**Quality and Sustainability Management**

**Theory of Change**

Theory of Change: how and why a desired change is expected to happen in a particular context. Its filling in what was described as the missing middle between what a change initiative does and how these lead to desired goals being achieved. It does this by identifying the desired long-term goals and the works back from these to identify all the conditions (outputs) that must be in place for the goals to occur.

The outcome framework provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal. This leads to better planning and better evaluation, as it is possible to measure progress toward the achievement of the long-term goals

Like any good planning and evaluation method for social change, theory of Change requires participants to be clear on long-term goals, identify measurable indicators of success, and formulate actions to achieve goals.

TOC: specify what is it necessary to achieve the goals, it requires articulate assumptions that can be tested and measured and changes the way of thinking about what you are doing and what you want to achieve.

Airing assumptions is one of the most vulnerable parts of TOC, as a participatory process. Stakeholders must hear and challenge other understandings of the goals.

TOC takes the initiatives in terms of resources, activities, short and long-term outcomes further: it requires more specificity about goals and about the conditions needed to reach them.

**How does TOC works**

Maps out the initiatives through 6 steps:

1. Defining long-term goals
2. Preconditions and requirements to achieve these goals, explaining why these preconditions are necessary and sufficient
3. Identifying the basic assumptions about the context
4. Identifying the interventions, you will perform to achieve the goal
5. Developing the indicators to measure the outcomes
6. Write the narrative to explain your initiative

Pathway of change graphically represents the change process as it is understood by the initiative planners and is the skeleton around which the other elements of the theory are developed. During this, the participants are required to make as many assumptions as they can, so they can be examinate and tested, to know if they can support them.

**3 types of assumptions:**

1. Assumptions about the connections between long-term, intermediate and early outcomes on the map
2. All the important preconditions for success have been identified.
3. Justification that supports the link between the programme activities and the outcome expected to produce.

TOC is designed with a very clear outcomes at every stage of the change process.

**Superwomen**

1. **Identifying long-term goals:**

TOC participants discuss and agree about the long-term goal or goals and set a clear outcome. The quality of the rest of the steps hinges of doing this right.

Then start to design a simple map of the preconditions required to achieve the goal (this helps to visualize the goal and specify the change to achieve and the outcomes.

1. **Mapping and connecting outcomes:** more detailed mapping. Built upon the initial framework, they continue to map with more detail and sometimes also identifying the causes of the problem. This step usually gets through many revisions, and many outcomes are moved, delated, or change in the process.
2. **Completing the outcomes framework:** to complete the framework the preconditions are fleshed out all the way back to the initial condition.
3. **Identifying Assumptions:** they are the conditions to participate in the programe. toc documents assumptions to ensure agreement for planning and prosperity. Documenting assumptions and justifications is a continuous process. As outcomes are added and moved on the framework, it remains necessary to question and explain how and why they are necessary.
4. **Developing indicators:** this stage focusses on how to measure the implementation and effectiveness of the initiative, by collecting data on each outcome, the initiative can identify what it is or it is not happening and find out why. Each indicator has 4 parts: population (who is changing, the group), target (how many do you expect to succeed), threshold (how much is enough, represents the minimum for the outcome to be successfully achieved), and timeline (by when the outcome needs to happen).
5. **Identifying interventions:** those things that the programme need to do to achieve the outcome. Outcomes that need an intervention to be meet.

Stakeholder should ask themselves if what they are doing makes sense by thinking about whether they map reflects a plausible theory, and whether the set of interventions are actually feasible for them to implement, given the resources they have at their disposal.

**The 2030 Agenda for Sustainable Development**

**Preamble**

It’s a plan of action for people, planet, and prosperity. It seeks to strengthen universal peace in larger freedom. All countries and all stakeholders, acting in collaborative partnership will implement this plan, not leaving no one behind.

There are 17 SDG (Sustainable Development Goals) and 169 targets, which are integrated and indivisible. They seek to build on the Millennium Development Goals and complete what they did not achieve.

There are 3 dimensions of sustainable development: economic, social, and environmental.

The areas of critical importance for humanity and planet are: 5Ps

Planet, people, partnership, Peace, Prosperity.

People: end poverty and hunger and ensure that all humans can fulfill their potential in dignity and equality and in healthy environment.

Planet: protect the planet from degradation, through sustainable consumption and production, managing its natural resources and acting in climate change, so it can support the needs of the present and future generations.

Prosperity: all humans can enjoy prosperous life, and economis, social and technological progress are made in harmony with the nature.

Peace: societies free from fear and violence. There can be no SD without peace and no peace without SD.

Partnership: participation of all countries, all stakeholders, and all people. To implement the agenda, it is necessary a revitalized global partnership.

The goal of this agenda is improving the quality of life of the people and create a better world.

**Declaration**

Eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

Goal of 2030 agenda: end poverty and hunger everywhere, eradicate poverty, to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources. They resolve also to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities. The agenda is accepted by all countries and is applicable to all, considering the different realities and capacities.

The goals are the result of over two years of intensive public consultation and engagement with civil society and other stakeholders around the world.

**Vision**

Supremely ambitious and transformational vision.

**Principles and Commitment**

The agenda is guided by the purposes and principles of the Charter of the United Nations, including full respect for international law.

The challenges and commitments identified at the conferences and summits are interrelated and call for integrated solutions. To address them effectively, a new approach is needed. SD recognizes that eradicating poverty in all its forms and dimensions, combating inequality within and among countries, preserving the planet, creating sustained, inclusive, and sustainable economic growth and fostering social inclusion are linked to each other and are interdependent.

**Our world today**

We are meeting at a time of immense challenges to sustainable development, but it is also a time of immense opportunity. Significant progress has been made in meeting many development challenges. Within the past generation, hundreds of millions of people have emerged from extreme poverty. Access to education has greatly increased for both boys and girls. The spread of information and communications technology and global interconnectedness has great potential to accelerate human progress.

The new agenda builds in the Millennium Development Goals and seeks to complete what they do not achieved, particularly reaching the most vulnerable.

**The new Agenda**

The new Agenda reaffirm that every state has, and shall freely exercise, full permanent sovereignty over all wealth, natural resources, and economic activity. The implementation of this agenda is for the full benefit of this and future generations, in commitment with international law, and the responsibilities of the states should be in conformity with the Charter of the United Nations, to respect, protect and promote human rights and fundamental freedom for all, without distinction of any kind as to race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, disability or other status.

The new goals and targets will come into effect on 01 January 2016 for 15 years.

**Means of Implementations**

The scale and ambition of the new agenda requires a revitalized Global partnership to ensure its implementation. This partnership will work in a spirit of global solidarity, with the poorest countries and most vulnerable. It will facilitate and intensive global engagement in support of implementation of all de SDGs and targets, bringing together Governments, the private sector, civil society, the UN system and other actors mobilizing all available resources.

We welcome the endorsement by the General Assembly (is the main policy-making organ of the Organization) of the Addis Ababa Action Agenda ( is a global framework that seeks to align financing flows and policies with economic, social, and environmental priorities), which is an integral part of the 2020 Agenda, and is critical for the realization of the SDGs and targets.

ODA WANTS TO ACHIEVE 0.7% GROSS NATIONAL INCOME FOR DEVELOPING COUNTRIES.

0.15 TO 0.2 % FOS LEAST DEVELOPED COUNTRIES.

**Follow-up and Review**

Our governments have the primary responsibility for follow-up and review, in relation to the progress made in implementing the goals and targets ovr the 15 years. Indicators are being developed to assist this work. Quality, accessible, timely and reliable data will be needed to help with the measurement of progress and to ensure that no one is behind.

**A call for action to change our world**

An early generation of world leaders came together to create the United Nations. From the ashes of war and division they fashioned this organization and the values of peace, dialogue, and international cooperation. The supreme embodiment of those values is the Charter of the United Nations.

This is an Agenda of the people, by the people and for the people, and this we believe will ensure success. We can be the first generation to succedd in ending poverty, just as we may be the last to have a chance of saving the planet.

**Means of Implementation and the Global Partnership**

It will not be possible to achieve the 2020 goals without a revitalized and enhanced global partnership. This will facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together governments, civil society, the private sector, the UN system and other actors and mobilizing all available resources.

The Addis Ababa Action Agenda supports, complements, and helps to contextualize the 2030 Agenda’s means of implementation targets. It relates to domestic public resources, domestic and international private business and finance, international development cooperation, international trade as an engine for development, debt and debt sustainability, addressing systemic issues and science, technology, innovation and capacity-building, and data, monitoring and follow-up.

Process to develop and facilitate the availability of appropriate knowledge and technologies globally, as well as capacity-building, are critical. The technology Facilitation Mechanism will be based on a multi-stakeholder collaboration between member states, civil society, private sector, the specific community, UN entities and other stakeholders and will be compose of a UN inter-agency task team on science, technology and innovation for the SDGs, a collaborative multi-stakeholder forum on science, technology and innovation and an online platform. The online platform will facilitate access to information, knowledge and experience, as well as best practices and lessons learned, on science, technology and innovation facilitation initiatives and policies.

**Follow-up and review**

A robust, voluntary, effective, participatory, transparent and integrated follow-up and review framework will make a vital contribution to implementation and will help countries to maximize and track progress in implementing the 2030 agenda.

The goals and targets will be followed-up and reviewed using a set of global indicators: national, regional and global levels.

Follow-up and review at the high-level political forum will be informed by an annual progress report on the SDGs to be prepared by the Secretary-General cooperation with the UN system, based on the global indicator framework and data by national statistical systems and information collected at the regional level. The report should include a proposal on the organizaqtional arrangements for state-led reviews at the high-level political forum under the auspices of the Economic and Social Council, including recommendations on voluntary common reporting guidelines. It shoud clarify institutional responsibilities and provide guidance on annual themes, on a sequence of thematic revies, and on options for periodic reviews for the high-level political forum.

**FAO STRATEGIC FRAMEWORK 2022-31**

**Global Challenges and opportunities**

FAO creates Corporate Strategic Foresight Exercise (CSFE) to increase the effectiveness and provide support to the 2030 Agenda. This exercise comprises several stages:

1. Internal Expert Consultation
2. Staff Sample Survey
3. External Expert Consultation
4. Preparation of selected technical papers on key trends and emerging challenges for agri-food systems.
5. Internal Expert Consultation: identified 18 key socio-economic and environmental drivers affecting agri-food systems.

**Critical Drivers: All drivers are interlinked**

**Systemic (overarching, general) drivers**

1. Population dynamics and urbanization, which are expected to increase and change food demand.
2. Economic growth, structural transformation, and macro-economic outlook, not delivering the expected results in terms of inclusive economic transformation of societies.
3. Cross-country interdependencies, which tie together agri-food systems globally.
4. Big data generation, control, use and ownership, which enable innovative technologies and decision making.
5. Geopolitical instability, which include resource and energy conflicts.
6. Uncertainties, occurrences or events impossible to predict.

**Drivers directly affecting food access and livelihoods**

1. Rural and urban poverty
2. Inequalities, income inequalities, job opportunities and gender.
3. Food prices

**Drivers directly affecting food and agricultural production and distribution processes**

1. Innovation and science
2. Public investment in agri-food systems, often insufficient
3. Capital/Information intensity of production, increasing due to the digitalization and mechanization
4. Market concentration of food and agricultural input and output.
5. Consumption and nutrition patterns

**Drivers regarding environmental systems**

1. Scarcity and degradation of natural resources, like water
2. Epidemics and degradation ecosystems, pests
3. Climate change, variability of temperatures
4. The Blue Economy

**Priority Triggers of Change**

Almost all the activities of agri-food systems present critical aspects and weaknesses, that emerge due to selected trends in major drivers, as well in weaknesses of the institutional set up and inadequate governance processes. So, the priority triggers are considered effective starting points of transformative process and systemic impacts in agri-food systems.

1. Institutions and governance: transformative processes require much stronger, more transparent, and accountable institutions and governance, including adaptive and effective regulatory systems. These are required within and outside agri-food systems because governance and institutions influence all the drivers and the channels that link the various elements of agri-food systems with other systems.
2. Consumer awareness: about the type, quantity and safety of food consumed, as well as food waste. Increasingly the younger generation is eager to change and are more likely to pursue ethical ideals. Social media are also increasingly influencing the shaping of consumers views and behaviors, through facilitating communication and business advertising.
3. Income and wealth distribution: inequalities need to be reduced, providing more income opportunities and equitable employment and profit.
4. Innovative technologies and approaches: produce more with less, reduce risks of pandemics and epidemics, increase transparency in transactions. Digitalization and new technologies to reach advances in food and medicine.

**Current and emerging Challenges and opportunities**

Not all challenges are negative: por example, COVID-19 (transform agri-food systems by implementing structural changes)

1. Overarching challenges which directly relate with FAO’s global goals:
2. Addressing climate change and intensification of natural hazards.
3. Making agri-food systems more resilient to shocks and climate hazards.
4. Sustainable use of natural resources and restoration of the base of so.
5. All development process to contribute to eradicating poverty
6. End hunger and all forms of malnutrition.
7. Challenges pertaining to triggers of change:
8. Addressing the weaknesses of institutions and governance.
9. Increase consumer awareness
10. Addressing income and wealth distribution.
11. Managing innovation technologies to improve agricultural productivity.

**FAO basic attributes**

FAO: it is the United Nations specialized agency in food and agriculture, and work globally in all the aspects that include food and agriculture and food security and nutrition. Provides a neutral platform where nations can call on each other for dialogue and knowledge exchange. Has the authority to request any member to submit information relating to the purpose of the organization. Its budget derived from assessed contributions to commit a priority activity agreed and voluntary contributions. Staff with a broad range of expertise. Have a country-level presence, supported by regional and global teams of experts.

**Core functions of FAO, where FAO plays a lead but not exclusive role**

1. Assemble, analyze, monitor, and improve access to data and information.
2. Facilitate and support countries and other partners in the development and implementation of normative and standard setting instruments.
3. Facilitate, promote and support agri-food systems policy dialogue at global, regional and national level.
4. Support institutions at all levels, including through capacity development, to prepare, implement, monitor, and evaluate evidence-based policies and programmes, and leverage investments.
5. Facilitate partnerships and coalition.
6. Support activities that assemble, disseminate, and improve the uptake of knowledge, technologies, and good practices.
7. Advocate and communicate at national, regional, and global levels.

**FAO’s Vision and Global Goals**

**Vision: “**A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in a economically, socially and environmentally sustainable manner”.

**The 3 Global Goals:**

1. Eradication of hunger, food insecurity and malnutrition. SDG 1
2. Elimination of poverty and the driving forward of economic and social progress for all. SDG 2
3. Sustainable management and utilization of natural resources. SDG 10

**FAO’s strategic narrative. STRATEGIC FRAMEWORK**

The four betters: better production, better nutrition, better environment, better life. Represent how FAO intends to contribute to achieve the 3 goals.

**Programme Priority Areas (PPAs):** guide the programmes that FAO will implement under the 4 betters and represent the strategic contribution to specific SDG targets and indicators.

**Better Production: ensure sustainable consumption and production patterns, through efficient and inclusive food and agriculture supply chains at local, regional and global level, ensuring resilient and sustainable agri-food systems in a changing climate and environment.**

**PPAs are:**

1. Innovation for sustainable agriculture production
2. Blue transformation
3. One health
4. Small-scale producers’ equitable access to resources
5. Digital Agriculture

**Better Nutrition: end hunger, achieve food security and improved nutrition in all its forms including promoting nutrition’s food and increasing access to healthy diets.**

**PPAs are:**

1. Healthy diets for all
2. Nutrition for the most vulnerable
3. Safe food for everyone
4. Reducing food loss and waste
5. Transparent markets and trade

**Better Environment: protect, restore, and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management).**

**PPAs are:**

1. Climate change mitigating and adapted agri-food systems
2. Bioeconomy for sustainable food and agriculture
3. Biodiversity and ecosystem services for food and agriculture

**Better life: promote inclusive economic growth by reducing inequalities (urban/rural, men/woman).**

**PPAs are:**

1. Gender equality and rural women empowerment
2. Inclusive rural transformation
3. Achieving sustainable urban food systems
4. Agricultural and food emergencies
5. Resilient agri-food systems
6. Hand-in-hand initiative
7. Scaling up investment

**To accelerate the progress to meet the SDGs and realize the 4 betters, FAO will apply 4 accelerators:**

1. **Technologies:** they have powerful potential to change and improve the agricultural sector. Increasing food production and at the same time respecting the environment.
2. **Innovation:** agricultural innovation is broader than technology and is the process whereby individuals or organizations bring new or existing products, processes or ways of organizing into use for the first time in a specific context, to increase effectiveness, competitiveness and resilience. Also, the modernization of policies and business models.
3. **Data:** data can monitor and analyze trends, make evidence-based in decision-making allowing the design of targeted agricultural interventions and investment plans through a territorial approach which fosters equality, inclusion and sustainable food and nutrition security.
4. **Complements:** refers to the needed of governance, human capital and institutions to assure an inclusive agri-food system transformation. As technologies revolutionize, the risks of unequal access and exclusion loom. Investments in human capital by building capacities, as well as policy and regulations minimizing such risks are required. It is central that the labour supply responds to the new labour demand that will result from the new technologies and innovation to make the process more inclusive. Technologies have to be affordable, so everyone can access them and other structural barriers to their application, including education and training, must be identified and addressed.

**Cross-cutting themes: gender, youth, and inclusion.**

**FAO Practice of Change – A reinvigorated model fit for purpose**

FAO needs to focus both “doing things right” and “doing the right things”.

FAO will shift from a more traditional to a more forward-looking business model promoting science, technology, and innovation. To do so, the organization will adjust its balance of work to better promote enabling other actors, providing a solid information and analytical base in order to attract significant, sustainable investments and take advantage of innovative financing mechanisms.

The programmatic approach will ensure the organization fully leverages its comparative strengths to promote working at scale for greater sustainability and longer-term impact. Will be supported by boosting transformative and expanded partnerships, ensuring optimal leverage of FAO’s normative strengths, seeking innovative financing mechanisms and sources to complement its traditional funding-modalities, working under a unified vision.

To ensure that the Organization continues to evolve as an agile enabler of change, FAO is putting in place a Change Management Strategy (CMS) in conjunction with the Strategic Framework, leading to a reinvigorated business model better fit-for-purpose.

1. **Transformative partnerships**

Partnerships are central to reaching the SDGs, calls upon all actors to work together for implement the goals. While partnership is not an end itself, it is a key vehicle to achieve the complex challenges ahead.

Newer forms of partnerships are needed to advance in the 2030 agenda. They can include business and academic institutions, regional organizations, and civil society organizations working in collaboration with FAO and Members.

Also, private sector is a key area of partnerships towards achieving the SDGs. The overall goal of the new strategy is to enhance engagement with the private sector in FAO’s work, including at the decentralized level as “One FAO” to work towards more long-term sustainable solutions.

1. **FAO’s normative work**

Includes the development of norms and standards in conventions, declarations, regulatory frameworks, agreements, guidelines, code of practice and other standard setting instruments, at global, regional, and national level. To improve relevance, visibility and impact of its normative work, FAO will support Members and partners to build capacity to develop, adapt and use those norms, standards, knowledge products, data and statistics required to achieve SDGs related to food and agriculture, while striving to ensure that norms and standards are based on scientific evidence in a transparent, participatory, and inclusive formulation process.

1. **Innovative funding and financing**

FAO reinvigorated business model needs to include innovative financing mechanisms and sources to complement its traditional funding modalities, in order to reach the requires development objectives. Estimates for financial resources needed to implement the SDGs vary from USD 2.5 trillion to over USD 5 trillion a year.

* 1. **Flexible funding and programmatic approaches**

At present over 95 percent of the extra-budgetary contributions received by FAO are fully earmarked to the achievement of specific outcomes at the project level. This provides minimal space to redirect resources based on changing needs or underfunded priorities. To encourage a programmatic approach, and to reduce transaction costs thereby ensuring that a higher percentage of contributions goes directly to programme beneficiaries, FAO currently makes available to resource partners four specialized pooled and funding mechanisms:

* 1. **Emergency and Resilience**

FAO has been working to build the resilience of people’s livelihoods against a growing number of threats and crises. To reach this, FAO will need to significantly increase its current funding levels.

* 1. **Climate and Environment Finance**

The Global Environment Facility (GEF): its priorities reflects to conserve and sustainable utilize biodiversity, mitigate and adapt to climate change, combat desertification, and remove hazardous agricultural chemicals.

* 1. I**nvestment Support**

It is clear that the bulk of the needed financial resources needs to come from private sector investments, including those made by farmers and other development actors themselves, and through public and private investment.

1. **Delivering as a unified FAO**

The Strategic Framework provides the unifying strategic vision to reposition the Organization’s resources and operating modalities to better support its Members’ collective and national efforts to achieve the SDGs. Promoting a unified FAO requires adopting a programmatic approach and delivering results more efficiently and effectively at the country level.

1. **Efficiency and innovative approaches**

A future-proof FAO means embracing the opportunities that innovation and digitalization offer. The digital revolution offers huge potential to enhancing FAO’s contributions to the SDGs by transforming the way it works and delivers against its mandate - both internally and in partnership with others. Digitalization of the workspace has already proven to have a profound impact on the office culture and relationships, flattening the structure and dramatically improving access to information and decision-making. FAO will continue pursuing innovative ways to foster a digital workplace and culture.

1. **Operating in the context of increasing risk and uncertainty**

FAO is committed to strong enterprise risk management, integrating risk considerations in programme implementation and process design. In order to generate full benefits, risk management must be embedded at all stages of the organizational management processes, from strategic thinking to detailed workplans. The assumptions and dependencies, which are an integral part of the framework, are affected by the volatility of the external political, economic, and social environment and by developments in priorities of partners and other stakeholders.

**Key risks identified affecting the process, but which the future outcome can be predicted:**

**Risks**

1. The strategic framework does not lead to significant progress towards the organization goals
2. Does not adequately reflect the priorities of members, contributions and donors
3. Does not focus on FAO’s comparative advantages and place in overall UN family and global development context
4. Does not allow the development of meaningful results framework and does not enable quality and reporting.
5. The outputs, outcomes and impacts of the strategic framework are delayed because of the risks.

**Uncertainty**

1. Unexpected political uncertainty or conflict
2. Health shocks or pandemics
3. Climate shocks
4. Uncertainties that affect agriculture sector and food security and nutrition

Risks and uncertainties affecting each programme, as well as relevant mitigating actions, have been identified as part of the Programme Priority Area formulation process for the Medium-Term Plan 2022-25.

* 1. **An agile organization**

Build a flexible organization which adapts to changes in context and priorities is at the core of risk management. The COVID-19 pandemic has highlighted the need for rapid adaptation.

**FAO has taken action on several fronts to prepare for multifaceted challenges of a volatile environment:**

* **Flexible and streamlined structure:** the implementation of a modular and flatter structure, allows for an agile response, with a strong collaboration and capacity around emerging needs and priorities.
* **Robust Strategic Framework:** a Strategic Framework with a clear vision and guiding principles must be designed and remain fundamental.
* **Active monitoring:** to allow a rapid and appropriated response.
* **Subsidiary:** the Framework has been developed with the principle that resources and authority be granted to the level in which they can obtain results (either national, regional or global).
* **Culture Change:** at the basis there is the flexibility and willingness of employees and decision makers to adapt.

**IPPC Strategic Framework**

**Operating environment 2020-2030:** a useful approach is to identify and extrapolate emerging major trends and some drivers.

1. **Increasing and more diversified trade:** global trade in forestry, food and agricultural products has tripled in value since the ‘00 and is expected to continue doing so. Political stability will support trade growth, while instability will be a disruptor. FAO predicted that “greater participation in global trade is important for all the countries”, but that “the process of opening up to trade, and its consequences, will need to be appropriately managed, in order to improve food security and its outcomes”. **Specific developments in this area (the trade area) are expected as follows:**

* Governments will continue to purse economic growth strategies that rely on expanding trade and access to new markets.
* Some countries will transition their type of economy (ex: from agriculture to tourism).
* The volume and speed of the trade will also generate an increase for a potential faster moving of pests.
* The importance of traceability and phytosanitary measures will growth.
* Trading directly with customers will increase, causing a higher amount of phytosanitary risk.

1. **Structural and operational changes in the way national plant protection organizations work:** the increase in the volume and diversity of traded commodities requiring phytosanitary certifications or checking at borders has led to considerable operational changes for National Plant Protection Organizations (NPPOs). The development of data processing and transmission have made possible to communicate phytosanitary information in real time. Stakeholders are increasingly willing to cooperate with NPPOs to streamline production and regulatory activities. **The main development areas are expected to be:**

* Border clearance process will be simplified to get products to consumers faster but creating challenges for import inspection.
* Importing participants will take more responsibility from exporting countries, to ensure the pest risks are managed.
* Productions practices will evolve, creating new approaches to pest management.
* Data and communication will allow easier access to pest risk information analysis.
* The public will still demand transparency.
* Importing countries will expect higher levels of protection and disagreements, causing an intensification of phytosanitary measures and a slower market.
* Consumer demand will continue to increase for “bio” products (or without residues of pesticides).

1. **Scientific and capacity development:** it is expected that a high number of research developments will significantly affect plant health activities. Development of communication and data analytics capabilities will open doors for new approaches in surveying and monitoring for plant pests.The limitations in the capacity of development for more vulnerable countries most growth. **The main developments in this area are expected to be:**

* Scientific advances will allow faster detection of pests and new methods for managing them.
* New research methods will be established.
* Detection of new pests without reliable information will present challenges to risk management.
* Big data will allow us to detect *patterns* in pests’ surveillance and borders inspections.
* Different capacities from the (less developed countries) countries to manage these situations can put the countries into risk.

1. **Impacts of climate change on plant health:** The mitigation ofclimate change related impacts on agriculture and plant health will present a major challenge to NPPOs and international organizations in the plant health field. These changes can deliver the danger of pests adapting to changed climate causing new pests’ risk with major resistance capacity. **The main developments in this area are expected to be:**

* Climate change will result in more frequent extreme weather events, altering locations (climate/weather) and methods of food production around the world. Also affecting pest/host distribution and thereby pest impacts.
* Water security will become an increasing challenge for more regions in the world, affecting crops.
* New or mutated pests with a higher resistance will emerge, damaging the quality and sustainability, and the trade market.

**Mission, vision, and goal of the IPPC:** to implement the IPPC, the Commission has the following mission, vision and goal:

* **Mission:** Protect global plant resources and facilitate safe trade.
* **Vision:** The spread of plant pests is minimized and their impacts withing countries are effectively managed.
* **Goal:** All the countries have the capacity to implement harmonized measures to prevent pest introduction and spreads, and minimize the impacts of pests on food security, trade, economic growth and the environment.

**Core Activities:**

1. **Standard settings:** The IPPC Standards (which setting work is led by the Commission’s Standard Committee) are recognized as the basis for phytosanitary measures applied in trade by the members of the World Trade Organization (WTO). **Three main types of standards have been developed to provide internationally agreed approach for the harmonization of phytosanitary regulations and to guide and assist NPPOs (These established principles and approaches regarding):**

* **Foundational standards:** NPPOs undertakepest risk analysis, establishment of pest-free areas, surveillance, etc.
* **Phytosanitary treatments:** For pests’ commodities, such as irradiation, fumigation, and temperature treatment.
* **Diagnostic protocols:** These are targeted at specific pests and establish an international method for identification.

**Standard settings 2030 key result areas:**

* **SS1:** Prioritize commodities and pathways adopted or being developed by the Commission.
* **SS2:** NPPOs base their phytosanitary systems and import requirements on adopted ISPMs.

1. **Implementation and capacity development:** The IPPC has long recognized the futility of setting standards without also supporting capacity development to enable the IPPC and its standards to be effectively implemented by contracting parties. **Check the “ePhyto Solution Project”.**

**Implementation and capacity development 2030 key result areas:**

* **ICD 1:** The state of plant health in the world is understood, needs are known and mechanisms to facilitate action are functioning.
* **ICD 2:** The phytosanitary capacity evaluation tool has been largely used by the parties to understand their strengthens and weaknesses.
* **ICD 3:** The IPPC Secreriat is resourced to help contracting parties access assistance to address phytosanitary capacity needs.

1. **Communication and international cooperation:** The communications efforts (guided by the *IPPC communicating strategy*) of the Commission are aimed at ensuring understanding of the potential for serious negative impacts from introduced pests worldwide. **The four objectives of the IPPC communications strategy are:**

* Increase global awareness of protecting plants from pests.
* Highlight the role of the commission, with the objective of helping to ensure the safe trade of plants and plant products.
* Improve the implementation of ISPMs.
* Support the activities of the IPPC Secreriat.

**Communication and international cooperation 2030 key result areas: The IPPC Secreriat:**

* **CIC 1:** is effectively communicating phytosanitary issues and the importance of plant health.
* **CIC 2:** successfully cooperated with the other international organizations and global forums to further increase the visibility of the Convention and its objectives in international policies.
* **CIC 3:** is effectively coordinating with FAO, to ensure that it (FAO) plays an important role in the implementation of the IPPC standards.

**Strategic Objectives:** The main goal is protecting global plant resources from plant pests and to facilitate the safe movements of plants, plant products and other regulated articles in international trade. **The core purpose of the IPPC is to prevent the international spread of plant pests and reduce their impact.** The Commission identified three strategic objectives that capture the major contributions in the global context:

1. **Enhance global food security and increase sustainable agricultural productivity (SDGs 2 and 12):** High impact pests can challenge primary production, food, and feed supplies in all nations. The losses caused by the spread of new pests into new areas or crops can be much more catastrophic (compared to normal ones), sometimes even causing total loss of crops, until the situation can be managed (reducing the risk and augmenting the food security). Crop production intensification and pest management strategies need to be more sustainable.If pests spread is reduced and existing pests are managed, crop productivity will increase, and production cost will fall, being the last a significant result for all the stakeholders.
2. **Protect the environment from the impacts of plant pests (SDGs 13 and 15):** Awareness has increased of the significant and devastating impact that invasive alien species can have on a new environment, related also to the changing climate situation. Climate is often a limiting factor for a pest both in terms of survival and fecundity, but this can also give the possibility for pests to increase significantly. Importantly the Commission has recognized the need to protect the environments from pests in ways that do not harm the environment, for example, reducing the chemical-based products to face pests. Prevention is also a significant factor for reducing the need of using these chemicals. The IPPC will make accessible a wide range of resources for environmental agencies to take actions against pests, that have an environmental impact.
3. **Facilitate safe trade, development, and economic growth (SDGs 1, 8 and 17):** Trade in plants and plant products, and the earnings from this trade, stimulates economic growth (also) to rural areas and the agricultural sector.Minimizing production losses from pests and reducing pest control cost and side effects is important for maximizing returns for domestic growers. Exporting countries need strong phytosanitary systems to assure their trading partners that the received imports will not come with pests, that can harm the importing country. The IPPC standards help countries to develop import and export systems that manage the pests’ risks associated with trade in plants and plant products.

All IPPC core activities contribute to these strategic objectives. The IPPC 2020-2030 development agenda initiatives will also make a significant contribution to these strategic objectives.