management	20,164	13,716	119,272	153,152	
2B Livestock production systems management	8,498	5,997	21,236	35,731	
2C Diseases and pests of animals and plants	23,870	16,229	123,883	163,982	
2D Nutrition and consumer protection	23,695	9,772	16,876	50,343	
2E Forestry information, statistics, economics, and policy	11,277	12,938	7,960	32,175	
2F Forest management, conservation and rehabilitation	8,233	3,784	12,519	24,536	
2G Forest products and industry	8,899	1,383	2,969	13,251	
2H Fisheries and aquaculture information, statistics, economics, and policy	17,857	21,658	5,223	44,738	
2I Fisheries and aquaculture management and conservation	12,912	9,765	6,139	28,816	
2J Fisheries and aquaculture products and industry	9,248	2,535	21,721	33,504	
2K Sustainable natural resources management	28,808	16,633	79,093	124,534	
2L Technology, research and extension	10,012	4,793	5,684	20,489	
2M Rural infrastructure and agro-industries	15,721	3,042	36,785	55,548	
2X Programme Management	19,144	0	0	19,144	
<b>Total</b>	<b>218,338</b>	<b>122,245</b>	<b>459,360</b>	<b>799,943</b>	
Percentage by Source of Financing	27%	15%	57%	100%	

127. Thirteen substantive programmes (2A to 2M) lay the foundation for sustainable food and agricultural systems. Among them are those which address issues encompassed by biosecurity and the food chain approach (from the production, management and conservation of crops, crop biodiversity and livestock, to plant pests and animal diseases mitigation, to food safety, food quality and consumer wellbeing), sustainable management of forests, fisheries and natural resources, and rural infrastructure and agro-industry development. Responsibility for these programmes lies with four departments: Agriculture, Biosecurity, Nutrition and Consumer Protection (AG); Forestry (FO); Fisheries (FI); and Sustainable Development (SD).

#### **Agriculture, Biosecurity, Nutrition and Consumer Protection**

128. Action under 2A and 2B is centred on impact at the farm level. Programme 2A highlights sustainable intensification opportunities, and supports optimisation and diversification of production systems. As regards crop production, the main thrusts include: the conservation, development and use of plant genetic resources through plant breeding, biotechnology, biosafety and seed policy and production systems; the integration of agricultural practices, technologies and inputs for sustainable intensification and diversification of cropping systems. Prominence is given to the International Treaty (IT) on PGRFA, the world's principal normative agreement for plant genetic resources for food and agriculture and the supporting component the Global Plan of Action.

129. The livestock production programme addresses the needs of both intensive and extensive systems. It focuses on productivity enhancement at farm level, including improved utilisation of farm animal genetic resources, animal feeding, animal nutrition, animal husbandry and on-farm animal health management. It assists Members in the preparation of the first *Report on the State of the World's Animal Genetic Resources* and in the definition of strategic priority actions for improved utilisation and conservation of these resources for intergovernmental negotiation. The infectious animal diseases, zoonoses, animal product related food safety, and the broader economic, social, environmental, institutional and policy dimensions of the fast growing global livestock sector are covered under other programmes, notably 2C, but also 2D, 2K, 2M, 3B, 3C, and 4D.

130. In the face of recurring major disease and pest threats to crop and livestock production systems, and the associated need to protect human health and the environment, Programme 2C regroups FAO's key interventions on animal and plant health. It combines the plant pests and animal diseases components of EMPRES aiming at early warning and early response. Regulatory and policy aspects of plant pests, animal diseases and pesticide management are consolidated in this programme. High priority is given to international standard setting, knowledge sharing and support to countries especially for the IPPC and the Rotterdam Convention.

131. Concerning nutrition and consumer protection under 2D, the main objective is improving the access to, and consumption of, nutritionally adequate and safe food by all. Work on the Codex Alimentarius and Codex-related activities constitute major priorities. The work on Codex, jointly with WHO, consists of the development of food safety and quality standards in order to protect the health of consumers and ensure fair practices in food trade. Programme 2D also includes support to national and subnational nutrition and food safety programmes, nutritional and dietary assessments of populations to understand food and nutrition requirements, and nutrition education to enable consumers to meet nutritional needs. It addresses animal product food safety issues, of major concern nowadays.

#### **Joint FAO/IAEA Division (AGE)**

132. Through its work on nuclear techniques and related biotechnologies, AGE provides critical inputs to this chapter, and more particularly to the sustainable intensification of crop

and livestock production systems and improved food and environmental safety standards. In the spirit of following a more integrated presentation method, the contributions of AGE and attendant cooperation between FAO and IAEA are no longer shown under a separate programme in the structure. They are henceforth shown under the applicable programmes, i.e. 2A, 2C and 2D with clearly identified entities.

### **Forestry**

133. FAO's forestry work is now principally included under Programmes 2E, 2F, 2G and 2K, which are designed to support national efforts and international cooperation to achieve sustainable forest management, addressing environmental, economic and social dimensions.

134. 2E brings together the major elements underpinning sound policy, e.g. economic analysis and global and regional outlook studies, contributions to the international forest policy dialogue primarily through support to the Collaborative Partnership on Forests and a new Forestry Knowledge and Communication centre to increase the dissemination of forestry information. Continued support will be provided to the Committee on Forestry (COFO) and the Regional Forestry Commissions. 2F groups a number of activities that directly support sustainable management and conservation of forests, i.e. natural forests, planted forests, woodlands and trees outside forests, arid lands vegetation, coupled with international cooperation on forest fires and partnership in forest health. 2G emphasises technical and policy advice to countries on sustainable harvesting and processing of wood and non-wood forest products and wood fuels. Dissemination of best practices will give due emphasis to small industries which contribute to the livelihoods of a large number of poor people who are dependent on forests. 2G will also integrate the assessment, monitoring and reporting on forest resources, products and institutions.

### **Fisheries and Aquaculture**

135. Programmes 2H, 2I and 2J reflect more balanced attention to aquaculture, given its growing significance in global output and relevance to rural livelihoods. Cross-cutting priorities include promoting the uptake and implementation of the Code of Conduct for Responsible Fisheries (CCRF) and related instruments, as well as other initiatives to improve the fishery and aquaculture sector's long-term contribution to sustainable development.

136. 2H brings together the major elements underpinning sound policy as regards fisheries and aquaculture: e.g. supporting the implementation of the CCRF and the IPOAs of the Code; support to COFI and regional fishery bodies (RFBs); assisting Members in their efforts to eliminate illegal, unreported and unregulated (IUU) fishing through international collaboration and better management practices including through monitoring, control and surveillance (MCS); the newly adopted Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) and socio-economic analysis of the two sectors, especially with a view to increasing the contribution of small-scale fisheries and aquaculture to food security and poverty alleviation.

137. 2I works on key aspects of management and conservation, including: implementation of the relevant provision of the Code; improved technologies and dissemination of best practices; and the implementation of the ecosystem approach to fisheries. 2J assists Members in maximising benefits from fisheries and aquaculture products and related industries, paying attention *inter alia* to human and institutional capacity-building and methodology development, particularly for small-scale fisheries and in the area of fish utilisation, trade, food quality/safety and fishermen safety, as well as technical aspects of MCS, including the use of vessel monitoring systems (VMS).

### **Natural Resources, Technology and Sustainable Development**

138. Other programmes under this chapter aim at addressing in a more holistic manner

than heretofore: the sustainable management of natural resources and environmental concerns, including water (2K); and the enhancement of capacities in research and extension for improved technology adoption (2L). The new Programme 2M is meant to give more prominence to work on rural infrastructure and agro-industries, recognising that the lack of infrastructure enhancements such as rural roads, storage and conditioning facilities, markets, fish hatcheries/aquaculture ponds and cold chains for agricultural products is a major stumbling block in the development of productive and competitive agriculture, and that value addition through agro-industries is critical to generating employment and income.

139. The main lines of work under these three programmes may be selectively highlighted as follows:

- . capacity-building in improved management and conservation of land, water and genetic resources, including the essential knowledge base for their sustainable use;
- . the adaptation of agricultural production systems to climate change, and the contribution of agriculture, fisheries and forestry to climate change mitigation through processes such as carbon sequestration and bioenergy;
- . assistance in land and natural resources tenure issues and management of fragile ecosystems such as mountain development and combating desertification;
- . research and technology development related to measures to reduce the negative impacts of fishing on the environment;
- . research and technology development and dissemination, including support to strengthening national agricultural research systems, extension services and their interfaces, fostering partnerships with international research and academic institutions;
- . support to infrastructure and agro-industry development, notably by documenting and disseminating best practices in delivering rural infrastructure services, supporting capacity-building to enhance the competitiveness of agro-industries, and providing advice on the requirements for successful market participation by small farmers.

## Chapter 3: Knowledge Exchange, Policy and Advocacy

(All amounts in US\$ 000)					
Programme	Regular Budget		Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions		
3A Leveraging resources and investment	50,829	1,475	28,765	81,069	
3B Food and agriculture policy	30,295	10,117	24,911	65,323	
3C Trade and marketing	11,899	7,841	8,279	28,019	
3D Agriculture information and statistics	10,719	173	6,021	16,913	
3E Alliances and advocacy initiatives against hunger and poverty	12,588	238	2,303	15,129	
3F Gender and equity in rural societies	9,400	5,504	10,198	25,102	
3G Rural livelihoods	4,119	4,073	11,916	20,108	
3H Knowledge exchange and capacity building	22,251	5,398	12,787	40,436	
3I Information technology systems	28,952	0	0	28,952	
3J Communication and public information	18,069	792	36	18,897	
3X Programme Management	18,147	0	0	18,147	
<b>Total</b>	<b>217,267</b>	<b>35,611</b>	<b>105,216</b>	<b>358,094</b>	
Percentage by Source of Financing	61%	10%	29%	100%	

140. *Chapter 3* brings together contributions from several departments (ES, TC, SD, GI, AF), LEG and the newly constituted OFA. Firstly, it addresses national and international requirements as they relate more specifically to economic and social development in terms of: a solid information base, a capacity for early warning of impending food crises, appropriate policies, regulatory frameworks, resource mobilisation efforts and due attention to social issues and the needs of disadvantaged groups. Secondly (and as a major new feature), it highlights the importance attached to enhancing knowledge exchange and capacity-building, which are central to the work of the Organization, but hitherto have not been well recognised in the programme structure. While of varying size in terms of resource allocations, it is noteworthy that most, if not all of the ten programmes embody significant interfaces with FAO constituents, and with many important institutional partners.

141. Programmes 3A to 3D will continue to provide the analytical and statistical underpinning for policy assistance, as well as having a lead role in the mobilisation of resources for agricultural and rural development. Principal areas of work, which will be drawn upon to furnish policy advice and assist with field programme development and capacity-building at regional and national levels, include:

- . drawing lessons from experiences in agricultural development and the interface between the primary sector and the other components of the macro-economy, analysing the reasons for insufficient progress in combating hunger, malnutrition and rural poverty, deepening understanding of the economics of food and agricultural systems, and policy assistance in these fields;
- . support to the development of a regulatory framework for food and agriculture including further assistance in applying the principles embodied in the Voluntary Guidelines on the Right to Food and dissemination of legal information;



- . essential decision-support tools developed in association with FIVIMS, reports on the state of food and agriculture (SOFA), and of food insecurity (SOFI), as well as market assessments;
- . servicing important intergovernmental bodies such as the CFS, particularly in the context of monitoring progress to achieve the WFS and MDG goals, and the CCP;
- . support to countries' participation in the international trading system and assistance in the implementation of agreements from the perspective of FAO's mandate;
- . trade and commodity market and policy analyses in order to support decision-making for increasing competitiveness, diversification and food security of vulnerable developing countries; and
- . statistics, building on major revamped systems, FAOSTAT and CountrySTAT, promoting the world programme for the Census of Agriculture 2010 and providing technical assistance and capacity-building to countries to improve national agricultural statistics systems.

142. With regard to leveraging resources for Members, the Organization's joint programmes with IFIs and other specialised institutions (particularly under 3A) will keep pride of place, assisting countries to formulate investment programmes and projects that address their most pressing needs. Programme 3A includes coordination of corporate efforts to mobilise resources from donors and development organizations for programmes and projects to be owned and implemented by countries and REIOs as well as projects and programmes implemented by FAO. The above programmes contain a component of the SPFS aimed at supporting the formulation of national and regional programmes for food security.

143. The three programmes (3E to 3G) covering: alliances and other advocacy initiatives, gender equity and rural livelihoods have as a common thread the need to engage a wide spectrum of stakeholders within countries as well as at the international level, including non-state actors and peoples' organizations, in order to amplify success in achieving the MDGs. The Liaison Offices in Yokohama (Japan) and Washington, D.C. are included in the provisions.

144. Principal areas of work include:

- . mainstreaming attention to gender issues, equity in rural society, and the special needs of those suffering from disease, particularly the implications of HIV/AIDS on agriculture;
- . support to rural peoples' organizations and rural employment, with attention to farmers, other producers and workers, cooperatives and community-based organizations;
- . enhanced livelihoods approaches and participatory processes;
- . the advocacy activities grouped under the new unit OFA, contributing to ensuring a central place for food security on the international agenda, e.g. the IAAH with attention to close cooperation with the other Rome-based UN agencies, interactions with partners from civil society, support to national associations, and the well established World Food Day and TeleFood; and
- . mobilisation of expertise through the programmes of technical cooperation among developing and transition countries, and the programmes of cooperation with academic and research institutions.

145. It is particularly through Programmes 3H and 3I that FAO is to be more proactive in sharing knowledge and best practices within the Organization and with Members and other centres, concerns which must pervade all substantive programmes. 3J also plays a role by supporting and coordinating the coherent dissemination of policy messages from the

Organization and seeking improved public awareness of its goals, and in supervising the publishing activities of FAO.

146. 3H will, therefore, focus on enhancing FAO's role as a knowledge organization and continue to develop the WAICENT framework and the GIEWS. Building on a solid base of institutional knowledge resources, the FAO Knowledge Forum will form a major part of this effort by facilitating access to FAO's explicit and tacit knowledge. Consolidated capacity-building activities will be implemented to train policy-makers and technicians and build local institutions, drawing on FAO's experience. The new *Ask FAO* service is linked to the thematic knowledge networks and collections of best practices permeating the work of all concerned departments. The programme will also provide a full range of library services and build national capacities to access FAO's knowledge and information resources as well as manage information in countries themselves, both contributing to *Bridging the Rural Digital Divide*. 3I will cover a wide range of IT systems concepts, planning, development and applications, and thereby the underpinning computer and telecommunications services in support of FAO as a knowledge organization.

## Chapter 4: Decentralization, UN Cooperation and Programme Delivery

(All amounts in US\$ 000)				
Programme	Regular Budget	Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions	
4A UN cooperation, integration and monitoring	13,912	0	0	13,912
4B Coordination of decentralized services	20,306	0	0	20,306
4C Food security, poverty reduction and other development cooperation programmes	90,035	2,630	50,234	142,899
4D Emergency and post crisis management	15,838	0	0	15,838
4E Technical Cooperation Programme	103,550	0	0	103,550
4X Programme Management	13,947	0	0	13,947
<b>Total</b>	<b>257,589</b>	<b>2,630</b>	<b>50,234</b>	<b>310,453</b>
<b>Percentage by Source of Financing</b>	<b>83%</b>	<b>1%</b>	<b>16%</b>	<b>100%</b>

147. The programmes under this chapter support achievement of the MDGs in countries by locating action on systems, policy and knowledge at the level at which it can have maximum impact, cooperating fully with partners. In organizational terms, this chapter would include most of the resources handled by the Technical Cooperation Department (including the TCP), OCD and the FAORs, as well as a few other units, which explains its relatively large resource allocation.

148. Programme 4A provides more visibility and emphasis to cooperation with other UN bodies, both internationally and at the national level. At corporate level, it will monitor developments in the UN system and foster cooperation, generally to be undertaken within the framework of various FAO technical programmes. It also covers the participation of FAO Representatives in the UN Country Team regarding joint programmes and approaches.

149. Programme 4B covers: on the one hand the overall coordination role of OCD in the implementation of the Organization's decentralization policy and the central oversight, operations and management support to decentralized offices; on the other, the activities of the country offices in support of knowledge management, networking and advocacy.

150. Programme 4C includes several activities in support of FAO's technical cooperation work. The largest entity of this programme houses the critical inputs of the FAORs to assisting Members with their national development objectives and requirements in emergencies and for rehabilitation. The relevance, coherence, quality in design, scale and financing of technical cooperation programmes will be assured and monitored closely. Due attention will be paid to complex national and regional food security programmes and other undertakings related to the MDGs and poverty reduction strategies. This area of work will also involve assembling and analysing information at both country and regional levels for coordination and management purposes.

151. Programme 4D covers emergency and post-crisis management interventions. It ensures that FAO's work on emergencies and rehabilitation capitalises on one of the Organization's main comparative advantages – the matching of know-how with resources – and focuses on protecting and building back the livelihoods of farmers, herders and fishers by: firstly, providing information for action by all relevant actors (i.e. the coordination role); and secondly through direct assistance in partnership with other organizations. 4D will also assist with disaster preparedness and mitigation measures.

152. To complete the picture, Programme 4E hosts the provision for the Technical Cooperation Programme (TCP) at the level established by the FAO Conference. The main emphasis is to implement the extensive changes to the policy and operational framework of the TCP approved by the Council in November 2005, reflecting continued adaptation to evolving contexts and demands.

## Chapter 5: Management and Supervision Services

(All amounts in US\$ 000)					
Programme	Regular Budget		Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions		
5A Oversight	11,260	1,159	21		12,440
5B Programme and budget services	7,013	0	0		7,013
5C Financial services	17,880	0	0		17,880
5D Human resources management and staff welfare	16,812	0	2,130		18,942
5E Procurement	8,901	0	0		8,901
5F Management of premises	33,454	0	568		34,022
5G Meetings and language services and protocol	7,882	0	0		7,882
5H Shared services	19,641	0	0		19,641
5X Programme Management	6,470	0	0		6,470
<b>Total</b>	<b>129,313</b>	<b>1,159</b>	<b>2,719</b>		<b>133,191</b>
<b>Percentage by Source of Financing</b>	<b>97%</b>	<b>1%</b>	<b>2%</b>		<b>100%</b>

153. This chapter regroups a range of management support and supervision services which were dispersed under the previous programme structure. In addition to financial, human resources, meetings, language and protocol services, the chapter now includes oversight and programme/budget services, procurement and management of premises, and the SSC. The SSC incorporates the Management Support Service of AFD, the personnel servicing function of OCD's Decentralized Support Unit, and is already geared to provide consolidated personnel servicing to all headquarters units, FAO Representations, Subregional and Liaison Offices, the Regional Office for Europe and projects under the responsibility of these units.

## Chapter 8: Capital Expenditure

(All amounts in US\$ 000)					
Programme	Regular Budget		Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions		
8A Capital Expenditure	13,575	0	0	0	13,575
<b>Total</b>	<b>13,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,575</b>
Percentage by Source of Financing	100%	0%	0%	0%	100%

154. Conference Resolution 10/2003 established a Capital Expenditure Facility to integrate capital expenditure planning into FAO's budgeting and financial framework. *Chapter 8* of the PWB serves to define and authorise capital expenditures for the biennium covered by the programme of work. As can be seen from table, the proposals for capital expenditure in the biennium total US\$ 13.6 million. More details on individual items are provided in *Annex IV*.

## Chapter 9: Security Expenditure

(All amounts in US\$ 000)					
Programme	Regular Budget		Trust Fund		All Financing
	2006-07 Programme of Work	Direct Support to Programme of Work	Other Voluntary Contributions		
9A Headquarters security	7,989	0	0	0	7,989
9B Field security	12,455	0	0	0	12,455
<b>Total</b>	<b>20,444</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,444</b>
Percentage by Source of Financing	100%	0%	0%	0%	100%

155. Chapter 9 provides comprehensive coverage of staff and non-staff costs directly related to security and safety of the Organization's staff and assets under the Security Expenditure Facility established by *Conference Resolution 5/2005*. The security budget for this biennium is estimated at US\$ 20.4 million. The two component programmes deal with the security dimension respectively at headquarters and in the decentralized structure, as set forth in *Annex IV*.

## Annex I: Appropriation Resolution (as adopted by Conference Resolution 7/2005)

### Budgetary Appropriations 2006-07

THE CONFERENCE,

Having considered the Director-General Programme of Work and Budget in the light of Conference Resolution 6/2005:

1. Approves a total net Appropriation of US\$ 765,700,000 for the financial period 2006-07 and subject to paragraph 2 approves the Programme of Work proposed by the Director-General for 2006-07 as follows:

a) Appropriations are voted for the following purposes:

	US\$
Chapter 1: Corporate Governance	17,489,000
Chapter 2: Sustainable Food and Agricultural Systems	203,926,000
Chapter 3: Knowledge Exchange, Policy and Advocacy	189,929,000
Chapter 4: Decentralization, UN Cooperation and Programme Delivery	213,114,000
Chapter 5: Management and Supervision Services	115,474,000
Chapter 6: Contingencies	600,000
Chapter 8: Capital Expenditure	4,724,000
Chapter 9: Security Expenditure	20,444,000
<b>Total Appropriation (Net)</b>	<b>765,700,000</b>
Chapter 10: Transfer to Tax Equalization Fund	86,043,000
<b>Total Appropriation (Gross)</b>	<b>851,743,000</b>

b) The appropriations (net) voted in paragraph (a) above, plus an amount of US\$ 14,100,000 to fund the amortization of After-service Medical Coverage (ASMC), minus estimated Miscellaneous Income in the amount of US\$ 6,000,000, shall be financed by assessed contributions from Member Nations of US\$ 773,800,000.

c) The contributions shall be established in US dollars and euro and shall consist of US\$ 353,062,000 and € 353,561,000. This takes into account a split of 46% US dollars and 54% euro for the appropriations (net) and a split of 40% US dollars and 60% euro for the ASMC. Such contributions due from Member Nations in 2006 and 2007 shall be paid in accordance with the scale of contributions adopted by the Conference at its Thirty-third Session.

d) The foregoing contributions are calculated at the rate of € 1 = US\$ 1.19.

e) In establishing the actual amounts of contributions to be paid by individual Member Nations, a further amount shall be charged through the Tax Equalization Fund for any Member Nation that levies taxes on the salaries, emoluments and indemnities received by staff members from FAO and which are reimbursed to the staff members by the Organization. An estimate of US\$ 5,900,000 has been foreseen for this purpose.

2. **Requests** the Director-General to make proposals to adjust the Programme of Work, bearing in mind the expression of priorities by Council and Conference as well as the criteria for priority setting originally established by the Council at its 110th Session and as reviewed by the Programme Committee at its 89th Session, to the next meetings of the Programme and Finance Committees and to their Joint Meeting for their approval, noting that both within Chapter transfers and transfers from one Chapter to another required to implement the proposals will be handled in accordance with Financial Regulation 4.5.

(Adopted on 26 November 2005)

## **Annex II: Resolution on Reforms in the Organization (as adopted by Conference Resolution 6/2005)**

### **Reforms in the Organization**

THE CONFERENCE,

**Welcoming** the initiative of the Director-General to submit to the Conference reform proposals regarding the programmes, structures and ways of work of the Organization,

**Noting** that the Director-General had emphasized that reforms were necessary and urgent, and that they should be implemented regardless of the budget level, and that he intended to seek extra-budgetary support to meet part of the transition costs,

**Sharing** the Director-General's assessment of the need to enhance the Organization's ability to fulfil its mandate through its normative and operational activities including through concrete contributions to the well-recognized challenges such as assisting Members and achieving the Millennium Development Goals (MDGs), and assisting developing countries' implementation of international agricultural and food standards,

**Recognizing** the need to respond to the renewed commitment to rural investment by all interested partners, and ever growing opportunities for harnessing knowledge for agriculture,

**Taking into account** the ongoing reform across the entire UN System, **mindful** of the necessarily dynamic nature of a process of adaptation to changing contexts and new demands,

**Looking forward** to the results of the Independent External Evaluation (IEE) of FAO as a guide to enhancing the effectiveness and efficiency of the Organization; and stressing that the IEE and the reform proposals should be mutually supportive. Also looking forward to the implementation of the recommendations of the Independent Evaluation of Decentralization and the management response,

1. **Requests** the Committee of the Council to make available the findings of the IEE.
2. Expresses general support for the rationale and guiding principles underlying the Director-General's reform proposals as a basis for further deliberation and implementation of the reform of the FAO.
3. **Supports** streamlining of administrative and financial processes aimed at achieving further efficiency gains and enhanced human resources policy and management; and authorizes the establishment of the Shared Services Centre.
4. **Endorses** the new chapter structure as reflected in general terms in document C 2005/3 Supp. 1 and its Addendum as a basis for further elaboration of the Programme of Work and Budget (PWB) 2006-07 at the programme entity level for consideration by the Programme and Finance Committees in May 2006.

5. **Acknowledges** the need for strengthened decentralization of the Organization, and requests that as a first step the Director-General's proposals be implemented in one Region and one other Subregional office, It mandates the Council to decide on further implementation of the Director-General's proposals as soon as possible and appropriate.

6. **Authorizes** the Director-General to start progressive implementation of his proposals on changes to the organizational structure of Headquarters, without an increase in the number of Departments, by implementing a first stage (see Annex), in addition to those reform proposals that fall under his own authority.

7. The Director-General will **consult** with Members and Governing Bodies regarding the possible need for an Extraordinary Session of the Council at the end of June - early July.

#### ANNEX

- integrate the country policy assistance function with the Economic and Social Department;
- integrate the Investment Centre with the Economic and Social Department;
- unite the various advocacy activities, including TeleFood, Goodwill Ambassadors, and the International Alliance Against Hunger under one single unit;
- strengthen the knowledge management and capacity-building aspects of the Organization's technical and country assistance activities;
- integrate nutrition and consumer protection within the Agriculture Department, ensuring that emphasis on normative nutrition activities is maintained;
- integrate security functions.

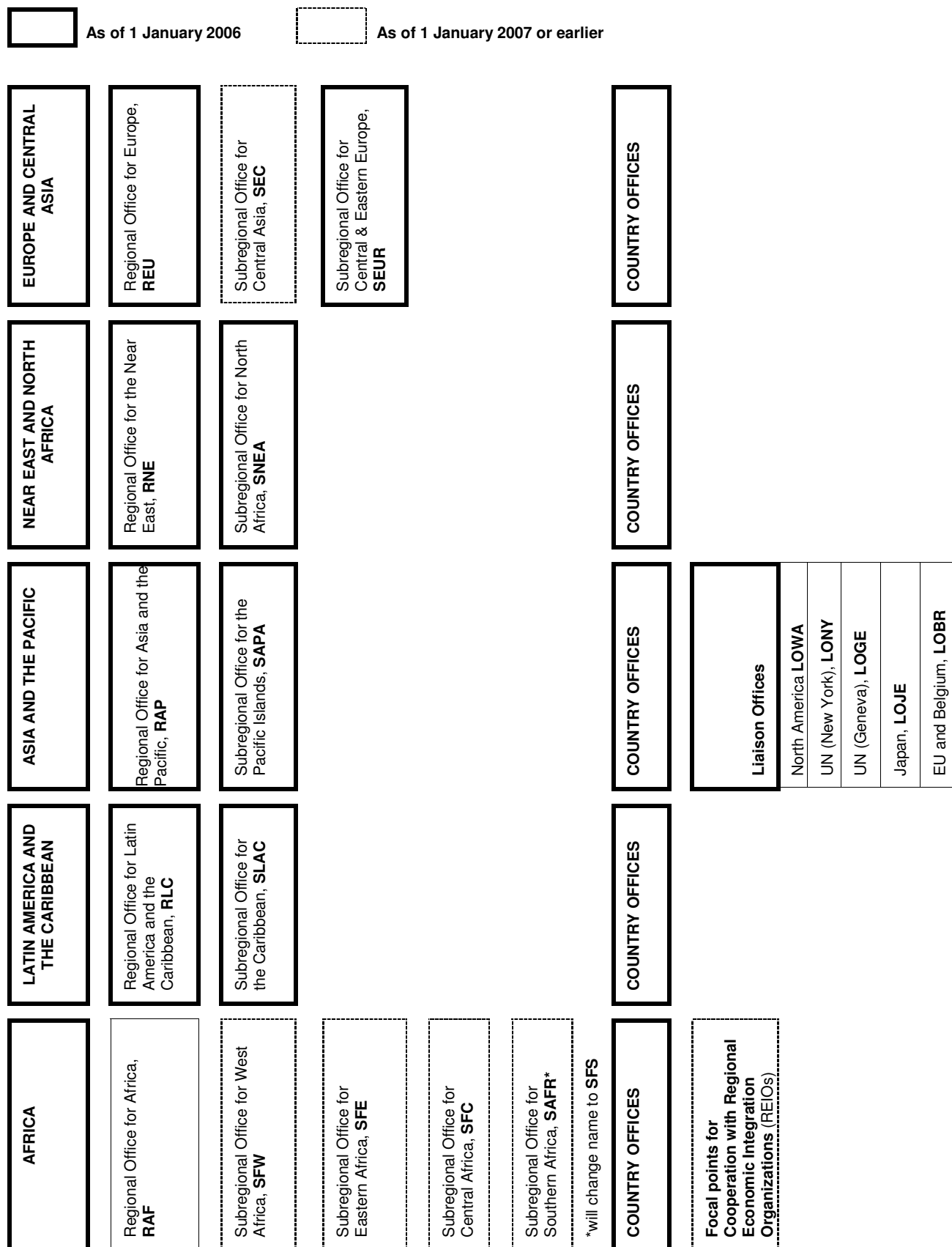
(Adopted on 26 November 2005)



## Annex III: FAO Headquarters Organizational Structure (as of 1 January 2006)

<b>FAO Headquarters Organizational Structure (as of 1 January 2006)</b>	<b>Office for Coordination of Normative, Operational and Decentralized Activities, OCD</b>	<b>Office of the Director-General, ODG Deputy Director-General</b>	<b>Legal Office, LEG</b>
<b>Agriculture, Biosecurity, Nutrition and Consumer Protection Department, AG</b>	<b>Special Adviser to the Director-General, SAD</b>	<b>Cabinet of the Director-General</b>	<b>Office of Programme, Budget and Evaluation, PBE</b>
<b>Fisheries Department, FI</b>	<b>Office of WFS Follow-up and Alliances,</b>	<b>Economic and Social Department, ES</b>	<b>Office of the Inspector-General, AUD</b>
<b>Land and Water Development Division, AGL</b>	<b>Forestry Department, FO</b>	<b>Statistics Division, ESS</b>	<b>Administration and Finance Department, AF</b>
<b>Animal Production and Health Division, AGA</b>	<b>Forestry Policy and Information Division, FON</b>	<b>Agricultural and Development Economics Division, ESA</b>	<b>Information Systems and Technology Division, AFI</b>
<b>Plant Production and Protection Division, AGP</b>	<b>Fishery Policy and Planning Division, FIP</b>	<b>Commodities and Trade Division, ESC</b>	<b>Finance Division, AFF</b>
<b>Nutrition and Consumer Protection Division, AGN</b>	<b>Fishery Resources Division, FIR</b>	<b>Emergency Operations and Rehabilitation Division, TCE</b>	<b>Human Resources Management Division, AFH</b>
<b>Agricultural Support Systems Division, AGS</b>	<b>Fishery Industries Division, FII</b>		<b>Administrative Services Division, AFS</b>
<b>Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture, AGE</b>	<b>Research, Extension and Training Division, SDR</b>		
	<b>Gender and Population Division, SDW</b>		
	<b>Forest Resources Division, FOR</b>		
	<b>Rural Development Division, SDA</b>		
	<b>Forest Products and Economics Division, FOP</b>		
	<b>Investment Centre Division, TCI</b>		
	<b>Field Operations Division, TCO</b>		
	<b>Conference, Council and Protocol Affairs Division, GIC</b>		
	<b>Library and Documentation Systems Division, GIL</b>		
	<b>Information Division, GII</b>		
	<b>General Affairs and Information Department, GI</b>		

## FAO Decentralized Offices Structure



## Annex IV: Detailed Programme Narratives, Budgetary Allocations, and Entity Mapping

### Explanatory notes

156. This Annex expands on *Section IV* above by presenting proposed budgetary allocations down to programme entity level under the various programmes, coupled with more detailed narratives on substantive thrusts or planned actions, as well as clarifications on the new entity structure, where required.

157. Therefore, while the chapter-level tables of *Section IV* are not replicated for the sake of brevity, the tables by programmes below show the component entities – with their codes, titles and proposed allocations for 2006-07.

158. In view of the new chapter and programme structure, the coding system requires some explanation. Each entity has a five character code, with figures and letters:

- . the first figure indicates the *chapter* to which the entity belongs;
- . the following capital letter indicates the applicable *programme*, within the *chapter*;
- . the third character (capital letter) indicates whether: i) the entity is a time-bound project (always recognised by the letter *A*); ii) it reflects continuing activities (always recognised by the letter *P*); or iii) it provides technical or other services (always recognised by the letter *S*), particularly advisory services to Members or technical support services to projects;
- . the last two figures embody the sequential number of each entity of the same type within the programme (with the theoretical possibility of going from *01* to *99*).

## Chapter 1: Corporate Governance

### Programme 1A: Governing Bodies

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
1AP01	Organization of the Conference and Council sessions and Interdepartmental Coordination of Governing Bodies sessions	6,473
1AP02	Regional Conferences	1,321
<b>Total</b>		<b>7,794</b>

159. Programme 1A includes the organization of the Conference, the Council and its Committees except the main Technical Committees, as well as Regional Conferences, and provision for documentation, interpretation, short-term staff and overtime, in addition to the travel of government representatives, as provided for in the Financial Regulations. Secretariat is provided to Conference and Council sessions, including the preparation of agendas, schedules of documentation, correspondence, and in-session use of meeting rooms.

## Programme 1B: General Direction

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
1BP01	Director-General's Office	7,296
1BP02	Legal Services Required for the Management of the Organization	2,355
1BP03	Support to CCLM	163
<b>Total</b>		<b>9,814</b>

160. The programme covers the Office of the Director-General (ODG) *stricto sensu*, as well as the share of the activities of the Legal Office (LEG) devoted to "in-house counsel" work. A separate entity shows technical support to the CCLM.

## Chapter 2: Sustainable Food and Agricultural Systems

### Programme 2A: Crop Production Systems Management

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2AA02	Soil Productivity and Conservation	2,454
2AA04	Conservation and Sustainable Use of Plant Genetic Resources	2,621
2AA05	Sustainable Intensification of Crop Production Systems through Nuclear Techniques and Biotechnology	2,089
2AA06	Crop Production Systems - Sustainable Intensification, Diversification, and Biodiversity	4,328
2AP01	Technical Support to the International Treaty on Plant Genetic Resources for Food and Agriculture	2,875
2AP03	Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture	1,124
2AS01	Committee on Agriculture (COAG)	512
2AS02	Technical Services for Partnership Development, Advice, and Information Enhancement	695
2AS03	Technical Support Services to Members and the Field Programme	3,467
<b>Total</b>		<b>20,165</b>

161. This programme deals with the enhancement and sustainability at farm level of crop production systems and the conservation and use of plant genetic resources together with sustainable seed production. It integrates technical assistance, capacity-building and knowledge management activities associated with sustainable enhancement of crop production for food security and income generation. Best practices for major production systems are promoted, including: technologies for soil preparation, plant nutrition, on-farm water use and pest management; intensification opportunities; and diversification with emphasis on high-value horticultural crops. The programme covers the International Rice Commission, the Global Cassava Development Strategy, and the joint FAO/WHO Initiative on Fruits and Vegetables for Health and Income, which links to urban and peri-urban production systems.

162. Secretariat and technical support are provided for the implementation of the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA) and its components (Global Plan of Action, international *ex situ* collections, networks, global information system and reports on the *State of the World's PGR*). Policies set through the IT-

PGRFA are complemented by technical assistance to Members and capacity-building in integrating the conservation of PGR with their sustainable use in plant breeding (including associated biotechnologies), seed systems, and support for integrated ecosystem and on-farm management of crop-associated biodiversity.

163. In putting due emphasis on knowledge exchange, policy and advocacy, the programme entities stress interdisciplinary approaches and result from the consolidation of previous entities, particularly under the new 2AA06: *Crop Production Systems - Sustainable Intensification, Diversification and Biodiversity*.

164. The Joint FAO/IAEA Division (AGE) develops detailed guidelines and protocols, coupled with technical advice, for strengthening national capacities in applying molecular, genomic, nuclear and isotope abundance methods that will contribute to making cropping systems more productive and sustainable, particularly in marginal and stress-prone areas. AGE promotes the use of isotopic and soil water measuring devices to improve crop water productivity, enhance soil fertility and minimise land and water degradation, as well as biotechnologies to broaden the genetic bases of crops, for selection, breeding and scientific purposes. In combating exotic or alien invasive insects, AGE further assists Members in the use of sterile insect technique (SIT) and other biological control methods.

## Programme 2B: Livestock Production Systems Management

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2BA02	Sustainable Livestock Production	3,043
2BA03	Management of Animal Genetic Resources	2,307
2BP01	Global Livestock Information and Knowledge System	1,257
2BS01	Technical Support Services to Members and the Field Programme	1,891
<b>Total</b>		<b>8,498</b>

165. Programme 2B addresses the on-farm aspects of livestock production. It covers biological and physical farm resources use - animal genetic resources (AnGR), feeding/nutrition, animal husbandry - and endemic (production) animal diseases, while activities related to epidemic and zoonotic diseases are under Programme 2C, and animal food-borne diseases are under Programme 2D. The programme hosts the *Global Livestock Information and Knowledge System* (2BP01) and two new entities: 2BA02 which deals with some on-farm related aspects of animal production and animal health (herd health management) and 2BA03 dealing with AnGR. The latter responds to the commitments negotiated by the Commission on Genetic Resources for Food and Agriculture (CGRFA): i.e. the first *Report on the State of the World's AnGR*; the report on priority actions for improved utilisation and conservation of AnGR; the follow-up mechanism to the adoption of the State of the World's AnGR Report; and the First International Technical Conference on AnGR planned for 2007. It may be noted that livestock-related contributions have been included under other programmes (2K, 2M, 3B, 3C and 4D) in addition to Programmes 2C and 2D.

## Programme 2C: Diseases and Pests of Animals and Plants

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2CA02	Sustainable Intensification of Livestock Production Systems through Nuclear Techniques and Biotechnology	1,726
2CP01	Secretariat of the International Plant Protection Convention (IPPC)	4,656
2CP02	Pesticide Risk Reduction through Pesticide Management, IPM and the use of Biopesticides	3,936
2CP04	EMPRES - Migratory and Transboundary Invasive Plant Pests	5,226
2CP05	EMPRES - Progressive Control of Transboundary Animal Diseases	4,553
2CS01	Technical Support Services to Members and the Field Programme	3,772
<b>Total</b>		<b>23,869</b>

166. In the face of recurring transboundary pest and disease threats to crop and livestock production systems, Programme 2C regroups FAO's activities in support of Members with focus on off-farm technical interventions for pest and disease control at global, regional and national levels.

167. Concerning plants, the programme aims at preventing and reducing pest damage and pesticide-associated risks to human health and the environment. It supports national programmes through global and inter-regional action and includes contributions to the international regulatory and cooperative frameworks related to plant health. High priority is given to the International Plant Protection Convention (IPPC), in particular standard setting, information exchange and capacity building, the Rotterdam Convention, the International Code of Conduct on the Distribution and Use of Pesticides, pesticide standards, IPM policy and implementation. Regulatory and policy aspects of pest and pesticide management are consolidated into entity 2CP02 including the joint FAO/UNEP Secretariat of the Rotterdam Convention.

168. Priority is also given to the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) addressing the prevention, early warning, contingency planning, and effective response to animal and plant pests and diseases of a transboundary nature. Entity 2CP04: *EMPRES - Migratory and Transboundary Invasive Plant Pests* provides support to national plant health services within 'off-farm' biosecurity approaches. This entity covers the Desert Locust programme and, with the incorporation of aspects of IPM, other invasive, alien and emerging pests of regional and national importance.

169. Entity 2CP05: *EMPRES - Progressive Control of Transboundary Animal Diseases* addresses 'off-farm' animal health issues, covering infectious and zoonotic animal diseases with emphasis on rinderpest, avian influenza, foot-and-mouth disease (FMD), swine fevers, contagious bovine pleuropneumonia (CBPP) and peste des petits ruminants (PPR). It includes work on trypanosomiasis (with the PAAT secretariat) and other arthropod-borne diseases, as well as the environmental management of animal diseases. It is also the basis for FAO's participation in SPS-related standard setting at the World Organisation for Animal Health (OIE). The threat from avian flu receives particular attention.

170. The Joint FAO/IAEA Division contributes to the process of declaration of global freedom from rinderpest and to the progressive control of other livestock diseases covered by EMPRES. Training, guidelines, early detection methods and quality-assured data from national serological and molecular surveys are provided. Inputs to OIE will be on validation criteria for diagnostic assays and accreditation of veterinary laboratories. Contributions will be made, through PAAT, to the African Union's Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC), e.g. on interventions that involve the SIT to create tsetse-free zones.

Also, countries' access to molecular tools for better characterizing indigenous animal genetic resources and identifying DNA sequences that mark favourable traits will be facilitated.

## Programme 2D: Nutrition and Consumer Protection

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2DA01	Animal Product Food Safety	1,835
2DA05	Household Food Security, Nutrition and Livelihoods	2,822
2DA06	Food and Nutrition Education and Consumer Awareness	1,459
2DP01	Improving Food and Environmental Safety through Nuclear Techniques	1,703
2DP02	Nutrient Requirements and Dietary Assessment in a Transforming Food Economy	1,471
2DP03	Joint FAO/WHO Food Standards Programme (Codex Alimentarius)	6,932
2DP04	Food Quality and Safety throughout the Food Chain for Consumer Protection	2,641
2DP05	Provision of Scientific Advice on Food Safety	2,779
2DS01	Technical Support Services to Members and the Field Programme	2,054
<b>Total</b>		<b>23,696</b>

171. Programme 2D focuses on promoting and monitoring the production, processing, distribution and consumption of nutritionally adequate and safe food for all. In collaboration with academic institutions, other specialised agencies and international experts, it will: strengthen capacity-building in assessment and monitoring of dietary intake and nutritional status of populations; update knowledge and recommendations on nutrient requirements; and provide advice on nutrition-related strategies and programmes, including advice on nutrition education for schools and the general public. The programme promotes the establishment of food control and quality assurance systems, compatible with international standards, in particular those of the Codex Alimentarius Commission, and contributes to building national capacities in food quality and safety. The Secretariat supports the Commission and its subsidiary Committees in setting worldwide standards to protect the health of the consumer, and ensuring fair practice in the food trade.

172. The consolidated new entity 2DA05 integrates concepts and actions at global, national and local levels to improve nutrition in the context of both development and emergency preparedness and response. Another newly consolidated entity (2DP02) contributes to updating reference standards for human nutrient requirements, for assessing nutritional status of individuals and populations and for monitoring changing trends in food consumption patterns resulting from the nutrition transition with considerations of their impact on nutrition and health.

173. Entity 2DP04 aims at reinforcing the food chain approach to food safety and consumer protection, while 2DP05 is to provide scientific advice on important food safety issues. 2DA01 addresses food-borne human health hazards related to animal source food, thereby contributing to the recommendations of the Codex Alimentarius and to OIE work on animal production food safety.

174. Through distance learning and technical cooperation projects, the Joint FAO/IAEA Division will assist countries in harmonising national regulations based on the Codex general standard for irradiated foods and the IPPC international standard on irradiation as a phytosanitary treatment. It will help them minimise risks to food production and food security from a nuclear or radiological accident through plans for emergency preparedness. By introducing laboratory quality management systems compliant with international standards, it

will improve the services provided by laboratory personnel involved in food control and regulation of pesticides and veterinary drugs, thereby promoting good agricultural practices from “farm to table” and consumer and environmental protection.

### Programme 2E: Forestry Information, Statistics, Economics and Policy

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2EP03	Forestry Knowledge and Communication Centre	3,016
2EP04	Global Socio-economic analysis and forest sector studies	1,893
2EP05	Strengthening Policy, Institutional and Participatory Capacities for Forest Management and Conservation	2,462
2EP06	Support to COFO, Global and Regional Forestry Processes	2,496
2ES01	Technical Support Services to Members and the Field Programme	1,414
<b>Total</b>		<b>11,281</b>

175. Under Programme 2E, country-based information will be provided on all aspects of forests and forestry, building on knowledge exchange and partnerships with member countries, other organizations, and the private sector. This information will be made available at various levels through integrated databases, as well as targeted, cost-effective publications. Regional and global outlook studies will expand the knowledge base on forestry through participatory processes, also supporting capacity-building. Assistance will be provided to national forest programmes, covering: policy aspects, effective actions including participation and law enforcement, and sharing of best practices at the regional, national and local levels. The programme will promote practical linkages between forestry and poverty alleviation, and between forestry and other key sectors and facilitate regional and global policy dialogue, emphasizing sustainable forest management. FAO will continue to lead the Collaborative Partnership on Forests, focusing on effective, multi-disciplinary approaches to complex issues.

### Programme 2F: Forest Management, Conservation and Rehabilitation

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2FA06	Forest Fire Management and Forest Health	1,486
2FA07	Conservation and Rehabilitation of forests and woodlands ecosystems	2,160
2FP02	Sustainable Management of forests, woodlands and trees outside of forests	2,293
2FS01	Technical Support Services to Members and the Field Programme	2,295
<b>Total</b>		<b>8,234</b>

176. In promoting sustainable forest management, Programme 2F aims at ensuring that goods and services derived from forests and trees meet the needs of present and future generations. It will provide countries with decision support information for the sustainable management of their natural forests, the establishment and management of planted forest and tree resources, and assistance to smallholders in relation to plantation forests and agroforestry systems. Trees outside forests and urban forestry will receive special attention in low forest cover countries. New management approaches to dry lands and mountains will be promoted. As specifically requested by COFO and the Ministerial Meeting held in March 2005, voluntary guidelines for forest fires will be developed in collaboration with key partners. The prevention



and control of forest pests and diseases as well as invasive species, will continue to be addressed.

### Programme 2G: Forest Products and Industry

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2GA01	Strengthening the Contribution of Forest Industries to Rural Development	1,347
2GP01	Best practices in forest products harvesting, utilization and appropriate industry development	2,697
2GP02	Assessment, monitoring and reporting on forest resources products and institutions	3,210
2GS01	Technical Support Services to Members and the Field Programme	1,645
<b>Total</b>		<b>8,899</b>

177. Programme 2G includes technical and policy advice to countries on the harvesting and processing of wood and non-wood forest products (NWFPs) that contribute to urban and rural livelihoods. Technical analysis and policy support will also be offered in situations where wood and forests play an important role in energy generation and consumption. The programme will aim at strengthening the capacity of developing countries to develop small and medium size forest-based industries. It will continue work on assessment, monitoring and reporting on forest resources, products and institutions, as well as sharing of knowledge and best practices among countries on sustainable harvesting, processing and utilisation of wood, NWFPs and wood fuels with due emphasis on employment and income generation.

### Programme 2H: Fisheries and Aquaculture Information, Statistics, Economics and Policy

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2HA01	Support to the Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) through FIRMS and other FIGIS Partnerships	1,038
2HA02	Implementation of the Code of Conduct for Responsible Fisheries (Including Inland Fisheries and Aquaculture) and Related Instruments	3,825
2HP01	Provision of Fisheries Information and Statistics	4,760
2HP04	Global socioeconomic analysis of fisheries and aquaculture and of their contribution to food security, poverty alleviation and economic growth	1,574
2HS02	Promotion and Strengthening of Regional Fisheries and Aquaculture Bodies and Arrangements	2,967
2HS03	Technical Support Services to Members and the Field Programme	2,871
2HS04	Support to COFI and associated Meetings	823
<b>Total</b>		<b>17,858</b>

178. Programme 2H aims in the first instance at promoting the implementation of the Code of Conduct for Responsible Fisheries (CCRF), including inland fisheries and aquaculture, and related instruments. This involves: analysis, development and promotion of appropriate policies, strategies and regulatory instruments, including the elaboration of additional guidelines on ecolabelling of inland and marine capture fisheries; work on capacity and small-scale fisheries; and the use of vessel monitoring system (VMS) for combating illegal, unreported and unregulated (IUU) fishing and ensuring safety of fishers. Priority is given to the further sustainable expansion of aquaculture, support to COFI and associated meetings and

the strengthening of regional fishery bodies (RFBs). Policy work is supported by the global socio-economic analysis of fisheries and aquaculture, particularly their contribution to food security, poverty alleviation and economic growth. The programme will monitor and analyse major policy issues with implications at global, regional and national levels, such as: overcapacity, access to resources and fishing grounds in coastal and inland waters, participatory resources management, deep sea fisheries, marine protected areas, the ecosystem approach to fisheries, and monitoring, control and surveillance.

179. Concerning information and statistics (especially 2HA01 and 2HP01), due prominence is given to promoting and implementing the newly adopted Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF), coupled with *The State of World Fisheries and Aquaculture* (SOFIA), statistical publications and other information products. Improved quality and coverage of information and statistics will be pursued through partnerships with governments, RFBs and centres of excellence.

### Programme 2I: Fisheries and Aquaculture Management and Conservation

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2IP01	Monitoring, Management and Conservation of Fishery Resources	5,540
2IP02	Monitoring, Management and Conservation of Resources for Aquaculture Development	3,862
2IS01	Technical Support Services to Members and the Field Programme in the area of Fishery Resources	1,793
2IS02	Technical Support Services to Members and the Field Programme in the area of Aquaculture	1,721
<b>Total</b>		<b>12,915</b>

180. Programme 2I aims at promoting improved conservation of resources and effective management of production systems through complementary entities dealing with the two sub-sectors of: capture fisheries (marine and inland); and aquaculture. It also contributes to the implementation of the relevant aspects of the CCRF, associated International Plans of Action (IPOAs) and other international instruments. Among other activities, it will: a) pursue the identification, assessment, and monitoring of resources; b) develop guidelines, methodologies, and indicators for management and conservation of both marine resources and aquaculture systems; c) clarify the role of ecosystem-related management instruments (including aquatic protected areas); d) address environmental aspects of fishing and aquaculture; e) contribute to reduction of illegal fishing through improved monitoring, control and surveillance; f) carry out studies for improved efficiency and intensification of aquaculture, including new technologies; and g) develop a Fishery Management Information Exchange network. The programme will provide for the secretariats for the COFI Sub-Committee on Aquaculture and for the European Inland Fisheries Advisory Commission.

**Programme 2J: Fisheries and Aquaculture Products and Industry**

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2JA02	Implementation of MCS	564
2JA03	Capacity Building for Aquaculture and Small-Scale Fisheries Development	1,050
2JP01	Utilization, safety and quality of fishery products	1,628
2JP02	Fish trade and marketing	2,020
2JP03	Improving the safety of fishing operations	528
2JS01	Technical Support Services to Members and the Field Programme	3,459
<b>Total</b>		<b>9,248</b>

181. Programme 2J covers the provisions of the CCRF and related instruments addressing harvesting, handling, utilisation and trade of fisheries and aquaculture products. Guidance will be provided on cost-effective use of monitoring, control and surveillance assets and technologies. Guidelines and extension materials will assist with sustainable, cost-efficient and safe fishing operations in small scale fisheries, together with information dissemination networks. The programme will support increased contributions of small-scale fisheries and aquaculture to supply fish to local markets and promote their access to regional and international fish markets. The impact of market development on the value chain will be analysed. Priority will also be given to follow up of biennial sessions of the COFI Sub-Committee on Fish Trade and implementation of Codex recommendations related to fish, with due emphasis on aquaculture.

**Programme 2K: Sustainable Natural Resources Management**

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2KA01	Agricultural Water Use Efficiency, Quality and Conservation	4,080
2KA05	Land Tenure, Agrarian Reform and Access to Natural Resources	2,684
2KA06	Integrated Land, Water and Production Systems Policies, Planning and Management	1,638
2KA07	Forests and Water	1,107
2KA09	Impact of Fishing on the Environment	955
2KP01	Secretariat of the Commission on Genetic Resources for Food and Agriculture (CGRFA)	2,077
2KP02	Land and Water Knowledge Management, Information Systems, Databases and Statistics	2,476
2KP04	Economics of Natural Resources and Environmental Sustainability	1,479
2KP06	Environmental Analysis and Support to Sustainable Agriculture	1,797
2KP07	Climate Change Adaptation and Mitigation	1,557
2KP08	Fragile Ecosystems	1,144
2KS01	Technical Support Services to Members and the Field Programme	7,813
<b>Total</b>		<b>28,808</b>

182. An important share of this programme relates to the management of land and water resources. Three tightly knit entities (2KA01, 2KA06 and 2KP02) focus on: ensuring greater efficiency in water use and conservation; the integration of land and water policies, planning and management; land and water quality improvement; and enhanced knowledge management and databases on land and water resources. Work on water management includes transboundary water resources, playing a catalytic role in enhancing inter-country cooperation and agreements, and supporting major international initiatives. In addition, entity 2KA07

addresses the importance of forests to the provision of adequate supplies of fresh water, in particular through the development of methodologies and the provision of advice to countries on effective watershed management policies and practices. Entity 2KA05 will assist countries to put in place effective and affordable systems of access to land and other natural resources, and land tenure security for improved social justice and rural development, as a follow-up to the International Conference on Agrarian Reform and Rural Development (ICARRD).

183. Under 2KP01, the Secretariat of the CGRFA will assist development of internationally agreed frameworks for genetic resources for food and agriculture. The eleventh regular session of the Commission in 2007 will review the status and needs of the various sectors of biodiversity, including biodiversity for food and agriculture other than plants and animals, as well as the agro-ecosystem approach to genetic resource management and conservation. It will adopt a multi-year programme of work, i.e. on the Secretariat support to the IT-PGRFA and to the First International Technical Conference on Animal Genetic Resources.

184. Programme 2K also includes three important inter-related cross-disciplinary entities that focus on the implications of global environmental trends for member countries. Entity 2KP07 will cover in a holistic manner, issues of climate change and mitigation. This will include analysing and advising countries on adaptation and mitigation of climate change in the agriculture and rural sectors, managing climate variability, the role of forests in climate change and climate change-related actions as priority areas. Developing countries will be provided with information on terrestrial climate observations and the benefits of new environmental markets under the clean development mechanism (CDM) and the newly formed adaptation fund. The entities dealing with the *Environmental Analysis and Support to Sustainable Agriculture* (2KP06) and *Fragile Ecosystems* (2KP08) will address areas such as: bioenergy, environmental hotspots analysis and early warning system support, poverty and environment geospatial analysis, support to multilateral environmental agreements (especially climate change and combating desertification), and environmental analysis tools and information systems. 2KP08 will also promote multidisciplinary work on mountains and combating desertification. The programme will address the *Impact of Fishing on the Environment* (2KA09), including the physical impact of different fishing gears on the aquatic habitat and the environmental impact of marine debris and ghost fishing by lost gears.

185. Programme entity 2KP04: *Economics of Natural Resources and Environmental Sustainability* also addresses livestock-environment interactions (water, land and air pollution, livestock-mediated deforestation, grazing land degradation), including the extrabudgetary-funded Livestock, Environment and Development (LEAD) initiative.

## Programme 2L: Technology, Research and Extension

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2LA01	Strengthening National Agricultural Research and Extension Systems	2,828
2LP01	Secretariat of the CGIAR Science Council	5,650
2LS01	Technical Support Services to Members and the Field Programme	1,534
<b>Total</b>		<b>10,012</b>

186. Programme 2L aims primarily at supporting and enhancing capacities of the National Agricultural Research Systems (NARS), the modernisation of national agricultural extension systems and the establishment of strong functional linkages and coordination mechanisms. Improved integration of research and extension programmes will enable to strengthen the knowledge chain for the generation and adoption of appropriate technologies. Through

2LA01, the programme will pursue partnerships with the International Agricultural Research Centres of the CGIAR, other UN agencies, the Global Forum on Agricultural Research, regional and subregional organizations and fora on research and extension. The Science Council Secretariat of the CGIAR is hosted under 2LP01.

### Programme 2M: Rural Infrastructure and Agro-industries

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
2MA04	Fostering competitive agro-industries	6,019
2MA05	Enhancing small farmer income, employment and livelihoods	2,700
2MP02	Rural Infrastructure Development	2,229
2MS01	Technical Support Services to Members and the Field Programme	4,773
<b>Total</b>		<b>15,721</b>

187. Programme 2M addresses rural infrastructure improvements which range from systems for the provision of inputs to rural road, market and other post-production infrastructure. It seeks to enhance the efficiency and competitiveness of agro-industries, particularly in the transition to commercial agriculture. Special attention is given to strategies and managerial practices for improving profitability in the different parts of the agrifood system, and to strengthening market linkages for farmers and agro-processing enterprises, notably through capacity-building. Main partners are UN-HABITAT for rural infrastructure and UNIDO for agro-industries, while cooperation with financial institutions is also prominent.

188. Previous programme entities have been consolidated leading to 2MA04 and 2MA05. One new entity was formulated to address rural infrastructure development (2MP02). 2MA04 brings together three complementary areas of work for competitive agro-industries: enabling environments, capacity-building for agro-enterprises and business linkages, and quality and safety assurance. It also includes activities on livestock product (dairy and meat) processing and value-adding with focus on the small-scale sector. 2MA05 covers capacity-building for diversification and enterprise development, and farmer market linkages from the perspective of small farmer livelihoods.

## Chapter 3: Knowledge Exchange, Policy and Advocacy

### Programme 3A: Leveraging Resources and Investment

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3AP02	Financing for FAO Projects and Programmes	3,351
3AP03	Preparation and Formulation of National and Regional Programmes on Food Security, Agricultural and Rural Development	3,578
3AS01	World Bank Cooperative Programme	32,550
3AS08	Resource Mobilization for Member States	593
3AS12	Rome-based UN Agencies	1,061
3AS14	International, Regional and Sub-regional Financing Institutions and Bilateral Institutions	8,770
3AS16	Support to FAO activities	926
<b>Total</b>		<b>50,829</b>

189. The programme groups complementary entities aimed at leveraging resources for the benefit of Members. It comprises:

- . assistance to both technical and decentralized units in project identification and formulation and joint programming under new funding modalities at country level, with particular attention to the development of unilateral trust funds (UTFs), emergency and post-crisis programmes, strategic partnership agreements, programmes funded under the Global Environmental Facility (GEF) and initiatives from G-8 members (the main scope of 3AP02);
- . FAO's advocacy role in support of financing of agricultural and rural development in countries, including assistance in the identification of funding opportunities, facilitation of high-level dialogue/negotiations, as well as harmonisation with the efforts of other development partners (essentially through 3AS08);
- . formulation of comprehensive national and regional food security programmes that address both the production and access dimensions of food security, and formulation of tripartite South-South Cooperation (SSC) agreements (3AP03);
- . constituting the bulk of resources under this programme (i.e. all the other TS entities), work on investment generation carried out by the Investment Centre (TCI) in collaboration with international financing institutions (IFIs), in particular the World Bank, regional banks (AfDB, AsDB, IDB, IsDB) and the UN Rome-based agencies (IFAD and WFP) helping to target loans and grants to agricultural growth, poverty reduction and the eradication of hunger. The Investment Centre ensures: a close dialogue and collaboration between FAO, IFIs and recipient countries; and that IFIs, bilateral donors, governmental and non-governmental bodies give priority, in their strategies and lending programmes, to food security and poverty reduction. It also seeks enhancement of national investment planning and project formulation capabilities so that the countries in greatest need are able to attract more investment in agriculture, especially through the investment officers to be placed in the Subregional Offices (3AS16).

**Programme 3B: Food and Agriculture Policy**

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3BA01	Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS)	4,295
3BA04	Socioeconomic analysis of global perspective issues in food and agriculture	1,332
3BA06	Support to the Development of a Regulatory Framework for Food and Agriculture	2,126
3BP02	The State of Food and Agriculture	1,458
3BP05	Food Security Policy Analysis and Monitoring of the WFS goals and MDGs	1,873
3BP08	Field Programme Development	9,094
3BP10	Collection and Dissemination of Legal Information	1,276
3BP11	The Role of Agriculture in Economic and Social Development: Policy Analysis and Lessons Learned	2,465
3BS01	Servicing the Committee on World Food Security	1,099
3BS02	Technical Support Services to Members and the Field Programme	1,203
3BS06	Agriculture Policy Assistance	4,075
<b>Total</b>		<b>30,296</b>

190. Programme 3B brings together in two groups the key activities which provide for the analytical underpinning of policy work and the provision of policy assistance (including field programme development).

191. The first grouping covers analytical work for better understanding of the impact of agricultural, rural development and environmental policies on poverty and food security, and on the relationship between agriculture, hunger and poverty. It explores policy options to take into account those linkages. The programme also covers the preparation of *The State of Food and Agriculture* (SOFA), servicing of the Committee on World Food Security and monitoring of the implementation of World Food Summit commitments. It will give due emphasis to the establishment of networks among centres of excellence in countries to foster exchanges of experience on policy work on agriculture, rural poverty, food security and on the interface between the agricultural sector, including agro-industries, with secondary and tertiary sectors and its role in stimulating economic growth.

192. Preparatory work will be initiated on a new long-term perspective study *World Agriculture: Towards 2050*, while publications on thematic topics of global significance will continue to be issued. The programme includes a well-established interdepartmental entity, FIVIMS, aiming at strengthened action to address food insecurity, malnutrition and vulnerability within the context of poverty reduction. The FIVIMS entity supports better targeting of food insecure, malnourished and vulnerable groups, assessing where the food insecure are located and why these population groups are suffering from food insecurity. The programme also ensures global monitoring of WFS, MDGs and Maputo Declaration commitments on government expenditure on agriculture and formulates estimates of food deprivation to appear in SOFI and SOFA. Entity 3BP11 takes account of the role of livestock in economic development and poverty alleviation, supported by the extrabudgetary-funded Pro-Poor Livestock Policy Initiative.

193. The second grouping covers a range of policy advisory services involving various layers of the organizational structure aimed at:

- . establishing an enabling legal and regulatory environment and proper institutional arrangements for agriculture and rural development;

- . supporting the formulation, implementation and harmonisation of agriculture and rural development policies in the framework of poverty reduction strategies and other national initiatives;
- . strengthening the capacities of countries and their Regional Economic Integration Organizations (REIOs) in policy analysis, formulation, implementation and evaluation;
- . translating the analytical work of FAO into the adoption of innovative approaches and improved methodologies, based on lessons learnt and dissemination of good practices; and
- . supporting field programme development at country and regional level, through active participation of policy officers in the formulation of national medium-term priority frameworks (NMTPFs) and other national, regional or subregional planning exercises, the identification and design of cost-effective projects, and methodologies for post-emergency strategies.

### Programme 3C: Trade and Marketing

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3CA02	Support to the Multilateral Trade Negotiations and support for Implementation of Multi-Lateral Trade Negotiations	1,642
3CP06	Global socioeconomic analysis and market assessment of agricultural products and impact on food security	4,947
3CP07	Analysis of globalization and trade issues relevant to agricultural markets	2,685
3CP08	Support to CCP	1,490
3CS01	Technical Support Services to Members and the Field Programme	1,135
<b>Total</b>		<b>11,899</b>

194. Programme 3C covers FAO's ongoing trade and commodity market analysis work contributing to better formulation by Members of commodity policy and trade strategies compatible with their overall development objectives. The programme will also support policies for diversification and value-addition in both domestic and export markets. Analyses will be carried out of national and international food supply and demand, and commodity markets' developments in support of GIEWS and trade issues in terms of their impact on national and household food security. With respect to international agricultural trade policy, the programme will include: analyses, technical assistance to countries and capacity-building to support effective participation in international trade negotiations and implementation of multilateral trade arrangements. Entity 3CP06 also addresses global and regional assessments of the livestock sector and livestock commodities to guide priorities in development, research and investment; and entity 3CP07 deals with transboundary animal diseases and food safety hazards in value chains and the costs and economic impacts of animal diseases and of their control.



### Programme 3D: Agriculture Information and Statistics

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3DA01	Multi-Agency Programme for Capacity Building in Food and Agricultural Statistics	558
3DP02	Global Food and Agriculture Statistics	4,888
3DP03	Surveys and National Statistical Information Systems	2,145
3DP04	FAOSTAT/CountrySTAT and Coordination of Statistics at FAO	2,143
3DS01	Technical Support Services to Members and the Field Programme	985
<b>Total</b>		<b>10,719</b>

195. Programme 3D collects, analyses and disseminates statistics on resources, production, prices, agricultural trade and its flow by origin and destination. Domestic supply utilisation accounts are maintained for crops and livestock products, as well as resources. Agricultural trade, output, input, price and productivity indexes are prepared. The programme compiles and analyses food consumption and demographic data and derives indicators pertaining to the food and nutrition situation. In addition to FAOSTAT, it maintains specialised databases on food security, investment in agriculture, assistance to agriculture, government expenditures on agriculture, macro-economic indicators and census of agriculture.

196. The programme manages and maintains FAOSTAT, which is FAO's corporate database for substantive statistical data, and sets and monitors quality standards for food and agriculture statistics. It promotes participation of countries in world agricultural census programmes, including scope, coverage, concepts, definitions, classifications, methodology and proposed tabulations. It assesses and responds to country needs for technical assistance in planning and conducting agricultural censuses and surveys, including data processing, analysis and dissemination of results. It also develops, manages and promotes CountrySTAT as an integrated system of food and agriculture statistics at the national level and its outreach programme. Programme 3D conducts methodological studies, expert consultations, seminars, workshops and participates in international fora to promote food and agricultural statistics.

### Programme 3E: Alliances and Advocacy Initiatives Against Hunger and Poverty

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3EA01	Implementing Guidelines on the Right to Food in the context of National Food Security	391
3EP01	National Liaison Offices	4,638
3EP02	Corporate Framework for Effective Partnerships with civil society and private sector	798
3EP03	Coordination of the FAO Partnership Programmes relating to Retired Experts, TCDC/TCCT Experts, Young Professionals and Visiting Experts from Academic and Research Institutions	887
3EP04	Cooperation with the European Union	1,978
3ES02	The World Food Day, TeleFood and related activities	3,183
3ES03	The International Alliance Against Hunger	713
<b>Total</b>		<b>12,588</b>

197. The programme includes support to the International Alliance Against Hunger and National Alliances at country level, coupled with essential advocacy and public awareness-raising activities such as World Food Day, FAO Ambassadors and TeleFood. They involve a major outreach effort to civil society and private sector partners and promote advocacy

campaigns with other organizations on substantive messages regarding hunger and poverty. In addition to its awareness-raising component, TeleFood includes a fund-raising component with the private sector and the general public. Donations received are directed to the TeleFood Special Fund to support hunger-fighting grassroots projects.

198. Entity 3EP01 covers the work of the two Liaison Offices in Yokohama (Japan) and Washington, D.C. which also play a key role in awareness-raising among national constituencies interested in FAO's mandated areas and seek to mobilise resources in the fight against hunger and malnutrition.

199. The Right to Food Unit will develop materials and methods and will pursue other measures to strengthen capacity at the national level in order to implement Right to Food principles (3EA01).

200. Entity 3EP03 will continue to promote FAO's Partnership Programmes which make important contributions to: i) enhancing the Organization's capacity to serve its Members in responding to national problems; ii) strengthening FAO as a centre of excellence; and iii) technology exchange among countries in a cost-effective manner.

201. A new entity (3EP04) is to focus on increased cooperation with the European Union, including the Liaison Office in Brussels. The EU provides more than half of the world's official development assistance (ODA). In addition, the EU is stepping up its efforts to ensure prioritisation of agriculture and food security in its development cooperation with ACP countries. Implementation of the strategic partnership between the European Commission and FAO will be supported through active dialogue and interface with the Commission, Council, Parliament, the European Investment Bank, as well as with the Secretariat and members of the ACP Group and related committees.

### Programme 3F: Gender and Equity in Rural Societies

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3FA02	Mitigation of the Impact of Diseases in Rural Societies	1,457
3FP01	Promoting Gender Equality, Social Equity, Education and Communication in Rural Development	5,144
3FS01	Technical Support Services to Members and the Field Programme	2,799
<b>Total</b>		<b>9,400</b>

202. This programme comprises two major substantive entities dealing: on the one hand, with the impact of human diseases on agricultural productivity and household food security; and, on the other, gender equality and social equity issues. The programme contributes to the reduction of poverty and hunger by promoting social development. In particular, it provides policy advice, technical assistance, capacity-building and training services to Members and a variety of stakeholders in mainstreaming gender, social equity, education, employment and communication for development aspects into agricultural, environmental and rural development policies, legislation, programmes and projects. The programme supports the implementation of the Organization-wide *Gender and Development Plan of Action (2002-2007)*.

203. The programme is to address strong demand for policy advice and technical assistance to analyse the constraints caused by HIV/AIDS and other human diseases on agricultural production. It will develop appropriate strategies of multidisciplinary character for the agricultural sector to address and mitigate the impacts of such diseases on food security and

rural livelihoods, taking into account the gender-differentiated nature of such impacts. The programme continues to promote the application of traditional and new information and communication technologies for effective knowledge exchange between people and institutions, and puts a special accent on the needs of underserved and vulnerable rural groups.

### Programme 3G: Rural Livelihoods

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3GA02	Participatory Processes for Sustainable Rural Livelihoods	3,754
3GS02	Technical Support Services to Members and the Field Programme	365
<b>Total</b>		<b>4,119</b>

204. Programme 3G is geared to assisting countries in their rural development policies and programmes by strengthening rural producer, cooperative and community-based institutions. It supports improved management and service provision and the use of participatory processes to foster livelihoods and employment for poor and vulnerable rural groups. It will produce policy materials and methodologies in support of institutional mechanisms. The ultimate aims are: to promote rural employment and livelihoods, enhance resilience of vulnerable groups in response to risks and reinforce the capacity of public sector institutions to respond to the needs of small producers. Programme 3G will facilitate mainstreaming of livelihoods-based approaches and rural development policies into other programmes, as a follow-up to ICARRD.

### Programme 3H: Knowledge Exchange and Capacity Building

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3HP01	Knowledge Management and Information Dissemination (WAICENT, Ask FAO)	3,695
3HP02	Standards, Norms and Procedures for Knowledge Management and Information Dissemination (WAICENT and FAO Knowledge Forum including Ask FAO)	1,518
3HP03	Capacity Building, Distance Learning and Facilitation of Access to WAICENT and the FAO Knowledge Forum, including Ask FAO	2,408
3HP04	Library and Virtual Library Services, AGORA and other Information Collections	3,290
3HP05	Global Information and Early Warning System on Food and Agriculture	6,380
3HP06	Acquisition of Books and Journals on Line, International Programmes for Digitalization of Agriculture Books and Journals	1,978
3HP07	Knowledge Networks, Internal and External	2,128
3HS02	Capacity Building including Fellowships, Internships, High-level Training in Policies, Institution Building	855
<b>Total</b>		<b>22,252</b>

205. The WAICENT corporate framework (entity 3HP01) will include new knowledge exchange services (*Ask FAO*) to respond to the needs of policy-makers and professionals in real time. It has strong links to the new programme entity 3HP07 aimed at supporting knowledge networks to exchange expertise in the form of best practices in the Organization's principal disciplines. Complementary entities cover: the development of digital agricultural knowledge management and information dissemination standards (3HP02); capacity-building and technical advice at national level in accessing, managing, and disseminating information to support the programme on *Bridging the Rural Digital Divide* (3HP03); and capacity-building including fellowships and internships as well as training for high-level policy-makers in agricultural and rural development policies and strategies (3HS02). The programme also

ensures the maintenance of FAO's own explicit knowledge base of information collections, including the full range of library services for FAO staff and Members, and develops specific collections for developing countries such as Access to Global Online Research in Agriculture (AGORA) (3HP04). A new entity (3HP06) specifically focuses on increasing knowledge assets in electronic format through acquisitions of new books and journals and digitizing of existing materials.

206. It may be noted that the FAO Country Profiles and Mapping Information System has been consolidated into entity 3HP01, while the World Agricultural Information Resources network (WAIR) has been assimilated under 3HP07.

207. The programme covers the well-established Global Information and Early Warning System on Food and Agriculture (GIEWS) to provide Members and the international community at large with timely information on commodity market developments affecting food security at the global, regional and national levels, as well as early warning on impending food crises.

### Programme 3I: Information Technology Systems

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3IP02	IT Systems Concept and Development	6,138
3IP05	Information and Communications Technology Infrastructure Services Support	9,380
3IP06	Support in the use of IT services	5,079
3IP07	Knowledge Management Systems Support	2,578
3IP08	Management Information Systems Support	5,777
<b>Total</b>		<b>28,952</b>

208. In full complementarity with Programme 3H, this programme is to provide a wide range of IT systems concepts, planning, development and application, as well as the computer and telecommunications services underpinning FAO's role as a Knowledge Organization. In particular, 3IP07 will ensure that information systems (IS) and information and communication technology (ICT) are put to full use to serve knowledge sharing and explicit information collection, analysis and dissemination. The latter will also rely on the provision of communications services within and outside the organization (3IP05), as an essential dimension of the work.

209. The other three entities are geared to: making available effective management information systems for senior management's decision-making and for internal management and control processes (3IP08); developing clear and accessible IT systems concepts, IS/ICT plans, standards, policies and methodologies, as well as effective IS/ICT services delivery (3IP02); assisting users in relation to IS/ICT services, with service levels established through agreements to be regularly monitored (3IP06). Working under the resource constraints of the PWB 2006-07, the Information Systems and Technology Division has prioritised its services as follows: those required to support key organizational initiatives; those supporting core services; and others.

### Programme 3J: Communication and Public Information

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
3JP01	Programme for the Improvement of Language Coverage	2,048
3JP03	Electronic Publishing Policy and Support	4,474
3JS01	Multilingual communication, media promotion and cooperation	11,547
<b>Total</b>		<b>18,069</b>

210. Programme 3J seeks to raise the level of understanding and awareness of FAO's priority areas of activity and its comparative advantage. Its outreach work is to secure public and financial support for the Organization, as well as the fulfilment of national and international commitments to the World Food Summit and Millennium Development Goals. The programme also covers strategic planning of the Organization's publishing activities, ensuring an appropriate mix of print and electronic production and dissemination, the use of publishing workflow and content management systems, and recourse to decentralized short-run printing and global print-on-demand.

211. While consolidating previous entities, the Information Division (GII) is being restructured, including relocating senior and experienced information officers from headquarters to work more closely with target constituencies in developed countries. As regards media relations, the FAO Newsroom Web site is used as a prime tool for dissemination, recognising the increasing power of the Internet in communication. News items are distributed through e-mail, using the multiplier effect of global, regional and national news agencies to ensure the widest possible outreach in both developed and developing countries. The programme will also seek to enhance, update and increase recognition of the FAO "brand" worldwide, through partnerships with the advertising industry, development of core campaign materials, establishment of design and photography guidelines and standards, rosters of external service providers, and advisory services to FAO units in all locations.

## Chapter 4: Decentralization, UN Cooperation and Programme Delivery

### Programme 4A: UN Cooperation, Integration and Monitoring

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
4AP04	FAO Participation in cooperation with United Nations and Intergovernmental Organizations at corporate level	8,748
4AP05	FAO Participation in cooperation with United Nations at field level	5,164
<b>Total</b>		<b>13,912</b>

212. Programme 4A ensures close interaction and coordination with UN system organizations and programmes at both corporate level, and at more local level, i.e. under various development assistance frameworks (PRSPs, UNDAF/CCAs, etc.). It covers coordination of FAO's positions on policy matters, including on humanitarian assistance and liaison with relevant UN entities. Specific attention is given to backstopping the process of formulation and implementation of NMTPFs, led by the FAO Representatives. Accordingly, 4AP04 groups those units and staff which interface most directly with UN system partners,

including the Liaison Offices in New York and Geneva. 4AP05, on the other hand, covers the applicable share of provisions in decentralized locations, including in the FAORs.

### Programme 4B: Coordination of Decentralized Services

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
4BP02	Coordination and Decentralization Policy	1,920
4BP03	Oversight, Operations and Management Support to the Decentralized Offices	4,867
4BS01	FAOR support to Knowledge Management, Networking and Advocacy	13,519
<b>Total</b>		<b>20,306</b>

213. Programme 4B will ensure unity of purpose and synergy between different layers of the decentralized structure. Pursuit of FAO's decentralization policy will require adjustments in office structures and locations and related business processes in response to changing circumstances and the evolving demands from the membership and partners. The overall performance of the restructured network of country, subregional and regional offices (currently covering more than 130 countries) will continue to benefit from cost-effective oversight, operational and management support, allowing optimal use of human and financial resources.

214. Services provided by the FAOR offices in support of knowledge management, networking and advocacy will continue to facilitate a two-way exchange of information and knowledge (e.g. statistics, appropriate technologies, best practices) between international sources and local partners and also foster national capacity-building initiatives. Country offices will advocate that agriculture and food security are accorded due priority in national policies, pursue sensitisation activities and facilitate policy dialogue through networks of major stakeholders.

### Programme 4C: Food Security, Poverty Reduction and Other Development Cooperation Programmes

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
4CA01	Field programme Coordination, Monitoring, Inspection and Reporting	4,538
4CP01	Management and Coordination - SPFS/NPFS/RPFS/SSC/pro-poor small projects	7,816
4CP05	Analysis of Country and Regional Information on Agricultural Development and its Economic, Social and Political Context	4,384
4CP06	Regional field programme operations and monitoring	3,792
4CS07	FAOR support to National Development and Emergencies/Rehabilitation	65,562
<b>Total</b>		<b>86,092</b>

215. The programme (through 4CA01) is to ensure a coherent corporate approach particularly to the non-technical aspects of field programme management and operations, and to all the phases of the project cycle. This is achieved through regular and *ad hoc* management information and analytical reports, from the Field Programme Management Information System (FPMIS). Field programme related procedures and guidelines are continuously updated, using Internet-based technologies, to ensure timely and high-quality services to Members. This is complemented by monitoring of the project cycle, as well as the in-depth

inspection of complex field projects and programmes, and the finalisation of project terminal reports/statements. The programme also serves as a clearing house for field project proposals to ensure conformity with national priorities and with FAO's policies and priorities and adherence to UN system programming processes at country level, and provide for technical cooperation services by Regional and Subregional Offices.

216. With inputs from decentralized offices, the programme maintains country and regional intelligence and a country-based document database. It supports training, in particular for new FAORs and staff involved with the field programme. A specific entity (4CP05) covers on a continuous basis the collection, analysis and compilation of economic, social, sectoral and programme information for updating of country and thematic briefs that provide a contextual basis for policy and technical assistance to countries.

217. Another component (4CP01) is the support to Low-income, Food-deficit Countries (LIFDCs) in their efforts to improve food security, both at household and national levels through the SPFS and national and regional programmes for food security. Assistance is also provided to REIOs in the formulation and implementation of regional programmes for food security which, in addition to supporting national programmes, also address regional issues such as structural reform, policy harmonisation, removing trade barriers, ensuring food safety and control of transboundary animal diseases. Support is also extended to non-LIFDCs which apply for assistance, provided adequate extrabudgetary resources are made available. Work also covers the human resources provided under the SSC initiative, and pro-poor small community TeleFood projects.

218. The largest entity (4CS01) covers support from FAORs to national development (including emergency and rehabilitation). Country offices will lead FAO's support to food security, agriculture/rural development and emergency responses. They will act in an increasingly autonomous manner and with greater delegation of administrative and project approval authority. They will actively support joint UN approaches in achieving MDGs and implementing poverty reduction strategies. NMTPFs will ensure focus of FAO's assistance on jointly agreed priorities with governments and UN partners. In the wake of decreasing ODA and investment in agriculture, country offices will also assist governments in mobilising resources for food and agriculture.

#### **Programme 4D: Emergency and Post Crisis Management**

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
4DS01	Implementation of Emergency Programme	15,228
4DS02	Disaster preparedness, Mitigation and Support to Emergency and Rehabilitation Programme	610
<b>Total</b>		<b>15,838</b>

219. This programme operates in a context of ever-growing share of FAO field activities relating to emergency and rehabilitation. The overall strategy is to protect, restore and enhance agriculture, forestry and fisheries-based livelihoods, to reduce vulnerability, increase self-reliance and enable an exit from food aid.

220. The programme gives priority to: i) gathering and disseminating of information on affected livelihoods and external assistance required; ii) mobilisation of resources in response to crises; iii) partnerships with other UN agencies and NGOs and participation in coordinating mechanisms. It ensures: the involvement of all concerned FAO units; linkages between FAO's

support for emergencies and for longer-term development; and the foundation for growth and resilience to future threats.

221. The programme leads work on *disaster preparedness, mitigation and support to emergency and rehabilitation*, in an interdisciplinary way. It aims in particular at: streamlined procedures to reduce transaction costs and improve timeliness of FAO's actions; a common approach to FAO's evolving role in emergencies; exploiting further FAO's technical expertise in food security and livelihood analysis and response planning in all sectors of its mandate.

### Programme 4E: Technical Cooperation Programme

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
4EP01	Technical Cooperation Programme	98,780
4ES01	Programme Management, Monitoring and Coordination of the TCP	4,770
<b>Total</b>		<b>103,550</b>

222. The 2006-07 biennium will witness full implementation of the wide-ranging changes to the policy and operational framework of the TCP, as approved by the Council at its 129th Session in November 2005. This will in particular involve the preparation of new guidelines and procedures and the development of revised training modules and dissemination of new information tools.

223. Other key developments related to the TCP are:

- . the continued expanded use within TCP projects of expertise from the partnership programmes;
- . the growing utilization of TCP in support of the SPFS including, more recently, demands to support up-scaling of regional and national food security programmes;
- . streamlining of procedures for the approval of TCP Facility projects by FAORs, hence providing technical services to governments in the form of local/national consultancies to assist them in solving specific technical problems;
- . the formulation of project ideas for extrabudgetary funding sources and carrying out small sector studies;
- . streamlining of procedures for the reimbursement of technical support services rendered by FAO's technical divisions to TCP projects; and
- . enhancement of working methods for collaboration among all parties concerned - the TCP Service, FAORs, FAO technical units and operational branches - at the various stages of the project cycle (identification, analysis, formulation, evaluation and finalisation of the project proposal).



## Chapter 5: Management and Supervision Services

### Programme 5A: Oversight

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5AP01	External Audit	925
5AP02	Internal Audit, Inspection and Monitoring of the Organization's System of Internal Control and Financial Management	6,654
5AP03	Independent Evaluation	3,681
<b>Total</b>		<b>11,260</b>

224. This programme relates to key functions of oversight, i.e.: the work carried out both by the External Auditor and the Inspector General in all locations, the provision for local audits in decentralized offices (placed under entity 5AP02), and centrally funded evaluation activities including support to auto-evaluations. Full cooperation is maintained between the External Auditor and the Office of the Inspector-General to ensure complementarity of action. The internal audit function will address decentralized activities to provide assurance that field operations are managed in an economical, efficient and effective manner, and covers investigating fraud, presumptive fraud and undesirable trends. A new approach to local audit and cost containment measures will be pursued. Budgetary stringency will limit coverage of audit work and the scope of evaluation activities.

### Programme 5B: Programme and Budget Services

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5BP01	Support to results-based programme planning, budgeting, implementation monitoring and reporting	5,806
5BS02	Support to multi-disciplinary action	1,207
<b>Total</b>		<b>7,013</b>

225. This programme covers the work of the Office of Programme, Budget and Evaluation (PBE) except as relates to evaluation which is included in the preceding programme. The provision (under 5BP01) includes system support to general programming, budgeting and monitoring activities in the Organization. The centrally managed catalytic provision to assist with implementation of multidisciplinary work (5BS02) has been much strengthened over the level in the PWB 2004-05.

## Programme 5C: Financial Services

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5CP01	Central Accounting and Financial Reporting	7,557
5CP02	Financial Operations and Systems	8,749
5CP03	Treasury Operations	1,574
<b>Total</b>		<b>17,880</b>

226. The programme maintains the Organization's financial systems and performs accounting control activities, providing assurance regarding reliability of financial reporting and compliance with financial policies and relevant rules and regulations, and produces the official accounts of the Organization which require certification by the external auditor. The Finance Division also manages the Organization's liquidity, investments and currency needs. The programme is facing an ever-increasing volume of extrabudgetary contributions to FAO. Post abolitions and cuts in non-staff resources will adversely impact internal financial controls, compromising the Organization's capacity to produce accurate, timely and complete accounts, and lowering service standards. The potential for transferring some processing work to a less expensive location will be studied as a means of reducing costs in this programme.

## Programme 5D: Human Resources Management and Staff Welfare

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5DP01	Health and Medical Services	2,837
5DP02	Human Resources Legal Services	1,290
5DP03	Human Resources Policy, Planning and Inter-Agency Activities	5,028
5DP04	Organizational Development and Staffing	4,069
5DP05	Staff Development and Learning Services	2,085
5DP06	Provision of Social Security Services	1,503
<b>Total</b>		<b>16,812</b>

227. This programme covers the Division of Human Resources Management (AFH) and the Medical Service of the Administration and Finance Department (AF). It ensures that the Organization possesses the right set of competencies and human resources to achieve its goals. It also gives new impetus to human resources planning and development, as well as promoting a culture of continuous learning. The implementation of the Human Resources Management System (HRMS) will underpin the effective delivery of this programme.

228. AFH will continue to address the broad spectrum of human resources management issues, enhancing its advisory role and also providing support to the decentralized offices. Within the UN system, it will continue to participate in inter-agency consultations, particularly relating to the International Civil Service Commission (ICSC) and the UN Joint Staff Pension Fund (UNJSPF). It seeks to provide an effective system of administration of justice as an essential component of good HR management especially in a context of structural reform and staff turnover. The completion of an FAO-specific competency framework, including the definition of core and professional competencies (following on the work done for the definition of managerial competencies and those developed for the FAO representatives) is required as a basis for cost-effective development of human resources.

**Programme 5E: Procurement**

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5EP01	Procurement	8,901
<b>Total</b>		<b>8,901</b>

229. This programme covers central support to procurement activities throughout the Organization, which have expanded considerably due to emergency-related work. It also assists with procurement-related institutional building and training in concerned countries, in the context of important unilaterally-funded programmes and projects.

230. The volume of work will be reduced at headquarters by increasing the levels of delegated authority, in line with recent recommendations regarding the empowerment of line managers and field operators. This will require increase in training and monitoring resources in the decentralized offices.

**Programme 5F: Management of Premises**

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5FP01	Provision of Central Records Services	7,581
5FP02	Facilities Management Services	25,874
<b>Total</b>		<b>33,454</b>

231. This programme covers various aspects of the management of premises, including utilities and maintenance of buildings, but excluding security which is handled under Chapter 9. For infrastructure improvement at headquarters, continued reliance would be placed on the support of the Italian Government, as well as governmental and corporate donors, although it is increasingly difficult to carry out the attendant - and necessary - public relations and monitoring activities. This programme also includes essential services related to documents, central records and internal communications.

232. Reduced non-staff human resources may impose postponement of several urgent works to improve safety, in conformity to European standards and regulations, and in respect to long-standing recommendations made by auditors. They will be implemented on a longer *ad hoc* schedule, as funding is available. The building up of the Capital Facility for the replacement of technical installations will also not be possible in the current biennium given the budget constraints, and specific solutions will have to be found when replacement is required.

**Programme 5G: Meetings and Language Services and Protocol**

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5GP01	Official Correspondence	1,723
5GP02	Programming of meetings at Headquarters and in the Field	1,559
5GP03	Provision and monitoring of FAO language services	1,974
5GP04	Protocol Services and Liaison with Permanent Representatives	2,625
<b>Total</b>		<b>7,882</b>

233. Programme 5G covers the processing of official correspondence and ensures programming and management of non-FAO meetings held at headquarters and all FAO meetings. The programme provides terminology, translation, interpretation and printing services, as well as document workflow management and supportive information systems. Finally, it covers liaison and protocol work, including liaison with the host government for the implementation of the Headquarters Agreement, the issuance of travel documents, visas and identity cards, and support to the organization of meetings of Permanent Representatives.

234. It may be noted that financial management and monitoring of interpretation, translation and printing services is carried out under this programme, while funding of these services is recovered from originating divisions and secretariats of governing bodies. The expected level of resources to be handled through related pool accounts is around US\$ 18 million (US\$ 12 million for translation and printing, and US\$ 6 million for interpretation). Measures have been taken to improve the availability of electronic language tools, which are leading to the discontinuation of the services provided by the Terminology and Reference Library. It will be necessary to introduce cost-recovery mechanisms for processing and delivering administrative documents (visas, laissez-passers, etc.) to WFP, IFAD and UNOPS.

### Programme 5H: Shared Services

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
5HP01	Provision of Management Support Services	19,641
<b>Total</b>		<b>19,641</b>

235. This programme hosts the Shared Services Centre (SSC) which would ultimately contribute to efficiency gains in handling administrative tasks by reducing fragmentation and duplication. It will build and expand on the precedent of the centralized Management Support Service (MSS), the cost of which was previously distributed across a number of programmes. It is recalled that the SSC consolidates the present MSS and the personnel servicing functions in a similar unit in OCD (OCDS). Consideration could be given to the consolidation of the MSUs in regional offices into the SSC in 2007, after implementation of the HRMS.

## Chapter 6: Contingencies

### Programme 6A: Contingencies

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
6AP01	Contingencies	600
<b>Total</b>		<b>600</b>

236. The provision for contingencies remains unchanged since the PWB 1980-81.

## Chapter 8: Capital Expenditure

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
8AA02	Corporate Administrative Applications	1,950
8AA03	Server Software and Client Access Licenses for HQ and ROs	500
8AA04	IT Support to Meetings	575
8AA05	Human Resources Management System Project (HRMS)	9,250
8AA06	Field Accounting System Replacement Project	500
8AA07	Electronic Document Management System	800
<b>Total</b>		<b>13,575</b>

237. The Capital Account for the biennium has increased from the US\$ 9.4 million estimated in the PWB 2006-07 to US\$ 14.8 million in this revised budget, due to additional unspent arrears resources. The account is funded by US\$ 4.7 million from the appropriation for Chapter 8 and US\$ 10.1 million in unused arrears under Conference Resolution 6/2001 carried forward from 2004-05. The amount proposed for utilisation in 2006-07 has increased from US\$ 9.1 million under ZRG to US\$ 13.6 million in the revised PWB, with US\$ 1.2 million reserved for carry over to the next biennium.

238. Implementation of reforms in the Organization will have a significant impact on capital expenditure requirements. In particular, there will be new or expanded efforts in streamlining of administrative and financial processes and the pilot implementation of decentralization in Africa and Central Asia. Therefore, the scope and timing of every investment projects initially shown in the PWB 2006-07 has been re-evaluated and, when needed, adjusted to reflect the effective requirements and to take into account any operational or technological change.

239. The project under 8AA01: *HQ and Regional Telephony System* has been deferred since VoIP (Voice over Internet) PABX technologies are still evolving and it is premature for the Organization to commit significant funds in this area. AFI will follow evolution of VoIP, with the aim of preparing a technical roadmap for the future.

240. Under 8AA02: *Corporate Administrative Applications*, US\$ 150,000 will be invested (in 2006) to replace half of the servers which support administrative systems and which are now obsolete. A practice of regular, planned replacement of life-expired servers will provide a more reliable information systems infrastructure, underpinning the delivery of services to all units in the Organization.

241. An investment of US\$ 800,000 will be made for the replacement of the Atlas travel system and to upgrade its supporting infrastructure. The new application will address best practice business needs in travel processing and respond to External and Internal Audit recommendations that require major changes to the current system. The corporate Programme Planning, Implementation Reporting and Evaluation System (PIRES) will be adapted and extended with an investment of US\$ 500,000 for integration with budget forecasting and monitoring and HRMS. Adjustments will be made to improve performance in decentralized locations to support delegation of programme management responsibilities to MDTs.

242. US\$ 500,000 is planned to improve information and communications technology in the reconfigured Subregional Offices in Africa and Central Asia. This will permit full use of FAO's technical, administrative, and operational applications, including the roll-out of Oracle applications functionality.

243. Under 8AA03: *Server Software and Client Access Licenses for HQ and ROs*, the upgrade of network and email software for HQ and ROs, which is closely linked to Microsoft product upgrade cycles, is to be almost entirely deferred to the next biennium. FAO plans to implement the next version, whose release date is now expected to be late 2006 or early 2007. Hence, only US\$ 100,000 is retained for 2007 in order to fully test the new version, with actual rollout expected to take place in 2008-09.

244. To meet a long outstanding need for email connectivity for all FAO staff, US\$ 400,000 will be required to start introducing desk-to-desk email in existing country offices, replacing single account arrangements, putting staff there on a par with the rest of FAO.

245. The goal for 8AA04: *IT Support to Meetings* is to replace unreliable facilities over 20 years old in the most critical meeting rooms, namely the Plenary Hall and the Mexico Room, requiring US\$ 575,000. The funds will also cover limited works for other meeting-related services such as videoconferencing and web-casting services, contributing to more efficient and widely accessible meeting arrangements. The need for refurbishment of other meeting rooms will be assessed for implementation in 2008-09.

246. The HRMS (8AA05) project remains the top priority in line with guidance from the Finance Committee<sup>4</sup>, accounting for more than two-thirds of the Capital Expenditure budget for the biennium. Successful implementation of the HRMS is a prerequisite for a large number of streamlining and efficiency saving initiatives. An amount of US\$ 6,220,000 is required in 2006 to complete the project.

247. In addition, to ensure a smooth migration to HRMS within the Organization, US\$ 1.1 million will be needed for one-off post-implementation support, resolution of initial problems and some parallel processing with legacy systems.

248. To take maximum advantage of HRMS functionality, US\$ 830,000 will be invested to integrate HRMS with existing systems. This includes adjustment of Oracle Financials system

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<sup>4</sup> CL 129/4 para. 100

in order to support HRMS-related and other Oracle ERP features required by the Organization.

249. Finally, US\$ 1,100,000 will be for the HR Management Model (HRMM) capitalizing on the foundation laid by the HRMS to reform HR Management. Streamlining of HR processes requires significant development work at procedure and business rule level, and a re-training of managers with HR management roles.

250. The project under 8AA06: *Field Accounting System (FAS) Replacement* remains unchanged from the PWB 2006-07 at US\$ 500,000.

251. Entity 8AA07: *Electronic Document Management System* is to implement more modern tools in support of streamlining processes. Complementary to the HRMS, the document management system of administrative records (US\$ 400,000) will maintain paper administrative records electronically, thereby enabling the use of, for example, electronic sign-off procedures on human resource related actions. The Document and Workflow Management System (US\$ 400,000) supports business processes, managing documents and tasks, enabling users to initiate, execute, manage and track internal processes. These systems, of which some features are to be implemented in 2007, will significantly reduce the paper-flows within the Organization and further streamline processes.

## Chapter 9: Security Expenditure

### Programme 9A: Headquarters Security

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
9AP02	Safeguarding of FAO personnel, assets and operations in Headquarters	7,989
<b>Total</b>		<b>7,989</b>

252. Programme 9A provides for the protection of people, property and premises at headquarters, and related coordination with government authorities. The programme includes in particular: security infrastructure such as entry turnstiles and the construction of external reception and logistics areas and guards for headquarters premises.

### Programme 9B: Field Security

(all amounts in US\$ 000)		
Programme Entity	Title	Programme of Work 2006-07
9BP01	Safeguarding of personnel, assets and operations in field locations and provision of security equipment to FAO Representations	7,091
9BP02	Provision of security equipment to FAO decentralized offices other than the FAORs	727
9BP03	FAO participation in joint UN system undertakings to strengthen field security	297
9BP04	FAO financial contribution to the UN unified security management system	4,340
<b>Total</b>		<b>12,455</b>

253. Programme 9B provides for the development and implementation of the FAO field security policy, as well as the implementation of field security measures in all FAO locations. It includes:

- . liaising with the United Nations Department of Safety and Security (UNDSS) and the Inter-Agency Security Management Network (IASMN) regarding security policy matters and the UN unified security management system;
- . coordinating training for travellers to problem countries;
- . security equipment to FAO Representations, Regional, Subregional and Liaison Offices; and
- . residential security equipment and services to personnel in the decentralized offices of the Organization.



## Mapping of 2004-05 programme entities to new programme entities

New Entity	Title	Old Entity	Title	Comment
<b>1A</b>	<b>Governing bodies</b>			
1AP01	Organization of the Conference and Council sessions and Interdepartmental Coordination of Governing Bodies sessions	111P1	Organization of the Conference and Council sessions and Interdepartmental Coordination of Governing Bodies sessions	No Change
1AP02	Regional Conferences	111P4	Regional Conferences	No Change
<b>1B</b>	<b>General direction</b>			
1BP01	Director-General's Office	12100	Director-General's Office	No Change
1BP02	Legal Services Required for the Management of the Organization	124P1	Legal Services Required for the Management of the Organization	Modified, work on CCLM moved to 1BP03
1BP03	Support to CCLM			New Programme Entity, work on CCLM moved from 124P1
<b>2A</b>	<b>Crop production systems management</b>			
2AA02	Soil Productivity and Conservation	211A2	Land and Soil Productivity	Modified, incorporates some work from 211A5
2AA04	Conservation and Sustainable Use of Plant Genetic Resources	212A9	Conservation and Sustainable Use of Plant Genetic Resources, including through Biotechnology, Biosafety and Seed Sector Development	Title change
2AA05	Sustainable Intensification of Crop Production Systems through Nuclear Techniques and Biotechnology	215A1	Sustainable Intensification of Crop Production Systems through Technologies and Capacity-Building	Title change
2AA06	Crop Production Systems - Sustainable Intensification, Diversification, and Biodiversity	212B1	Production and Biodiversity in Crop and Grassland Systems	Modified, incorporates work from 212B1, 212B2, 212P5 212A5 and part of 210A3
2AP01	Technical Support to the International Treaty on Plant Genetic Resources for Food and Agriculture	212P4	Technical Support to the International Treaty on Plant Genetic Resources for Food and Agriculture	No Change
2AP03	Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture	212P7	Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture	No Change
2AS01	Committee on Agriculture (COAG)	210S1	Committee on Agriculture (COAG)	No Change
2AS02	Technical Services for Partnership Development, Advice, and Information Enhancement	210S2	Technical Services for Partnership Development and Information Enhancement	Modified, incorporates some work from 210A3.
2AS03	Technical Support Services to Members and the Field Programme	212S1	Advice to Countries and Support to Field Programme	Modified, part of work moved to 2CS01
		210A3	Enhancing capacities for sustainable production systems and good agricultural practices	Cancelled, work incorporated into 2AA06, 2BA02 and 2AS02
		212B2	Horticulture for improving livelihoods	Cancelled, work incorporated into 2AA06

New Entity	Title	Old Entity	Title	Comment
		212P5	Support to Strategy Formulation and Promotion of Specific Action for Rice Development in Member Countries of the International Rice Commission (IRC)	Cancelled, work incorporated into 2AA06
<b>2B</b>	<b>Livestock production systems management</b>			
2BA02	Sustainable Livestock Production	213B5	Livestock Development and Poverty Reduction	Modified, incorporates part of the work from 210A3
2BA03	Management of Animal Genetic Resources	213B6	Livestock - Environment Interactions	Title change
2BP01	Global Livestock Information and Knowledge System	213P1	Global Livestock Information	Title change
2BS01	Technical Support Services to Members and the Field Programme	213S1	Advice to Member Countries and Support to the Field Programme	Modified, part of work moved to 2CS01
		213B2	Livestock Sector Analysis and Policy Development	Cancelled, work incorporated into 3BP11, 3CP06, 3CP07 and 2KP04
<b>2C</b>	<b>Diseases and pests of animals and plants</b>			
2CA02	Sustainable Intensification of Livestock Production Systems through Nuclear Techniques and Biotechnology	215A2	Sustainable Intensification of Livestock Production Systems through Technologies and Capacity-building	Title change
2CP01	Secretariat of the International Plant Protection Convention (IPPC)	212P1	Secretariat of the International Plant Protection Convention (IPPC)	No Change
2CP02	Pesticide Risk Reduction through Pesticide Management, IPM and the use of Biopesticides	212P2	Pesticide Management	Modified, incorporates work from 212A5
2CP04	EMPRES - Migratory and Transboundary Invasive Plant Pests	212P6	EMPRES - Plant Pests Component	Modified, incorporates work from 212A5 and 212P3
2CP05	EMPRES - Progressive Control of Transboundary Animal Diseases	213P2	EMPRES - Progressive Control of Transboundary Animal Diseases	No Change
2CS01	Technical Support Services to Members and the Field Programme			New Programme Entity, incorporates some of the work from 212S1 and 213S1
		212A5	"Mainstreaming IPM" by Enhancing Essential Ecological Processes	Cancelled, work incorporated into 2AA06, 2CP04 and 2CP02
		212P3	Migratory Pest Management	Cancelled, work incorporated into 2CP04
<b>2D</b>	<b>Nutrition and consumer protection</b>			
2DA01	Animal Product Food Safety	213B4	Veterinary Public Health and Food Safety	Title change
2DA05	Household Food Security, Nutrition and Livelihoods	221A4	Community Action for Improved Household Food Security and Nutrition	Modified, incorporates work from 221A6 and 221A2
2DA06	Food and Nutrition Education and Consumer Awareness	221A5	Food and Nutrition Education, Communications and Training	Title change

New Entity	Title	Old Entity	Title	Comment
2DP01	Improving Food and Environmental Safety through Nuclear Techniques	215P1	Strengthening Compliance with International Food Safety Standards through Good Agricultural Practices	Title change
2DP02	Nutrient Requirements and Dietary Assessment in a Transforming Food Economy	221P1	Nutrient Requirements and Dietary Assessment for Food Safety and Quality	Modified, incorporates work from 220A4
2DP03	Joint FAO/WHO Food Standards Programme (Codex Alimentarius)	221P2	Joint FAO/WHO Food Standards Programme (Codex Alimentarius)	No Change
2DP04	Food Quality and Safety throughout the Food Chain for Consumer Protection	221P5	Food Quality Control and Consumer Protection	Modified, incorporates work from 221P8
2DP05	Provision of Scientific Advice on Food Safety	221P6	Food Safety Assessment	Title change
2DS01	Technical Support Services to Members and the Field Programme	221S1	Technical Support Services to Member Nations and the Field Programme	Title Change
		214A9	Enhancing Food Quality and Safety by Strengthening Handling, Processing and Marketing in the Food Chain	Cancelled, work incorporated into 2MA04
		220A4	Managing Nutrition in a Transforming Food Economy	Cancelled, work incorporated into 2DP02
		221A2	Nutrition Improvement for Sustainable Development	Cancelled, work incorporated into 2DA05
		221A6	Nutrition and Household Food Security in Emergencies	Cancelled, work incorporated into 2DA05
		221P8	Food Quality and Safety throughout the Food Chain	Cancelled, work incorporated into 2DP04
<b>2E</b>	<b>Forestry information, statistics, economics, and policy</b>			
2EP03	Forestry Knowledge and Communication Centre	244P1	Forestry Information	Title change
2EP04	Global Socio-economic analysis and forest sector studies			New Programme Entity, incorporates work from 242A3 and 242A4
2EP05	Strengthening Policy, Institutional and Participatory Capacities for Forest Management and Conservation			New Programme Entity, incorporates work from 243A3, 243A4, 243A5 and 243P4
2EP06	Support to COFO, Global and Regional Forestry Processes			New Programme Entity, incorporates work from 244A1 and 244S1
2ES01	Technical Support Services to Members and the Field Programme	243S1	Interaction with Field Programmes and Advisory Services	Title Change
		242A3	Forestry Sector Outlook Studies	Cancelled, work incorporated into 2EP04
		242A4	Economic Aspects of Forests	Cancelled, work incorporated into 2EP04

New Entity	Title	Old Entity	Title	Comment
		242P1	Forest Products Information	Cancelled, work incorporated into 2GP02
		243A3	Strengthening National Institutional Capacities	Cancelled, work incorporated into 2EP05
		243A4	Forest Policies and Governance	Cancelled, work incorporated into 2EP05
		243A5	Forests, Poverty Alleviation and Food Security	Cancelled, work incorporated into 2EP05
		243P4	Participatory Forestry and Sustainable Livelihoods	Cancelled, work incorporated into 2EP05
		244A1	International Forestry Processes	Cancelled, work incorporated into 2EP06
		244S1	Support to Statutory Bodies and Liaison with the Regional Offices	Cancelled, work incorporated into 2EP06
<b>2F</b>	<b>Forest management, conservation and rehabilitation</b>			
2FA06	Forest Fire Management and Forest Health			New Programme Entity, incorporates part of the work from 241A1
2FA07	Conservation and Rehabilitation of forests and woodlands ecosystems			New Programme Entity, incorporates work from 241A4
2FP02	Sustainable Management of forests, woodlands and trees outside of forests			New Programme Entity, incorporates work from 241A1
2FS01	Technical Support Services to Members and the Field Programme	241S1	Technical Support and Advisory Services	Title change
		241A1	Sustainable Management of Natural Forests and Woodlands	Cancelled, work incorporated into 2FP02 and 2FA06
		241A4	Conservation in Forests and Fragile Ecosystems	Cancelled, work incorporated into 2FA07
		241A5	Planted Forests and Trees Outside Forests	Cancelled, work incorporated into 2FP02
		241P1	Assessment and Monitoring of Forests and Woodland Resources	Cancelled, work incorporated into 2GP02
<b>2G</b>	<b>Forest products and industry</b>			
2GA01	Strengthening the Contribution of Forest Industries to Rural Development			New Programme Entity
2GP01	Best practices in forest products harvesting, utilization and appropriate industry development	242P2	Appropriate Utilisation of Forest Products	Title change
2GP02	Assessment, monitoring and reporting on forest resources products and institutions			New Programme Entity, incorporates work from 241P1 and 242P1
2GS01	Technical Support Services to Members and the Field Programme	242S1	Support to Field Projects and Advisory Services	Title change
<b>2H</b>	<b>Fisheries and aquaculture information, statistics, economics, and policy</b>			

New Entity	Title	Old Entity	Title	Comment
2HA01	Support to the Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) through FIRMS and other FIGIS Partnerships	231A2	Support to the Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) through FIRMS and other FIGIS Partnerships	No Change
2HA02	Implementation of the Code of Conduct for Responsible Fisheries (Including Inland Fisheries and Aquaculture) and Related Instruments	234A1	Coordination and Monitoring of the Implementation of the Code of Conduct for Responsible Fisheries	Modified, incorporates work from 234A4 and 234A5
2HP01	Provision of Fisheries Information and Statistics	231P1	Provision of Fisheries Information and Statistics	No Change
2HP04	Global socioeconomic analysis of fisheries and aquaculture and of their contribution to food security, poverty alleviation and economic growth			New Programme Entity, incorporates work from 234A4, 234P2 and 234P3
2HS02	Promotion and Strengthening of Regional Fisheries and Aquaculture Bodies and Arrangements	234S1	Promotion and Strengthening of Regional Fisheries Bodies and Arrangements	Modified, work related to COFI incorporated into 2HS04
2HS03	Technical Support Services to Members and the Field Programme	234S2	Direct Support to Countries in Fisheries Policy and Management	Modified to incorporate work from 2HS01 and aquaculture policy and management
2HS04	Support to COFI and associated Meetings			New Programme Entity, incorporates COFI related work from 234S1
		231S1	Advice and Technical Support to Member Nations and Regional Fisheries Bodies	Cancelled, work incorporated into 2HS03
		234A5	Promotion of Appropriate National/Regional Policies for Sustainable Aquaculture Development	Cancelled, work incorporated into 2HA02
		234P2	Global Analysis of Economic and Social Trends in Fisheries and Aquaculture	Cancelled, work incorporated into 2HP04
		234P3	Economic and Social Analysis of Fishery and Aquaculture Policy and Management	Cancelled, work incorporated into 2HP04
<b>2I</b>	<b>Fisheries and aquaculture management and conservation</b>			
2IP01	Monitoring, Management and Conservation of Fishery Resources	232P1	Global Monitoring and Strategic Analysis of Inland Fisheries and Aquaculture	Modified, aquaculture work moved to 2IP02, incorporates part of the work from 232A3, 232A4 and 232A5
2IP02	Monitoring, Management and Conservation of Resources for Aquaculture Development			New Programme Entity, incorporates work from 232A1, 232A2 and part of 232A5 and 232P1
2IS01	Technical Support Services to Members and the Field Programme in the area of Fishery Resources	232S1	Advice on Marine Resources and Environmental Issues	Modified, incorporates work on inland fisheries from 232S2, work on aquaculture moved to 2IS02

New Entity	Title	Old Entity	Title	Comment
2IS02	Technical Support Services to Members and the Field Programme in the area of Aquaculture	232S2	Advice on Inland Fisheries and Aquaculture Development	Modified, incorporates work on aquaculture from 232S1, work on inland fisheries moved to 2IS01
		232A1	Promotion of Responsible Inland Fisheries and Aquaculture	Cancelled, work incorporated into 2IP02
		232A2	Increased Contribution of Aquaculture and Inland Fisheries to Food Security	Cancelled, work incorporated into 2IP02
		232A3	Marine Fisheries Resources Identification and Biodata	Cancelled, work incorporated into 2IP01
		232A4	Monitoring and Reporting on Global Marine Resources and Relevant Environmental and Ecological Changes	Cancelled, work incorporated into 2IP01
		232A5	Assessment and Management of Fisheries Resources	Cancelled, work incorporated into 2IP01 and 2IP02
		234A4	Promotion of Coastal Fisheries Management	Cancelled, work incorporated into 2HA02 and 2HP04
<b>2J</b>	<b>Fisheries and aquaculture products and industry</b>			
2JA02	Implementation of MCS	233A7	Implementation of MCS	No Change
2JA03	Capacity Building for Aquaculture and Small-Scale Fisheries Development	233A8	Capacity Building for Small-scale Fisheries Development	Modified to incorporate capacity building for aquaculture
2JP01	Utilization, safety and quality of fishery products	233P1	Consumption, Safety and Quality of Fish Products	Modified, incorporates work from 233A9
2JP02	Fish trade and marketing	233P2	Promotion of International Fish Trade	Title change
2JP03	Improving the safety of fishing operations			New Programme Entity
2JS01	Technical Support Services to Members and the Field Programme	233S1	Provision of Technical Support and Guidance to Member Countries and FAO Field Programme in the area of Fishery Technology	Modified, incorporates work from 233S2
		233A9	Improved Utilization of Fish for Human Consumption	Cancelled, work incorporated into 2JP01
		233S2	Provision of Technical support and Guidance to Member Countries and FAO Field Programme in the area of Fish Utilization and Trade	Cancelled, work incorporated into 2JS01
<b>2K</b>	<b>Sustainable natural resources management</b>			
2KA01	Agricultural Water Use Efficiency, Quality and Conservation	211A1	Agricultural Water Use Efficiency and Conservation	Modified, incorporates work from 211A5 and 211S2
2KA05	Land Tenure, Agrarian Reform and Access to Natural Resources	253A5	Sustainable and affordable systems, including security of tenure, for access to land and other natural resources	Title change
2KA06	Integrated Land, Water and Production Systems Policies, Planning and Management	211A3	Integrated Land, Water and Plant Nutrition Policies, Planning and Management	No Change

New Entity	Title	Old Entity	Title	Comment
2KA07	Forests and Water	241A7	Forests and Water	No Change
2KA09	Impact of Fishing on the Environment	233A6	Impact of Fishing on the Environment	No Change
2KP01	Secretariat of the Commission on Genetic Resources for Food and Agriculture (CGRFA)	210P1	Secretariat of the Commission on Genetic Resources for Food and Agriculture (CGRFA)	No Change
2KP02	Land and Water Knowledge Management, Information Systems, Databases and Statistics	211P7	Land and Water Information Systems, Databases and Statistics	Modified, incorporates work from 211P8
2KP04	Economics of Natural Resources and Environmental Sustainability	224P3	Economics of Natural Resources and Environmental Sustainability	Modified, incorporates some work from 213B2
2KP06	Environmental Analysis and Support to Sustainable Agriculture			New Programme Entity, incorporates work from 251A6, 251A8 and 251P1.
2KP07	Climate Change Adaptation and Mitigation			New Programme Entity, incorporates work from 241A8 and 251A6 and covers FAO climate change activities related to carbon sequestration, GHG's, bioenergy and preparedness.
2KP08	Fragile Ecosystems			New Programme Entity covers fragile ecosystems previously in 2KP06
2KS01	Technical Support Services to Members and the Field Programme	211S1	Direct Support to Member Nations and to the Field Programme	Modified, incorporates work from 251S1 and 253S1
		211A5	Land and Water Quality Improvement	Cancelled, work incorporated into 2KA01 and 2AA02
		211P8	Knowledge Management and Partnerships	Cancelled, work incorporated into 2KP02
		211S2	International Programme for Technology and Research in Irrigation and Drainage (IPTRID)	Cancelled, work incorporated into 2KA01
		241A8	Forests and Climate Change	Cancelled, work incorporated into 2KP07
		251A6	Support to Environmental Agreements and Promotion of Integrated Environmental Planning and Management	Cancelled, work incorporated into 2KP06 and 2KP07
		251A8	Environmental Information and Decision Support Systems	Cancelled, work incorporated into 2KP06
		251P1	Environmental Geo-Information Infrastructure and Services	Cancelled, work incorporated into 2KP06
		251S1	Technical Support Services to Member Nations, the Field Programme, and Other Related Activities	Cancelled, work incorporated into 2KS01

New Entity	Title	Old Entity	Title	Comment
		253S1	Technical Support Services on Participatory Approaches, Institutional Development and Access to Land Resources	Cancelled, work incorporated into 2KS01
<b>2L</b>	<b>Technology, research and extension</b>			
2LA01	Strengthening National Agricultural Research and Extension Systems	251A9	Strengthening research systems and biotechnology applications	Modified, part of the work transferred to 2LS01
2LP01	Secretariat of the CGIAR Science Council	251P4	Secretariat of the CGIAR Science Council	No Change
2LS01	Technical Support Services to Members and the Field Programme			New Programme Entity, incorporates part of the work from 251A9
<b>2M</b>	<b>Rural infrastructure and agro-industries</b>			
2MA04	Fostering competitive agro-industries	214B4	Policy and institutional support for fostering competitive agro-industries	Modified, incorporates work from 214A4, 214A9 and 214P2
2MA05	Enhancing small farmer income, employment and livelihoods			New Programme Entity, incorporates work from 214A1, 214B3 and 214P2
2MP02	Rural Infrastructure Development			New Programme Entity
2MS01	Technical Support Services to Members and the Field Programme	214S1	Field Programme Support and Advisory Services to Countries	Title Change
		214A1	Enhancing small farmer income and livelihoods by improving farmer strategies and skills for market-oriented farming	Cancelled, work incorporated into 2MA05
		214A4	Capacity building for small and medium post-production enterprises	Cancelled, work incorporated into 2MA04
		214B3	Enhancing farmer-market linkages	Cancelled, work incorporated into 2MA05
		214P2	Agricultural Services - Data and Information Systems	Cancelled, work incorporated into 2MA04 and 2MA05
<b>3A</b>	<b>Leveraging resources and investment</b>			
3AP02	Financing for FAO Projects and Programmes			New Programme Entity, incorporates work from 351P1
3AP03	Preparation and Formulation of National and Regional Programmes on Food Security, Agricultural and Rural Development			New Programme Entity, incorporates part of the work from 256P2
3AS01	World Bank Cooperative Programme	321S1	World Bank Cooperative Programme	No change
3AS08	Resource Mobilization for Member States	351S1	Outreach to Partners for Resources Mobilization	Modified, incorporates work from 351P1
3AS12	Rome-based UN Agencies	322S2	International Fund for Agricultural Development	Modified, incorporates work from 322S3
3AS14	International, Regional and Sub-regional Financing Institutions and Bilateral Institutions	322S4	Other International Financing Institutions	Modified, incorporates work from 332S1 and 332S5
3AS16	Support to FAO activities	322S6	Support to FAO activities	No Change



New Entity	Title	Old Entity	Title	Comment
		322S1	African Development Bank	Cancelled, work incorporated into 3AS14
		322S3	World Food Programme	Cancelled, work incorporated into 3AS12
		322S5	Bilateral activities	Cancelled, work incorporated into 3AS14
		351P1	Organizational Support to Resources Mobilization	Cancelled, work incorporated into 3AS08 and 3EP04
<b>3B</b>	<b>Food and agriculture policy</b>			
3BA01	Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS)	220A1	Food Insecurity and Vulnerability Information for Better Policy Targeting (FIVIMS)	No Change
3BA04	Socioeconomic analysis of global perspective issues in food and agriculture	223A2	Global Food and Agricultural Perspective Studies	Modified, incorporates work from 220A3 and 220A6
3BA06	Support to the Development of a Regulatory Framework for Food and Agriculture	313A1	Support to the Development of a Regulatory Framework for Food and Agriculture	Modified, incorporates work from 313S1
3BP02	The State of Food and Agriculture	223P2	The State of Food and Agriculture	No Change
3BP05	Food Security Policy Analysis and Monitoring of the WFS goals and MDGs	224P6	Food Security Policy Analysis and Impact Assessment	Modified, incorporates work from 220P1 and 224P1
3BP08	Field Programme Development	312P2	Field Programme Development	Incorporates work from 256P2
3BP10	Collection and Dissemination of Legal Information	313P1	Collection and Dissemination of Legal Information	No Change
3BP11	The Role of Agriculture in Economic and Social Development: Policy Analysis and Lessons Learned			New Programme Entity, incorporates work from 213B2 and 224P2
3BS01	Servicing the Committee on World Food Security	220S1	Servicing the Committee on World Food Security	No Change
3BS02	Technical Support Services to Members and the Field Programme	224S1	Technical Support Services to Member Nations and the Field Programme	No Change
3BS06	Agriculture Policy Assistance			New Programme Entity, incorporates work from 311P1, 311S2, 312P3 and 312S3
		220A3	Demographic Change and Urbanization: Impact on Consumption Patterns	Cancelled, work incorporated into 3BA04
		220A6	Analysis of the Impact of the Changing Structure of the Food Economy	Cancelled, work incorporated into 3BA04
		220P1	World Food Summit and Millennium Development Goals Monitoring and Action	Cancelled, work incorporated into 3BP05

New Entity	Title	Old Entity	Title	Comment
		224P1	Policy Analysis for agriculture and the rural economy	Cancelled, work incorporated into 3BP05
		224P2	Agriculture, Rural Development and Poverty: Analysis of Linkages	Cancelled, work incorporated into 3BP11
		311A1	Development of FAO's Capacity to Provide On-line Training in Food, Agriculture and Rural Development Policy and Planning	Cancelled, work incorporated into 3BS06
		311P1	Coordination and harmonization of policy assistance for decentralized outreach activities	Cancelled, work incorporated into 3BS06
		311P3	Support to capacity building in food agriculture & rural development policy & planning	Cancelled, work incorporated into 3HS02 and 4DS02
		311S2	Support to advisory services in food, agriculture and rural policy development planning and policy analysis	Cancelled, work incorporated into 3BS06
		312P3	Capacity building in food agriculture & rural development policy & planning	Cancelled, work incorporated into 3BS06 and 3HS02
		312S3	Provision of policy & strategic advice	Cancelled, work incorporated into 3BS06
		313S1	Provision of Technical Advice	Cancelled, work incorporated into 3BA06
<b>3C</b>	<b>Trade and marketing</b>			
3CA02	Support to the Multilateral Trade Negotiations and support for Implementation of Multi-Lateral Trade Negotiations	224A4	Support for Implementation of Multi-Lateral Trade Negotiation Outcomes	Title change
3CP06	Global socioeconomic analysis and market assessment of agricultural products and impact on food security			New Programme Entity, incorporates work from 213B2, 220A5, 223P3, 223P4 and 223P5 and part of 224P4
3CP07	Analysis of globalization and trade issues relevant to agricultural markets			New Programme Entity incorporates work from 213B2, 220A5, 223P3, 223P4, 223P5, and 224P4
3CP08	Support to CCP			New Programme Entity, incorporates work from 223S1, and 224P4
3CS01	Technical Support Services to Members and the Field Programme	223S1	Technical Support Services to Member Nations and the Field Programme	Modified, incorporates work from 224P5 and part of 223P3 and 223P5
		220A5	Evolution of Commodity Value Chains and Impact on Markets, Trade and Food Security	Cancelled, work incorporated into 3CP06 and 3CP07

New Entity	Title	Old Entity	Title	Comment
		223P3	Market Assessments for Basic Food Commodities and Impact on Global Food Security	Cancelled, work incorporated into 3CP06 and 3CP07
		223P4	Projections and Global Commodity Market Assessments	Cancelled, work incorporated into 3CP06 and 3CP07
		223P5	Market Assessments of Tropical, Horticultural and Raw Material Commodities and Impact on Food Security	Cancelled, work incorporated into 3CP06 and 3CP07
		224P4	Analysis and Consensus-Building on Emerging Commodity and Trade Issues	Cancelled, work incorporated into 3CP06, 3CP07 and 2CP08
		224P5	Enhancing Diversification and Competitiveness of Agricultural Commodities	Cancelled, work incorporated into 3CS01
<b>3D</b>	<b>Agriculture information and statistics</b>			
3DA01	Multi-Agency Programme for Capacity Building in Food and Agricultural Statistics	222A6	Multi-Agency Programme for Capacity Building in Food and Agricultural Statistics in Africa	Title change
3DP02	Global Food and Agriculture Statistics	222P2	Agricultural Production, Trade Statistics and Food Balance Sheets	Modified, incorporates work from 222P1
3DP03	Surveys and National Statistical Information Systems	222P3	Agricultural Surveys and Statistics Development	Title change
3DP04	FAOSTAT/CountrySTAT and Coordination of Statistics at FAO	222Q1	Management of FAOSTAT/CountryStat and Coordination of Statistics at FAO	Title change
3DS01	Technical Support Services to Members and the Field Programme	222S1	Technical Support Services to Member Nations and the Field Programme	Title Change
		222P1	Agricultural Resources, Income and Food Security Statistics	Cancelled, work incorporated into 3DP02
<b>3E</b>	<b>Alliances and advocacy initiatives against hunger and poverty</b>			
3EA01	Implementing Guidelines on the Right to Food in the context of National Food Security	220A8	Implementing Guidelines on the Right to Food in the context of National Food Security	No Change
3EP01	National Liaison Offices	13230	Other Liaison Offices	Modified, incorporates work from 13220
3EP02	Corporate Framework for Effective Partnerships with civil society and private sector	352P1	Corporate Framework for Effective Partnerships	Modified, incorporates work from 352S1
3EP03	Coordination of the FAO Partnership Programmes relating to Retired Experts, TCDC/TCCT Experts, Young Professionals and Visiting Experts from Academic and Research Institutions	353P1	Coordination of Partnership Programmes	Title change
3EP04	Cooperation with the European Union			New Programme Entity, incorporates work from 351P1 and 13230

New Entity	Title	Old Entity	Title	Comment
3ES02	The World Food Day, TeleFood and related activities	352S2	Increased awareness of and support to FAO objectives through World Food Day, TeleFood and related activities	Title change
3ES03	The International Alliance Against Hunger	352S3	The International Alliance Against Hunger	No Change
		352S1	Enhancing the collaboration of FAO with external partners	Cancelled, work incorporated into 3EP02, 4AP04 and 4DS02
<b>3F</b>	<b>Gender and equity in rural societies</b>			
3FA02	Mitigation of the Impact of Diseases in Rural Societies	252A4	Analysis and Mitigation of the Impact of HIV/AIDS on Food Security and Rural Development	Title Change
3FP01	Promoting Gender Equality, Social Equity, Education and Communication in Rural Development	252P1	Promotion of Gender and Population issues, especially in Policies, Information and Agricultural Statistics	Modified, incorporates work from 252A3, 252A5 and 252P2
3FS01	Technical Support Services to Members and the Field Programme	252S1	Technical Support to Member Nations and the Field Programme	Title Change
		252A3	Gender and Natural Resources Management	Cancelled, work incorporated into 3FP01
<b>3G</b>	<b>Rural livelihoods</b>			
3GA02	Participatory Processes for Sustainable Rural Livelihoods	253A6	Enhanced Rural Institutions, Extension and Participatory Processes for Sustainable Agriculture and Rural Development (SARD)	Title change
3GS02	Technical Support Services to Members and the Field Programme			New Programme Entity
		252A5	Education for Rural People	Cancelled, work incorporated into 3FP01
		252P2	Information and Communication Technologies in Support of Agricultural Research, Extension and Education Systems	Cancelled, work incorporated into 3FP01
		253P1	Management and Support to the UN System Network on Rural Development and Food Security	Cancelled
<b>3H</b>	<b>Knowledge exchange and capacity building</b>			
3HP01	Knowledge Management and Information Dissemination (WAICENT, Ask FAO)	222P6	WAICENT Corporate Information Management and Dissemination Systems	Modified, incorporates work from 222A3
3HP02	Standards, Norms and Procedures for Knowledge Management and Information Dissemination (WAICENT and FAO Knowledge Forum including Ask FAO)	222P7	Standards, Norms and Procedures for Improved Access to Agricultural Information	Title change
3HP03	Capacity Building, Distance Learning and Facilitation of Access to WAICENT and the FAO Knowledge Forum, including Ask FAO	222P8	Facilitation of WAICENT Outreach	Modified, incorporates work from 222S2

New Entity	Title	Old Entity	Title	Comment
3HP04	Library and Virtual Library Services, AGORA and other Information Collections	222P9	Management and acquisition from FAO and other providers of information collections, including the Virtual Library	Modified, part of the work incorporated into 3HP06
3HP05	Global Information and Early Warning System on Food and Agriculture	223P6	Global Information and Early Warning System on Food and Agriculture	No Change
3HP06	Acquisition of Books and Journals on Line, International Programmes for Digitalization of Agriculture Books and Journals			New Programme Entity, incorporates part of the work from 222P9
3HP07	Knowledge Networks, Internal and External			New Programme Entity, incorporates work from 222A5
3HS02	Capacity Building including Fellowships, Internships, High-level Training in Policies, Institution Building			New Programme Entity, incorporates work from 312P3 and 311P3
		222A3	FAO Country Profiles and Mapping Information System	Cancelled, work incorporated into 3HP01
		222A5	World Agriculture Information Resource System (WAIR)	Cancelled, work incorporated into 3HP07
		222S2	Assistance to Countries in Capacity Building for Agriculture and Food Information through WAICENT	Cancelled, work incorporated into 3HP03
<b>3I</b>	<b>Information technology systems</b>			
3IP02	IT Systems Concept and Development	902P1	Development and Support of IS & ICT Plans, Standards, Policies and Methodologies	Modified, incorporates work from 522P1
3IP05	Information and Communications Technology Infrastructure Services Support	902P4	Provision of Information and Voice Telecommunication Services	Modified, incorporates work from 902P3
3IP06	Support in the use of IT services	902P6	Provision of Help Desk Services	Modified, incorporates work from 902P2
3IP07	Knowledge Management Systems Support	902P7	Provision of Information System Support Services	Title change
3IP08	Management Information Systems Support			New Programme Entity
		522P1	IS & ICT Coordination	Cancelled, work incorporated into 3IP02
		902P2	Monitoring of IS & ICT Services	Cancelled, work incorporated into 3IP06
		902P3	Provision of Information Technology Support Services	Cancelled, work incorporated into 3IP05
<b>3J</b>	<b>Communication and public information</b>			
3JP01	Programme for the Improvement of Language Coverage	222P5	Programme for the Improvement of Language Coverage	No Change
3JP03	Electronic Publishing Policy and Support	511P2	Publishing Policy and Support	Title change
3JS01	Multilingual communication, media promotion and cooperation	511S1	Public Information and Outreach	Modified, incorporates work from 511P1

New Entity	Title	Old Entity	Title	Comment
		511P1	Multilingual communication	Cancelled, work incorporated into 3JS01
<b>4A</b>	<b>UN cooperation, integration and monitoring</b>			
4AP04	FAO Participation in cooperation with United Nations and Intergovernmental Organizations at corporate level	131P2	Strategic Policy Advice on the UN System	Modified, incorporates work from 131P1, 352S1 and 13210
4AP05	FAO Participation in cooperation with United Nations at field level			New Programme Entity, incorporates part of the work from 312P2
		111P3	Liaison with Intergovernmental Organizations	Cancelled, work incorporated into 5GP01
		131P1	External Relations and Coordination	Cancelled, work incorporated into 4AP04
		13210	United Nations	Cancelled, work incorporated into 4AP04
<b>4B</b>	<b>Coordination of decentralized services</b>			
4BP02	Coordination and Decentralization Policy	125P1	Decentralization Policy and Coordination	Title change
4BP03	Oversight, Operations and Management Support to the Decentralized Offices	340P2	Oversight, Operations and Management Support Services to the Country Offices	Title change
4BS01	FAOR support to Knowledge Management, Networking and Advocacy	340S3	Advocacy and Outreach of FAO Activities at Country Level	Title change
		13220	North America	Cancelled, work incorporated into 3EP01
<b>4C</b>	<b>Food security, poverty reduction and other development cooperation programmes</b>			
4CA01	Field programme Coordination, Monitoring, Inspection and Reporting	332A2	Enhancement of database and tools for corporate and departmental field programme management and monitoring	Modified, incorporates work from 332P1, 332P2 and 332S1
4CP01	Management and Coordination - SPFS/NPFS/RPFS/SSC/pro-poor small projects	256P1	Management and Coordination	Modified to include national and regional programmes and to incorporate part of the work from 256P2
4CP05	Analysis of Country and Regional Information on Agricultural Development and its Economic, Social and Political Context	312P1	Country & regional sector information & analysis	Modified, incorporates work from 311P4
4CP06	Regional field programme operations and monitoring	331P1	Coordination and monitoring of regional field programme activities in Africa	Modified, incorporates work from 256P3, 331P2, 331P3, 331P4, 331P5, 331S1, 331S2, 331S3, 331S4 and 331S5
4CS07	FAOR support to National Development and Emergencies/Rehabilitation	340S2	Support to National Development Programmes and Humanitarian Activities by FAORs	Title change

New Entity	Title	Old Entity	Title	Comment
		256P2	SPFS Formulation	Cancelled, work incorporated into 3AP03, 3BP08 and 4CP01
		256P3	SPFS Implementation	Cancelled, work incorporated into 4CP06
		311P4	Support to country & regional sector information & analysis	Cancelled, work incorporated into 4CP05
		331P2	Coordination and monitoring of regional field programme activities in Asia	Cancelled, work incorporated into 4CP06
		331P3	Coordination and monitoring of regional field programme activities in Europe	Cancelled, work incorporated into 4CP06
		331P4	Coordination and monitoring of regional field programme activities in Latin America and the Caribbean	Cancelled, work incorporated into 4CP06
		331P5	Coordination and monitoring of regional field programme activities in Near East	Cancelled, work incorporated into 4CP06
		331S1	Support to the field programme in Africa	Cancelled, work incorporated into 4CP06
		331S2	Support to the field programme in Asia	Cancelled, work incorporated into 4CP06
		331S3	Support to the field programme in Europe	Cancelled, work incorporated into 4CP06
		331S4	Support to the field programme in Latin America and the Caribbean	Cancelled, work incorporated into 4CP06
		331S5	Support to the field programme in Near East	Cancelled, work incorporated into 4CP06
		332P1	Coordination of field programme activities	Cancelled, work incorporated into 4CA01
		332P2	Monitoring of field programme activities	Cancelled, work incorporated into 4CA01
		332S1	External Services in Relation to the Field Programme	Cancelled, work incorporated into 4CA01
<b>4D</b>	<b>Emergency and post crisis management</b>			
4DS01	Implementation of Emergency Programme	333S1	Management of emergency and early rehabilitation operations and coordination of post-conflict programmes	Modified, incorporates work from 333P1
4DS02	Disaster preparedness, Mitigation and Support to Emergency and Rehabilitation Programme			New Programme Entity, incorporates work from 311P3 and 352S1, prepared in consultation with PAIA REHA and PAIA CLIM

New Entity	Title	Old Entity	Title	Comment
		333P1	Development of FAO's capacity to formulate and implement policies and approaches for emergency, rehabilitation and humanitarian assistance	Cancelled, work incorporated into 4DS01
<b>4E</b>	<b>Technical Cooperation Programme</b>			
4EP01	Technical Cooperation Programme	41000	Technical Cooperation Programme	No Change
4ES01	Programme Management, Monitoring and Coordination of the TCP	420S1	Programme Management, Monitoring and Coordination of the TCP	No Change
<b>5A</b>	<b>Oversight</b>			
5AP01	External Audit	12320	External Audit	No Change
5AP02	Internal Audit, Inspection and Monitoring of the Organization's System of Internal Control and Financial Management	123P1	Internal Audit, Inspection and Monitoring of the Organization's System of Internal Control and Financial Management	No Change
5AP03	Independent Evaluation	122P3	Evaluation	No change
		122P4	Auto-evaluation	Cancelled, work incorporated into 5BP01
<b>5B</b>	<b>Programme and budget services</b>			
5BP01	Support to results-based programme planning, budgeting, implementation monitoring and reporting	122P1	Planning, Programming and Budgeting	Modified, incorporates work from 122P2, 122P4, 122A1 and 122S2
5BS02	Support to multi-disciplinary action	210S5	Central Support to PAIAs	Title Change
		122A1	Programme Planning, Implementation Reporting and Evaluation Support System (PIRES) Project	Cancelled, work incorporated into 5BP01
		122P2	Programme Implementation Support and Monitoring	Cancelled, work incorporated into 5BP01
		122S2	External Liaison	Cancelled, work incorporated into 5BP01
		13130	Contributions to Inter-agency Coordination Mechanisms	Cancelled. Incorporated into 1BP02, 4AP04, 5DP03, 9BP01 and 9BP04
<b>5C</b>	<b>Financial services</b>			
5CP01	Central Accounting and Financial Reporting	521P1	Central Accounting and Financial Reporting	No Change
5CP02	Financial Operations and Systems	521P2	Financial Operations and Systems	No Change
5CP03	Treasury Operations	521P3	Treasury Operations	No Change
<b>5D</b>	<b>Human resources management and staff welfare</b>			
5DP01	Health and Medical Services	523P1	Health and Medical Services	No Change
5DP02	Human Resources Legal Services	523P2	Policy and Legal Services	Title change
5DP03	Human Resources Policy, Planning and Inter-Agency Activities	523P3	Planning and Administration of Human Resources	Title change
5DP04	Organizational Development and Staffing	523P4	Organizational Development and Staffing	No Change



New Entity	Title	Old Entity	Title	Comment
5DP05	Staff Development and Learning Services	523P5	Staff Development Services	Title change
5DP06	Provision of Social Security Services	523P6	Provision of Social Security Services	No Change
<b>5E</b>	<b>Procurement</b>			
5EP01	Procurement	600P3	Procurement	No Change
<b>5F</b>	<b>Management of premises</b>			
5FP01	Provision of Central Records Services	600P1	Provision of Documents, Central Records and Communications User Services	Title change
5FP02	Facilities Management Services	600P2	Buildings Maintenance	Title change
<b>5G</b>	<b>Meetings and language services and protocol</b>			
5GP01	Official Correspondence	111P2	Official Correspondence	Modified, incorporates work from 111P3
5GP02	Programming of meetings at Headquarters and in the Field	112P1	Programming of meetings at Headquarters and in the Field	No Change
5GP03	Provision and monitoring of FAO language services	112P2	Provision and monitoring of FAO language services	No Change
5GP04	Protocol Services and Liaison with Permanent Representatives	113P1	Liaison with FAO Members and with the Host Country	Title change
<b>5H</b>	<b>Shared services</b>			
5HP01	Provision of Management Support Services	901P1	Provision of Management Support Services	No Change
<b>8A</b>	<b>Capital Expenditure</b>			
8AA01	HQ and Regional Office Telephone Systems	811P1	HQ and Regional Office PABX Systems	Title change
8AA02	Corporate Administrative Applications	812P1	Corporate Administrative Applications	No Change
8AA03	Server Software and Client Access Licenses for HQ and ROs	812P3	Server Software and Client Access Licenses for HQ and ROs	No Change
8AA04	IT Support to Meetings	813P1	IT Support to Meetings	No Change
8AA05	Human Resources Management System Project (HRMS)	814P1	Human Resources Management System Project (HRMS)	No Change
8AA06	Field Accounting System Replacement Project	814P2	Field Accounting System (FAS)	Title change
8AA07	Electronic Document Management System	814P4	Electronic Document Management System	No Change
<b>9A</b>	<b>Headquarters security</b>			
9AP02	Safeguarding of FAO personnel, assets and operations in Headquarters	911P1	Safeguarding of FAO personnel, assets and operations in Headquarters	Modified, incorporates work from 600P4
		600P4	Security and Transport	Cancelled, work incorporated into 9AP02
<b>9B</b>	<b>Field security</b>			
9BP01	Safeguarding of personnel, assets and operations in field locations and provision of security equipment to FAO Representations	921P1	Safeguarding of personnel, assets and operations in field locations and provision of security equipment to FAO Representations	No Change
9BP02	Provision of security equipment to FAO decentralized offices other than the FAORs	921P2	Provision of security equipment to FAO decentralized offices other than the FAORs	No Change

New Entity	Title	Old Entity	Title	Comment
9BP03	FAO participation in joint UN system undertakings to strengthen field security	922P1	FAO participation in joint UN system undertakings to strengthen field security	No Change
9BP04	FAO financial contribution to the UN unified security management system	922P2	FAO financial contribution to the UN unified security management system	No Change

## Annex V: Regular Programme Resource Allocations by Organizational Unit

Org Unit / Dept	Description	2004-05 Budget			Revised PWB Change			Revised PWB 2006-07		
		Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation
ODG	Office of Director-General	7,955	0	7,955	(109)	0	(109)	7,846	0	7,846
OFA	Office of the World Food Summit Follow-up and Alliances	0	0	0	4,481	27	4,454	4,481	27	4,454
SAD	Special Advisers to the Director-General	2,736	0	2,736	(347)	0	(347)	2,389	0	2,389
AUD	Office of the Inspector-General	5,224	105	5,119	284	0	284	5,508	105	5,403
LEG	Legal Office	5,998	626	5,372	(111)	(123)	12	5,887	503	5,384
PBE	Office of Programme, Budget and Evaluation	17,126	229	16,897	(4,160)	297	(4,457)	12,966	526	12,440
OCD	Office for Coordination of Normative, Operational and Decentralized Activities	8,750	0	8,750	(1,679)	0	(1,679)	7,071	0	7,071
<b>ODG</b>	<b>Office of Director-General</b>	<b>47,789</b>	<b>960</b>	<b>46,829</b>	<b>(1,640)</b>	<b>201</b>	<b>(1,841)</b>	<b>46,149</b>	<b>1,161</b>	<b>44,988</b>
AGD	Office of Assistant Director-General	5,247	0	5,247	232	0	232	5,479	0	5,479
AGA	Animal Production and Health Division	15,423	367	15,056	(1,316)	34	(1,350)	14,107	401	13,706

Org Unit / Dept	Description	2004-05 Budget			Revised PWB Change			Revised PWB 2006-07		
		Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation
AGE	Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture	5,687	0	5,687	(169)	0	(169)	5,518	0	5,518
AGL	Land and Water Development Division	13,135	533	12,602	(1,258)	0	(1,258)	11,877	533	11,344
AGN	Nutrition and Consumer Protection Division	0	0	0	18,599	1,375	17,224	18,599	1,375	17,224
AGP	Plant Production and Protection Division	22,497	592	21,905	(599)	(202)	(397)	21,898	390	21,508
AGS	Agricultural Support Systems Division	12,740	150	12,590	(9)	55	(64)	12,731	205	12,526
<b>AG</b>	<b>Agriculture, Biosecurity, Nutrition and Consumer Protection Department</b>	<b>74,729</b>	<b>1,642</b>	<b>73,087</b>	<b>15,480</b>	<b>1,262</b>	<b>14,218</b>	<b>90,209</b>	<b>2,904</b>	<b>87,305</b>
ESD	Office of Assistant Director-General	4,194	131	4,063	783	14	769	4,977	145	4,832
ESA	Agricultural and Development Economics Division	9,415	94	9,321	383	473	(90)	9,798	567	9,231
ESC	Commodities and Trade	19,591	96	19,495	(1,014)	224	(1,238)	18,577	320	18,257
ESN	Food and Nutrition Division	19,062	1,259	17,803	(19,062)	(1,259)	(17,803)	0	0	0
ESS	Statistics Division	12,303	161	12,142	(731)	(101)	(630)	11,572	60	11,512
<b>ES</b>	<b>Economic and Social Department</b>	<b>64,565</b>	<b>1,741</b>	<b>62,824</b>	<b>(19,641)</b>	<b>(649)</b>	<b>(18,992)</b>	<b>44,924</b>	<b>1,092</b>	<b>43,832</b>
<b>FI</b>	<b>Fisheries Department</b>	<b>38,579</b>	<b>1,665</b>	<b>36,914</b>	<b>(135)</b>	<b>209</b>	<b>(344)</b>	<b>38,444</b>	<b>1,874</b>	<b>36,570</b>
<b>FO</b>	<b>Forestry Department</b>	<b>26,687</b>	<b>403</b>	<b>26,284</b>	<b>(1,508)</b>	<b>(15)</b>	<b>(1,493)</b>	<b>25,179</b>	<b>388</b>	<b>24,791</b>
SDD	Office of Assistant Director-General	3,277	0	3,277	5,550	4,050	1,500	8,827	4,050	4,777
SDA	Rural Development Division	7,165	150	7,015	1,012	42	970	8,177	192	7,985

Org Unit / Dept	Description	2004-05 Budget			Revised PWB Change			Revised PWB 2006-07		
		Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation
SDR	Research, Extension and Training Division	17,067	4,505	12,562	(8,718)	(4,025)	(4,693)	8,349	480	7,869
SDW	Gender and Population Division	5,664	365	5,299	2,570	57	2,513	8,234	422	7,812
<b>SD</b>	<b>Sustainable Development Department</b>	<b>33,173</b>	<b>5,020</b>	<b>28,153</b>	<b>414</b>	<b>124</b>	<b>290</b>	<b>33,587</b>	<b>5,144</b>	<b>28,443</b>
TCD	Office of Assistant Director-General	6,782	16	6,766	(1,249)	16	(1,265)	5,533	32	5,501
TCA	Policy Assistance Division	11,545	14	11,531	54	61	(7)	11,599	75	11,524
TCI	Investment Centre Division	51,876	29,654	22,222	(7,078)	(4,484)	(2,594)	44,798	25,170	19,628
TCE	Emergency Operations and Rehabilitation Division	13,026	12,634	392	3,333	2,902	431	16,359	15,536	823
TCO	Field Operations Division	21,730	944	20,786	(656)	(318)	(338)	21,074	626	20,448
TCP	Technical Cooperation Programme	98,645	0	98,645	135	0	135	98,780	0	98,780
<b>TC</b>	<b>Technical Cooperation Department</b>	<b>203,604</b>	<b>43,262</b>	<b>160,342</b>	<b>(5,460)</b>	<b>(1,823)</b>	<b>(3,637)</b>	<b>198,144</b>	<b>41,439</b>	<b>156,705</b>
AFD	Office of Assistant Director-General	17,050	872	16,178	1,640	(250)	1,890	18,690	622	18,068
AFI	Information Systems and Technology Division	32,059	0	32,059	(2,576)	0	(2,576)	29,483	0	29,483
AFF	Finance Division	19,116	418	18,698	(27)	234	(261)	19,089	652	18,437
AFH	Human Resources Management Division	14,560	1,015	13,545	(856)	16	(872)	13,704	1,031	12,673
AFS	Administrative Services Division	43,534	410	43,124	(6,913)	1,206	(8,119)	36,621	1,616	35,005
<b>AF</b>	<b>Administration and Finance Department</b>	<b>126,319</b>	<b>2,715</b>	<b>123,604</b>	<b>(8,731)</b>	<b>1,206</b>	<b>(9,937)</b>	<b>117,588</b>	<b>3,921</b>	<b>113,667</b>
GID	Office of Assistant Director-General	4,611	0	4,611	(3,054)	0	(3,054)	1,557	0	1,557

Org Unit / Dept	Description	2004-05 Budget			Revised PWB Change			Revised PWB 2006-07		
		Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation
GIC	Conference, Council and Protocol Affairs Division	16,640	0	16,640	(1,525)	126	(1,651)	15,115	126	14,989
GII	Information Division	16,213	0	16,213	192	0	192	16,405	0	16,405
GIL	Library and Documentation Systems Division	15,458	58	15,400	(872)	0	(872)	14,586	58	14,528
<b>GI</b>	<b>General Affairs and Information Department</b>	<b>52,922</b>	<b>58</b>	<b>52,864</b>	<b>(5,259)</b>	<b>126</b>	<b>(5,385)</b>	<b>47,663</b>	<b>184</b>	<b>47,479</b>
<b>FAOR</b>	<b>FAO Representations</b>	<b>75,658</b>	<b>4,541</b>	<b>71,117</b>	<b>12,578</b>	<b>5,608</b>	<b>6,969</b>	<b>88,236</b>	<b>10,149</b>	<b>78,086</b>
<b>LO</b>	<b>Liaison Offices</b>	<b>11,928</b>	<b>769</b>	<b>11,159</b>	<b>991</b>	<b>0</b>	<b>991</b>	<b>12,919</b>	<b>769</b>	<b>12,150</b>
RAF	Regional Office for Africa (Accra)	17,177	766	16,411	(5,898)	192	(6,090)	11,279	958	10,321
RAP	Regional Office for Asia and the Pacific (Bangkok)	19,275	1,595	17,680	(503)	0	(503)	18,772	1,595	17,177
REU	Regional Office for Europe (Rome)	4,509	240	4,269	13	80	(67)	4,522	320	4,202
RLC	Regional Office for Latin America and the Caribbean (Santiago)	14,830	572	14,258	778	702	76	15,608	1,274	14,334
RNE	Regional Office for the Near East (Cairo)	12,457	787	11,670	(1,017)	(56)	(961)	11,440	731	10,709
<b>RO</b>	<b>Regional Offices</b>	<b>68,248</b>	<b>3,960</b>	<b>64,288</b>	<b>(6,627)</b>	<b>918</b>	<b>(7,545)</b>	<b>61,621</b>	<b>4,878</b>	<b>56,743</b>
SAFR	Subregional Office for Southern and East Africa	8,344	183	8,161	(8,344)	(183)	(8,161)	0	0	0
SAPA	Subregional Office for the Pacific Islands	2,803	32	2,771	(24)	1	(25)	2,779	33	2,746
SEUR	Subregional Office for Central and Eastern Europe	3,433	58	3,375	(592)	(58)	(534)	2,841	0	2,841
SFS	Subregional Office for Southern Africa	0	0	0	6,816	230	6,586	6,816	230	6,586
SFC	Subregional Office for Central Africa	0	0	0	5,687	165	5,522	5,687	165	5,522
SLAC	Subregional Office for the Caribbean	4,249	12	4,237	188	54	134	4,437	66	4,371

Org Unit / Dept	Description	2004-05 Budget			Revised PWB Change			Revised PWB 2006-07		
		Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation	Programme of Work	Less: Income	Appropriation
SEC	Subregional Office for Central Asia	0	0	0	5,856	165	5,691	5,856	165	5,691
SFE	Subregional Office for Eastern Africa	0	0	0	6,308	175	6,133	6,308	175	6,133
SNEA	Subregional Office for North Africa	2,826	26	2,800	710	(1)	711	3,536	25	3,511
SFW	Subregional Office for West Africa	0	0	0	4,965	188	4,777	4,965	188	4,777
<b>SO</b>	<b>Sub Regional Offices</b>	<b>21,655</b>	<b>311</b>	<b>21,344</b>	<b>21,571</b>	<b>736</b>	<b>20,835</b>	<b>43,226</b>	<b>1,047</b>	<b>42,179</b>
<b>AOS</b>	<b>Income</b>	<b>(5,445)</b>	<b>24,864</b>	<b>(30,309)</b>	<b>(189)</b>	<b>2,508</b>	<b>(2,697)</b>	<b>(5,634)</b>	<b>27,372</b>	<b>(33,006)</b>
<b>CONT</b>	<b>Contingencies</b>	<b>600</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>600</b>
<b>8</b>	<b>Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,575</b>	<b>8,851</b>	<b>4,724</b>	<b>13,575</b>	<b>8,851</b>	<b>4,724</b>
<b>9</b>	<b>Security Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,444</b>	<b>0</b>	<b>20,444</b>	<b>20,444</b>	<b>0</b>	<b>20,444</b>
<b>Total</b>		<b>841,011</b>	<b>91,911</b>	<b>749,100</b>	<b>35,862</b>	<b>19,262</b>	<b>16,600</b>	<b>876,873</b>	<b>111,173</b>	<b>765,700</b>

## Acronyms

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ACP	African, Caribbean and Pacific Group
ADG	Assistant Director-General
AF	Administration and Finance Department
AFF	Finance Division
AFH	Human Resources Management Division
AFI	Information Systems and Technology Division
AFS	Administrative Services Division
AG	Agriculture, Biosecurity, Nutrition and Consumer Protection Department
AGA	Animal Production and Health Division
AGE	Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture
AGL	Land and Water Development Division
AGN	Nutrition and Consumer Protection Division
AGORA	Access to Global Online Research in Agriculture
AGP	Plant Production and Protection Division
AGRIS	International Information System for the Agricultural Sciences and Technology
AGS	Agricultural Support Systems Division
AOS	Administrative and operational support
APFIC	Asia-Pacific Fishery Commission
AQUASTAT	Rural Water Statistical System
AUD	Office of the Inspector-General
AWTO	WTO Multilateral Trade Negotiations on Agriculture, Fisheries and Forestry (PAIA)
BIOD	Integrated Management of Biological Diversity for Food and Agriculture (PAIA)
BIOS	Biosecurity for Agriculture and Food Production (PAIA)
BTEC	Biotechnology Applications in Agriculture, Fisheries and Forestry (PAIA)
CCA	Common country assessment
CCLM	Committee on Constitutional and Legal Matters
CCP	Committee on Commodity Problems



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CCRF	Code of Conduct for Responsible Fisheries
CECAF	Fishery Committee for the Eastern Central Atlantic
CFC	Common Fund for Commodities
CFS	Classical swine fever
CFS	Committee on World Food Security
CGIAR	Consultative Group on International Agricultural Research
CGRFA	Commission on Genetic Resources for Food and Agriculture
CLIM	Climate Change Issues in Agriculture (PAIA)
COAG	Committee on Agriculture
COFI	Committee on Fisheries
COFO	Committee on Forestry
COIN	Country Office Information Network
CSD	Commission on Sustainable Development (UN)
DNA	Deoxyribonucleic acid
EFC	European Forestry Commission
EIFAC	European Inland Fisheries Advisory Commission
EMPRES	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases
ENGY	Bioenergy (PAIA)
ERP	Education for Rural People
ES	Economics and Social Department
ESA	Agricultural and Development Economics Division
ESC	Commodities and Trade Division
ESS	Statistics Division
EU	European Union
FAOLEX	Database of national legislation and international agreements concerning food and agriculture (including fisheries, forestry and water)
FAOR	FAO Representative
FAOSTAT	Corporate Database for Substantive Statistical Data
FAS	Field Accounting System
FI	Fisheries Department
FIGIS	Fisheries Global Information System
FII	Fishery Industries Division
FIP	Fishery Policy and Planning Division
FIR	Fishery Resources Division
FIRMS	Fisheries Resources Monitoring System

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<b>FIVIMS</b>	Food Insecurity and Vulnerability Information and Mapping System
<b>FMD</b>	Foot-and-mouth disease
<b>FO</b>	Forestry Department
<b>FON</b>	Forestry Policy and Information Division
<b>FOP</b>	Forestry Products and Economics Division
<b>FOR</b>	Forest Resources Division
<b>FPMIS</b>	Field Programme Management Information System
<b>FRA</b>	Forest resources assessment
<b>GAP</b>	Good agricultural practice
<b>GFCM</b>	General Fisheries Commission for the Mediterranean
<b>GI</b>	General Affairs and Information Department
<b>GIC</b>	Conference, Council and Protocol Affairs Division
<b>GIEWS</b>	Global Information and Early Warning System on Food and Agriculture
<b>GII</b>	Information Division
<b>GIL</b>	Library and Documentation Systems Division
<b>GLOP</b>	Global Perspective Studies (PAIA)
<b>GPA</b>	Global Plan of Action
<b>HR</b>	Human resources
<b>HRMS</b>	Human Resources Management System
<b>IAAH</b>	International Alliance Against Hunger
<b>IAEA</b>	International Atomic Energy Agency
<b>ICSC</b>	International Civil Service Commission
<b>ICT</b>	Information and communication technology
<b>IDWG</b>	Interdepartmental Working Group
<b>IEE</b>	Independent External Evaluation of FAO
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFI</b>	International financing institution
<b>IGO</b>	Intergovernmental Organization
<b>ILO</b>	International Labour Organization
<b>IPM</b>	Integrated pest management
<b>IPNM</b>	Integrated plant nutrient management
<b>IPOA</b>	International Plan of Action
<b>IPPC</b>	International Plant Protection Convention
<b>IPPM</b>	Integrated production and pest management

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IRC	International Rice Commission
IS	Information systems
ISP	Investment Support Programme
IT	Information technology
IT	International Treaty
IUU	Illegal, unreported and unregulated (fishing)
JIU	Joint Inspection Unit
LEG	Legal Office
LHOO	Local Institution Building to Improve Capacity for Achieving Sustainable Rural Livelihoods (PAIA)
LO	Liaison Office
LOBR	Liaison Office with European Union and Belgium
LOGE	Liaison Office with the United Nations, Geneva
LOJA	Liaison Office with Japan
LONY	Liaison Office with the United Nations, New York
LOWA	Liaison Office for North America
MCS	Monitoring, control and surveillance
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
MSS	Management Support Service
MSU	Management Support Unit
MTNS	Sustainable Management of Mountains (PAIA)
MTP	Medium Term Plan
NARS	National Agricultural Research Systems
NGO	Non-governmental organization
NMTPF	National medium-term priority framework
NPFS	National Programme for Food Security
NPO	National Professional Officer
NWFP	Non-wood forest product
OCD	Office for Coordination of Normative, Operational and Decentralized Activities
ODA	Official development assistance
ODG	Office of the Director-General
OFA	Office of WFS Follow-up and Alliances
OIE	World Organisation for Animal Health
PAAT	Programme Against African Trypanosomiasis

<b>PABX</b>	Private automatic branch exchange (telephone)
<b>PAIA</b>	Priority Area for Interdisciplinary Action
<b>PBE</b>	Office of Programme, Budget and Evaluation
<b>PGRFA</b>	Plant Genetic Resources for Food and Agriculture
<b>PIRES</b>	Programme Planning, Implementation Reporting and Evaluation System
<b>PROD</b>	Integrated Production Systems (SARD/SPFS) (PAIA)
<b>PSC</b>	Project Servicing Costs
<b>PVP</b>	Plant Variety Protection
<b>QINF</b>	Definitions, Norms, Methodologies and Quality of Information (PAIA)
<b>RAF</b>	Regional Office for Africa
<b>RAP</b>	Regional Office for Asia and the Pacific
<b>RBB</b>	Results-based budgeting
<b>REHA</b>	Disaster Prevention, Mitigation and Preparedness and Post Emergency Relief and Rehabilitation
<b>REIO</b>	Regional Economic Integration Organization
<b>REU</b>	Regional Office for Europe
<b>RFB</b>	Regional fishery body
<b>RFMO</b>	Regional fishery management organization
<b>RG</b>	Real growth
<b>RLC</b>	Regional Office for Latin America and the Caribbean
<b>RNE</b>	Regional Office for the Near East
<b>RO</b>	Regional Office
<b>RPFS</b>	Regional Programme for Food Security
<b>SAD</b>	Special Adviser to the Director-General
<b>SADC</b>	Southern African Development Community
<b>SARD</b>	Sustainable agriculture and rural development
<b>SD</b>	Sustainable Development Department
<b>SDA</b>	Rural Development Division
<b>SDR</b>	Research, Extension and Training Division
<b>SDW</b>	Gender and Population Division
<b>SIT</b>	Sterile insect technique
<b>SOFA</b>	The State of Food and Agriculture
<b>SOFI</b>	The State of Food Insecurity in the World
<b>SPAT</b>	Spatial Information Management and Decision Support Tools
<b>SPFS</b>	Special Programme for Food Security

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<b>SPS</b>	Sanitary and phytosanitary measures
<b>SSC</b>	Shared Services Centre
<b>SSC</b>	South-South Cooperation
<b>TAD</b>	Transboundary animal diseases
<b>TC</b>	Technical Cooperation Department
<b>TCA</b>	Policy Assistance Division
<b>TCE</b>	Emergency Operations and Rehabilitation Division
<b>TCI</b>	Investment Centre
<b>TCO</b>	Field Operations Division
<b>TCP</b>	Technical Cooperation Programme
<b>UNCED</b>	United Nations Conference on Environment and Development
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WAICENT</b>	World Agricultural Information Centre
<b>WFD</b>	World Food Day
<b>WFP</b>	World Food Programme
<b>WFS</b>	World Food Summit
<b>WHO</b>	World Health Organization
<b>WTO</b>	World Trade Organization
<b>ZRG</b>	Zero real growth



## Strategies to Address Members' Needs

- A. Contributing to the eradication of food insecurity and rural poverty**
  - A.1** Sustainable rural livelihoods and more equitable access to resources
  - A.2** Access of vulnerable and disadvantaged groups to sufficient, safe and nutritionally adequate food
  - A.3** Preparedness for, and effective and sustainable response to, food and agricultural emergencies
- B. Promoting, developing and reinforcing policy and regulatory frameworks for food, agriculture, fisheries and forestry**
  - B.1** International instruments concerning food, agriculture, fisheries and forestry, and the production, safe use and fair exchange of agricultural, fishery and forestry goods
  - B.2** National policies, legal instruments and supporting mechanisms that respond to domestic requirements and are consistent with the international policy and regulatory framework
- C. Creating sustainable increases in the supply and availability of food and other products from the crop, livestock, fisheries and forestry sectors**
  - C.1** Policy options and institutional measures to improve efficiency and adaptability in production, processing and marketing systems, and meet the changing needs of producers and consumers
  - C.2** Adoption of appropriate technology to sustainably intensify production systems and to ensure sufficient supplies of food and agricultural, fisheries and forestry goods and services
- D. Supporting the conservation, improvement and sustainable use of natural resources for food and agriculture**
  - D.1** Integrated management of land, water, fisheries, forest and genetic resources
  - D.2** Conservation, rehabilitation and development of environments at the greatest risk
- E. Improving decision-making through the provision of information and assessments and fostering of knowledge management for food and agriculture**
  - E.1** An integrated information resource base, with current, relevant and reliable statistics, information and knowledge made accessible to all FAO clients
  - E.2** Regular assessments, analyses and outlook studies for food and agriculture
  - E.3** Central place for food security on the international agenda