

In Norway's view, FAO should be a cornerstone of the global architecture for food security and agriculture. It is therefore important that the FAO's reformed Committee on World Food Security is strengthened and given a prominent role. Norway also considers it important that FAO strengthen its activities relating to climate change and climate adaptation and their impact on world food security.

Given Norway's national interests and industrial structure, FAO's normative efforts to promote global, sustainable management of fishery resources are particularly significant for Norway. These efforts include the FAO's Code of Conduct for Responsible Fisheries, agreements on flag state and port state controls and guidelines for deep-sea fishing and for bycatch management and reduction of discards. Norway plays a proactive role in this work and is standing for election as Chair of FAO's Committee on Fisheries in 2012. In Norway's view, more attention must be focused on fisheries and aquaculture in FAO's efforts to achieve world food security.

FAO is the main institution for forestry issues in the UN system. FAO has for years worked to build specialised competence, develop knowledge of global forest resources and promote the sustainable management of the world's forests. Norway wants these efforts to be further developed. FAO's expertise in the field of forest monitoring will provide an essential foundation for efforts to combat deforestation. Norway attaches importance to the key role played by FAO in creating a coherent understanding of sustainable management of land and forest resources, which is also essential to addressing climate-related challenges. FAO, the UN Development Programme (UNDP) and the UN Environment Programme (UNEP) have jointly established a UN collaborative programme to combat deforestation (UN-REDD), which is a key channel for Norwegian funding under Norway's Climate and Forest Initiative.

FAO heads global efforts to safeguard genetic diversity in agriculture and food production. Norway is strongly committed

to this work and participates actively in forums under the International Treaty on Plant Genetic Resources for Food and Agriculture. Norway is also an active participant in the FAO Commission on Genetic Resources for Food and Agriculture, including its implementation of the multi-year work plan which covers forest and fish genetic resources as well as plant and livestock genetic resources.

In Norway's view, FAO should emphasise the necessity of adequate nutrition as part of its food security work and in connection with activities relating to food production. FAO also has important functions in terms of promoting food security, among other things through the Codex Alimentarius Commission which develops global food standards.

In the past three years, through its seat in the Council, Norway has advocated that FAO must be rationalised and modernised in line with the recommendations in the evaluation of FAO carried out in 2007. Norway has called for quicker follow-up and better management with greater focus on performance. As a result, Norway decided in 2009 to reduce its voluntary contributions to FAO and not to enter into a new partnership agreement for 2010-2011. In 2010, Norway chose to earmark voluntary support for a small number of selected programme areas where, in our view, FAO can demonstrate results and where it has special qualifications and capabilities for contributing in accordance with Norwegian priorities. This applies in particular to FAO's work on the impacts of climate change on agriculture, forestry and fisheries, and its efforts to ensure the right to food.

In Norway's view, FAO must give priority to completing the reform and strengthening cooperation with the two other Rome-based agencies, the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP). As part of the UN reform process, Norway considers it very important that FAO participate in efforts to achieve a more coherent UN at country level.

FAO

Food and Agriculture Organisation of the United Nations

1. Facts and figures

Type of organisation: UN specialised agency

Established in: 1945

Headquarters: Rome

Number of country offices: 88

Head of organisation: Director-General Jacques Diouf (Senegal). José Graziano da Silva (Brazil) will become new Director-General in January 2012

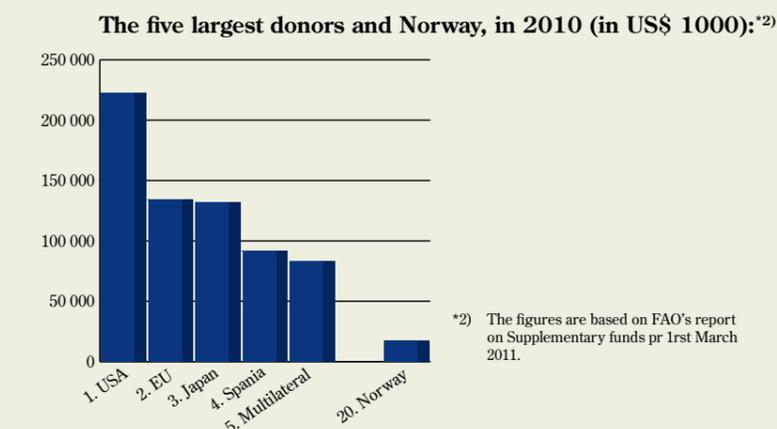
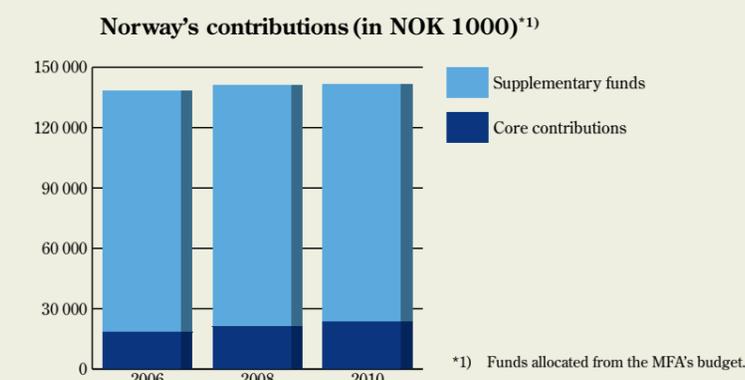
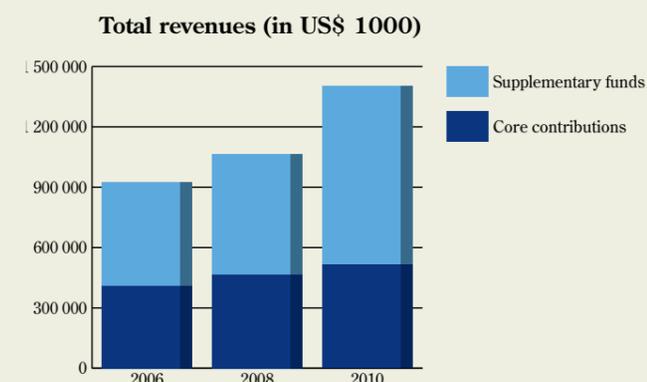
Dates of Council meetings in 2011: Council meetings in April, July and November. Conference meeting in June

Norway's representation in Council: 2009 - 2011

Number of Norwegian staff: 5

Responsible ministry: Norwegian Ministry of Foreign Affairs (MFA). The Norwegian Ministry of Agriculture and Food serves as Secretariat to the FAO Committee

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<http://www.regjeringen.no/en/dep/ud/selected-topics/un>.

Mandate and areas of activity

FAO is primarily a knowledge-based organisation with a normative focus on global public goods in the agricultural, forestry and fisheries sectors, but also plays an important role in the fields of food security and nutrition, as well as development cooperation and emergency relief at country level.

FAO has three global goals:

- Reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.
- Elimination of poverty and the driving forward of economic and social development for all with increased food production, enhanced rural development and sustainable livelihoods.
- Sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

FAO collects, analyses and disseminates information, assists member states with guidance and advice on policy and capacity development, serves as a neutral forum for exchanges of expertise, draws up conventions, norms and guidelines, provides technical advice for development programmes and assists in reconstruction of the agricultural sector in areas affected by natural disaster or conflict.

Results achieved in 2010

According to FAO's Mid-Term Review Synthesis Report on achievement of results in 2010 (a new form of reporting under the new results-based framework adopted in 2009), the agency is on track to achieve 50 of the 56 targeted pro-

gramme and budget results for 2010-2011. The remaining six targeted results require special follow-up in the current year. This applies to the goals of promoting gender equality in the agricultural sector, increasing livestock production, strengthening national food security systems and increasing regional collaboration on forest management.

However, the Mid-Term Review Synthesis Report primarily describes activities and says little about the impact of the activities and achievement of objectives in relation to the indicators in the results framework. Nonetheless, examples of positive results can be found in 2010. In the field of animal health, the FAO can report that, after several decades of targeted efforts, it has contributed to the global eradication of rinderpest, a deadly cattle plague in 2010. In the fisheries sector, FAO can point to progress in normative efforts to combat illegal fishing, including the development of international guidelines to prevent discarding of fish. Through the publication of the Global Forest Resources Assessment 2010, the most comprehensive assessment of forests and forestry to date, FAO has strengthened the knowledge base for global forest management. FAO has also provided technical assistance to promote changes in national forest policies and management in several countries. Moreover, FAO has helped to draw up national plans for agricultural development in ten African countries and collaborated with international financing institutions on investments of USD 5.6 billion in agricultural and food security projects. Not least, FAO has seen strong growth in its emergency response efforts, and is likely to receive 70 per cent more voluntary contributions for this work than projected in its budget for 2010-2011. The flood disaster in Pakistan in 2010 showed the vital role played by FAO in providing timely assistance to farmers in rebuilding their livelihood.

2. Assessments: Results, effectiveness and monitoring

FAO is currently implementing a sweeping reform process that is now beginning to show results. The reforms include the introduction of a new strategic framework and increased focus on achieving results, improving evaluation and control mechanisms, delegating more functions to country offices and changing management structure.

Since 2009, FAO has worked systematically to strengthen its results-based management. This is a challenging undertaking for a global, intergovernmental and norm-setting organisation like FAO, but the organisation is attempting to tackle this challenge by adopting a strategic framework with eleven general objectives that establish a clearer strategic focus for the organisation. However, it is difficult to define clear priorities within each target area, particularly where FAO's country-level activities are concerned.

The quality of the new strategic framework cannot be fully assessed until 2012, when FAO will report on programme implementation for the 2010-2011 period. The Mid-Term Review Synthesis Report for 2010 shows that reporting under the framework still present challenges. However, it provides an enhanced, quantitative picture of the progress made in achieving results, and identifies challenges and needs for improvement. The draft programme and budget for 2012-2013 refer to this report, risk assessments and lessons learned from evaluations carried out as a basis for proposed changes. Together with the emphasis on culture change (i.e. individual performance plans) and the introduction of a risk management system, this indicates that FAO is moving in a positive direction with regard to results-based management.

As part of the reform process, FAO has consolidated the evaluation function in a separate entity with a clearly defined mandate adopted by the Council. The Council determines the evaluation budget and has decided that it is to be increased to 1 per cent of FAO's total regular budget by 2013. All evaluations are to include a management follow-up plan, and the evaluations and follow-up plan are to be submitted to FAO's Council for consideration. The organisation reports on the implementation of the follow-up plan. The Office of Evaluation adheres to the UN standards for evaluations and bases its work on the OECD evaluation criteria.

3. Norway's policy towards FAO

FAO is important for Norway because the organisation has a unique mandate for promoting global cooperation and development in the agricultural, fisheries and forestry sectors, and plays a key role in the efforts to achieve UN Millennium Development Goal 1 on poverty reduction and Millennium

Development Goal 7 on environmentally sustainable development. The sustainability and effectiveness of its work are reflected in the extent to which countries adhere to the guidelines, conventions and international agreements which are negotiated by FAO, and which are approved and ratified by member states. The FAO's areas of specialised expertise are governed by a comprehensive framework of international treaties. The FAO's development mandate primarily relates to the provision of technical assistance in connection with member states' implementation of the normative framework. FAO's technical assistance is demand-driven, which in practice means that FAO works through several thousand individual projects. A more programmatic approach at country level and better cooperation with other multilateral organisations through UN country programmes would increase the sustainability and effectiveness of its activities.

FAO emphasises a rights-based perspective in its work, particularly the right to food, the right to land and natural resources and women's rights. Although the FAO's programme comprises a special strategic objective relating to gender equality, the organisation cannot point to satisfactory results in this area. The Council has decided that FAO must give higher priority to these efforts. FAO has quantified targets for increasing the percentage of women in high-level positions, and was able to report progress in 2010 that suggests that the targets for 2010-2011 will be achieved. However, these targets are not particularly ambitious, and FAO is in the process of updating its personnel policy to align it with the UN goal of 50 per cent of positions being staffed by women.

When FAO is seen as a whole, approximately 60 per cent of the activities in the reform programme have now been carried out. Although important components of the reform have yet to be implemented, such as measures relating to FAO's country offices, the FAO can be said to be moving in a positive direction. An indication of this progress is the strong growth in voluntary contributions. The changes are noticeable and give reason to believe that completion of the reform by 2013 will make FAO a more effective organisation. This requires strong leadership and considerable political will on the part of member states. The new Director-General elected in 2011 will play a key role in the successful implementation of the reform.

In 2010, the FAO presented an evaluation of the organisation's work on capacity development in Africa. The report showed mixed results and identified several areas for improvement. Although most of the activities appear to be relevant and many have produced good results, their lack of sustainability is a consistent weakness. FAO has the relevant knowledge to contribute to capacity development, but there is limited use of this knowledge in Africa.

The evaluation recommended that FAO strengthen its capacity-building efforts throughout the organisation, since this is a core function of FAO's activities. It recommended that the FAO work more systematically to develop capacity in the public sector and to build political will to ensure sustainability. To achieve these objectives, resources and knowledge at FAO's decentralised offices must be strengthened.

On the basis of these recommendations, FAO's management and Council have drawn up an overall strategy for capacity development in FAO and have proposed to strengthen these efforts in the organisation's programmes and budget for 2012-2013.