**Quality and Sustainability Management**

**Theory of Change**

Is how and why a desired change is expected to happen in a particular context. It’s the gap to be fulfill between the initiative and the achieve goal.

**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 representation of the change process that is understood by the initiative planners and is the skeleton around which the other elements of the theory are developed.

**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 program activities and the outcome expected to produce.

**The 2030 Agenda for Sustainable Development**

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 economics, 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.

**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. SD recognizes that all the objectives are linked to each other and are interdependent.

**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

The new goals and targets came 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.

**Follow-up and Review**

Trough the indicators and data the governments have the primary responsibility for follow-up and review the progress that have been achieve in the 15 years of the program.

**Means of Implementation and the Global Partnership**

The partnership between governments, civil society, private sector, the UN system, and others actors is necessary to achieve the goals of this agenda

The Addis Ababa Action Agenda supports, complements, and helps to contextualize the 2030 Agenda’s means of implementation targets.

**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.

**FAO STRATEGIC FRAMEWORK 2022-31**

FAO 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.

**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**

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.
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.
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.

**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.

**Program Priority Areas (PPAs):** guide the program 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.**

**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.**

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

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

**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.
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.

**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.

1. **Transformative partnerships**

Partnerships are central to reaching the SDGs, it is a key vehicle to achieve the complex challenges ahead.

Newer forms of partnerships are needed to advance in the 2030 agenda.

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.

1. **Delivering as a unified FAO**

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**

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 program implementation and process design.

**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

**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:** the participation of the countries in the global trade but also the consequences, so the countries have to be prepared to manage it.
2. **Structural and operational changes:** the increase in the volume and diversity of traded commodities require phytosanitary certifications or check 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.
3. **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.
4. **Impacts of climate change on plant health:** These changes can deliver the danger of pests adapting to changed climate causing new pests’ risk with major resistance capacity.

**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:** they have developed 3 types of standards:

* **Foundational standards:** undertakepest risk analysis
* **Phytosanitary treatments**
* **Diagnostic protocols:** These are targeted at specific pests and establish an international method for identification.

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”.**
2. **Communication and international cooperation:** The communications efforts of the Commission are aimed at ensuring understanding of the potential for serious negative impacts from introduced pests worldwide

**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 Commission identified three strategic objectives that capture the major contributions in the global context:

1. **global food security and sustainable agricultural productivity:** 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:** 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.
3. **Facilitate safe trade, development, and economic growth:** 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.