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Fortieth Session

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Programme Implementation Report 2014-15

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Fortieth Session of the
Conference
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Programme Implementation Report 2014-15

Food and Agriculture
Organization of the
United Nations
Rome 2016

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Director-General's Foreword

Delivering the first Programme of Work and Budget under the reviewed Strategic Framework has proven the worth of FAO's transformational change. Working together, we have succeeded in making the Organization more focused, results oriented, efficient and responsive to the needs of Members. The 2014-15 PWB put to test the cross-cutting approach adopted by FAO since 2012, and the Programme Implementation Report shows that we met the challenge. As you will see in this report, the 2014-15 implementation has not only been a learning process, but has also delivered the results we had planned.

FAO reached nearly 90% of the planned Outputs, meaning that the Organization delivered the assistance it committed to in the PWB. Even more relevant is that this delivery allowed us to help Members reach nearly 80% of the expected Outcomes, meaning progress in the actual changes that were expected. In other words, FAO is delivering its programme of work and this effort is having a significant and measurable impact at the national, regional and global levels. And where our expectations were not fully achieved, we are learning valuable lessons on the constraints we face and how we can overcome them.

The Regional Initiatives are an example of the effect of new ways of working. They allowed us the flexibility to focus our programme of work on the specific needs and challenges of the regions, recognizing that one size does not fit all. The regional initiatives tap into the different areas of FAO expertise, tailoring our assistance to concrete needs and linking national programmes and our global strategic framework.

The strategic partnerships we have established and strengthened with governments, UN and other international and regional organizations, private sector, and civil society have become central in this effort. Only joint efforts can meet the challenges we face, and we are forging the alliances for moving forward. The Programme Implementation Report also shows how gender and governance have been mainstreamed in our work with concrete

results to help achieve each Strategic Objective.

In 2014-2015, FAO utilized nearly all of its Regular Programme budget, and increased total expenditure, including voluntary contributions thanks to higher delivery of trust funds and TCPs, in full compliance with the IPSAS standards. Also significant, a greater portion of our budget was managed directly by our field offices as a result of the decentralization effort to bring the Organization and its work closer to Members. At the same time, the PIR shows that we have remained true to our commitment to be a knowledge organization with its feet on the ground: we have maintained our global technical, normative, public goods work which is being translated into national action.

During the biennium FAO found the necessary USD 36.6 million in efficiency savings required, without impacting the delivery of the programme of work. While we remain committed to increasing efficiency so that we can do more with the resources you entrust us with, it is my duty to reiterate that the continued budget cuts put FAO in a very delicate situation that may, in the near future, impact our delivery of results. I urge you to give the Organization the tools and funds it needs to fulfil the commitment you made when you signed the FAO Constitution: contribute towards an expanding world economy and ensuring humanity's freedom from hunger.

2015 was a historic year that laid the groundwork for the future. The 70th Anniversary of FAO marked the end of the Millennium Development Goals and World Food Summit cycle and saw over 70 countries reach the internationally established hunger targets. Their efforts were recognized by FAO, and galvanize action towards the total eradication of hunger, one of the bold goals ushered in by the 2030 Development Agenda under the mantra that no one can be left behind. These are not empty words and FAO continues playing a relevant role in addressing humanitarian crisis and investing in resilience building.

FAO welcomes the adoption of the 17 Sustainable Development Goals, of the new financing for development compact agreed on in the Addis Ababa Action Agenda, and to the Paris Climate Agreement. FAO is proud to have contributed to these outcomes. As the celebration for these milestones gives way to the need for concrete action, FAO can demonstrate that its programme of work is aligned to the global goals that have been set and that we are well prepared to contribute to national and global efforts to transform the commitment into results to the benefit of the world's vulnerable populations.

Our assistance is supporting countries to address at least 14 out of the 17 Sustainable Development Goals. We are part of the effort to compile and analyse the data that will measure our progress towards the SDGs. Our staff is working closely with national experts to define National Adaptation Plans and will now move to supporting the implementation of the Intended Nationally Determined Contributions.

Together we have the capacity to overcome the challenges we face. FAO is doing its part. That is what the PIR shows us. And we are building on this effort in the current biennium to become the zero hunger generation.

José Graziano da Silva
Director-General

Executive Summary

The Programme Implementation Report informs the membership about the work carried out and the results achieved by the Organization during the past biennium. As part of the established accountability documents, it provides quantitative and qualitative information on delivery, targets and indicators of results of the Strategic Objectives, Functional Objectives and Special Chapters as planned in the Programme of Work and Budget 2014-15 for all sources of funds. This is the first Programme Implementation Report to be produced under the results framework of the reviewed Strategic Framework and Medium Term Plan 2014-17.

Major policy developments - highlights

Over the biennium, FAO has worked hard to keep hunger, food insecurity and malnutrition at the forefront of world attention. As a result, food and agriculture lie at the very heart of the 2030 Agenda for Sustainable Development, and FAO's Strategic Objectives are broadly aligned with the Sustainable Development Goals. FAO provided technical advice to its member countries to support their involvement in the negotiations of the Paris Agreement and in meeting their commitments, making sure that the linkages are made between climate change, agriculture and food security. The Rome Declaration on Nutrition and the Framework for Action committed world leaders to establishing national policies aimed at eradicating malnutrition and transforming food systems to make nutritious diets available to all. The FAO Agreement on Port State Measures to prevent, deter and eliminate illegal, unreported and unregulated fishing was ratified by a growing number of countries during the biennium, with the aim to have the treaty come into force by mid-2016. At the XIV World Forestry Congress, the broad participation and inclusive discussion on forestry issues facilitated their mainstreaming in global agendas on sustainable development.

Making a difference: Outputs and Outcomes

The FAO results framework for 2014-17 guides the planning and monitoring of the Organization's work to help achieve a world free of hunger and malnutrition. At the core of the framework are the indicators that measure progress at each level of the results chain (Outputs - Outcomes - Strategic Objectives) using a new monitoring and reporting methodology as set out in this report.

Outputs are FAO's contribution in terms of processes, products and services to the Outcomes in the results chain. Outputs represent the results for which FAO is directly accountable at the national, regional and global levels through the tangible delivery of FAO's interventions funded through assessed and voluntary contributions. For the 2014-15 biennium, 88% (45) of the Output indicators reached full achievement of planned targets, with about 67% of the targets exceeded. Partial achievement was reached for 10% (5) of the Output indicators, with only 1 indicator remaining unachieved. About 72% of Output results were achieved at country or regional level.

Outcomes reflect changes in the country-level and/or global enabling environment needed to foster the achievement of the higher level Strategic Objectives. They relate to those issues at country or international level that can be addressed with contributions (outputs) from FAO. Indicators at the Outcome level measure the number of countries that have made the necessary changes and established the required capacities to achieve the Strategic Objectives, in the areas where FAO can contribute, or the extent to which the international community has made progress on improving the global enabling environment. For the 2014-15 biennium, 77% (24) of the Outcome indicators for which data were available show progress with targets fully or partially met (22 fully and 2 partially). The remaining 23% (7) of the Outcome indicators lagged behind and did not reach 50% of the targets set.

For each Strategic Objective the results are presented at Outcome and Output levels as measured by indicators, with highlights of achievement at global, regional and country levels. FAO aims in its work to have an impact on the ground, on people's lives and wellbeing. Examples of these impacts are mentioned throughout this report, as well as in *Web Annex 4* presenting achievements and lessons learned through the 15 Regional Initiatives.

Managing resources wisely: improved means of delivery

FAO uses a range of mechanisms to manage the resources put at its disposal and to support and improve delivery of results. The PIR covers progress in the quality and integrity of FAO's core technical, normative and standard-setting work, including high-quality statistics and the cross-cutting themes on gender and governance; the Technical Cooperation Programme; outreach, information technology, FAO governance, oversight and direction; efficient and effective administration including capital and security expenditure; and action taken on commitments to achieve efficiency savings. Improvements are measured and reported through key performance indicators and targets.

Total expenditure amounted to USD 2.5 billion in 2014-15, 1 percent higher than in 2012-13, reflecting an increase in expenditure under the TCP and trust funds. Budgetary management remained sound, with FAO spending 99.4% of the net budgetary appropriation of USD 1,005.6 million. An increased proportion of expenditure was managed in the field as the result of decentralization. IPSAS compliance was achieved and the first IPSAS-compliant audited accounts received unqualified opinion from the external auditor.

Human resources management continued to be strengthened and modernized, including changes to selection and appointment processes aiming at further reducing recruitment time. FAO generated efficiency savings of USD 36.6 million during the biennium, through review of established posts in non-technical offices, staff costs containment and savings from travel, internal services and contracts.

New Strategic Programme management arrangements were designed and initiated near the end of the biennium based on experience, with a greater focus on country-level impact. Mobilization of extrabudgetary resources for current and future work increased by 6% to USD 1.8 billion, of which about half at country level, and the Operational Partners Implementation Modality was launched to expand national execution delivery. Improved control over field projects was put in place through provision of data and building capacity to design, manage and monitor projects aligned with accountability in the decentralized offices.

Suggested action by the Joint Meeting of the Programme and Finance Committees and Council

The Programme and Finance Committees and the Council are requested to:

- note achievements of Outcomes and Outputs under the Strategic and Functional Objectives, as measured by indicators and targets; and
- transmit the Programme Implementation Report 2014-15 to Conference with its observations and recommendations on achievements, operational and financial performance, and report format.

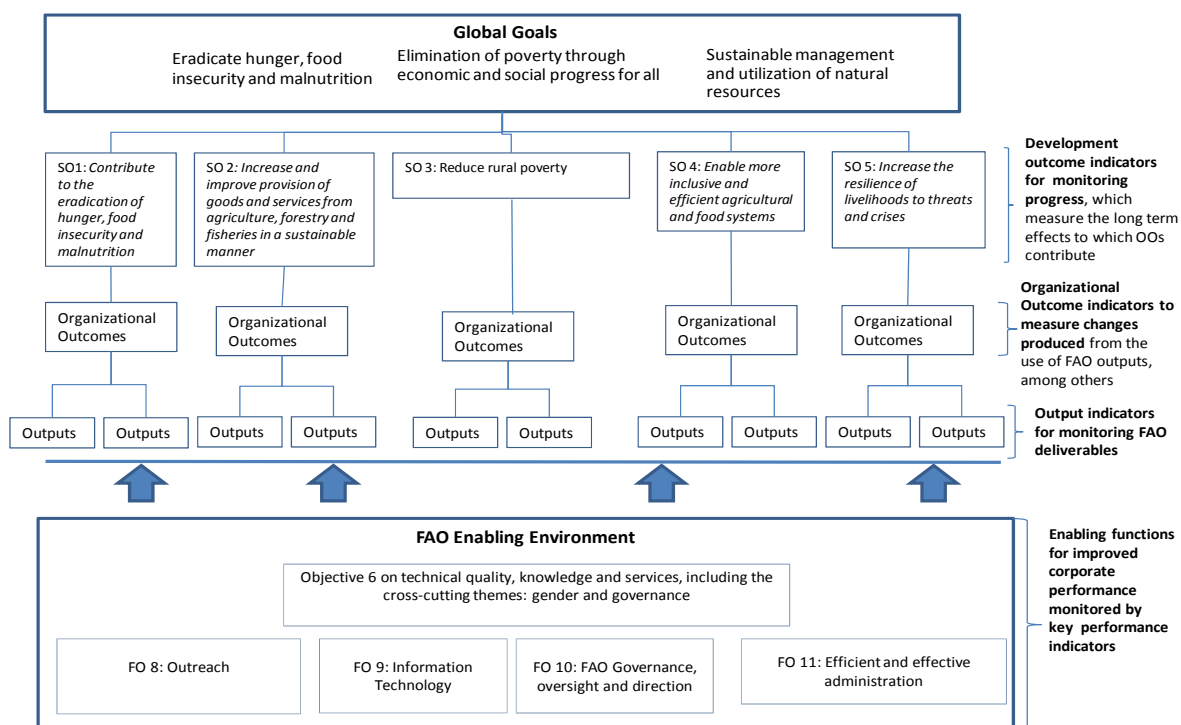
Suggested action by the Conference

The Conference is requested to endorse the Programme Implementation Report 2014-15, providing such guidance as it deems appropriate.

About this Report

1. The Programme Implementation Report 2014-15 (PIR) informs the membership about the work carried out and the results achieved by the Organization during the biennium. As part of the established accountability documents,¹ and building on the Mid-term Review synthesis report 2014,² it provides information on delivery, targets and indicators of results of the Strategic Objectives, as well as key performance indicators for the Functional Objectives and Special Chapters, as planned in the Programme of Work and Budget 2014-2015 (PWB)³ for all sources of funds.
2. This is the first Programme Implementation Report to be produced under the results framework in the reviewed Strategic Framework and Medium Term Plan 2014-17. The results framework is based on a 'results chain' model that links the objectives, outcomes and outputs as illustrated in *Figure 1*.

Figure 1: FAO Results Chain Model



1

3. Chapter I, *Results* provides highlights of policy developments (*Section A*); describes the monitoring methodology and gives an overview of results, and for each Strategic Objective and Objective 6, presents the results achieved at Outcome and Output level as measured by indicators (*Section B* and *Annex 5*); gives the regional dimension of results achieved through Regional Initiatives (*Section C* and *Annex 4*); and sets out key lessons learnt (*Section D*).
4. Chapter II, *Managing resources wisely* provides highlights of the improved enabling environment for programme delivery (*Section A*); presents progress against key performance indicators for the Functional Objectives and Special Chapters (*Section B* and *Annex 5*); reports on performance of the Technical Cooperation Programme (*Section C*), decentralized offices network

¹ Basic Texts Section II.F (CR 10/2009)

² PC 117/5 – FC 157/7 at www.fao.org/mtr2014

³ C 2013/3; CL 148/3; PC 115/2- FC 154/9 at www.fao.org/pwb

(*Section D*), and Multidisciplinary Fund (*Section E*); and presents the biennial financial performance (*Section F*).

5. Special annexes provided standard reporting on implementation of the FAO language policy (*Annex 1*), gender and geographic distribution of staff (*Annex 2*) and unscheduled and cancelled sessions (*Annex 3*).

I. Results - Making a Difference

A. Policy Developments - Highlights

6. Over the biennium FAO worked hard to keep hunger, food insecurity and malnutrition at the forefront of the development agenda. The following highlights some of the major policy developments to which the Organization contributed.

Global policy developments

7. **Millennium Development Goals (MDGs)**: by 31 December 2015, 72 out of 129 of the countries monitored by FAO had achieved the MDG target of halving the prevalence of undernourishment.

8. The **Sustainable Development Goals (SDGs)**, a set of 17 aspirational objectives with 169 targets expected to guide actions of governments, international agencies, civil society and other institutions over the next 15 years, adopted by the 193 Member States of the United Nations on 25 September 2015. Through its Strategic Programmes, FAO is supporting countries to achieve the objectives of the 2030 Agenda.

9. **UN Climate Change Conference (COP 21)** – December 2015, Paris, France. FAO provided technical advice to its member countries to support their involvement in the negotiations of the Paris Agreement and in meeting their commitments, making sure that the linkages are made between climate change, agriculture and food security.

10. The **Second International Conference on Nutrition (ICN2)** was held in Rome, Italy, from 19 to 21 November 2014. ICN2 was a high-level intergovernmental meeting that focused global attention on addressing malnutrition in all its forms. The Rome Declaration on Nutrition and the Framework for Action were endorsed, committing world leaders to establishing national policies aimed at eradicating malnutrition and transforming food systems to make nutritious diets available to all.

11. **World Expo Milan**, with its theme "Feeding the Planet, Energy for Life", mobilized public opinion around the pressing need to make the eradication of hunger and malnutrition central pillars of the global development agenda. FAO coordinated the UN system's participation, in close cooperation with the Government of Italy, and delivered or participated to several side events during Expo's run from 1 May to 31 October 2015.

12. The **XIV World Forestry Congress** took place in Durban, South Africa, in collaboration with FAO. It was the largest and most significant gathering of the world's forest sector with participants from all countries, regions and sectors. The broad participation and inclusive discussion on forestry issues facilitated their mainstreaming in global agendas on sustainable development, as well as building new partnerships.

13. The **FAO Agreement on Port State Measures to prevent, deter and eliminate illegal, unreported and unregulated fishing** was ratified by a growing number of countries during the biennium, with the aim to have the treaty come into force by mid-2016.

14. The **Principles for Responsible Investment in Agriculture and Food Systems (RAI)** were endorsed by the Committee on World Food Security in October 2014. The objective of the Principles is to promote responsible investment in agriculture and food systems that contribute to food security and nutrition, thus supporting the progressive realization of the right to adequate food in the context of national food security.

15. The **Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA)** was endorsed by the Committee on World Food Security in October 2015. The aim is improve the food security and nutrition of populations affected by, or at risk of protracted crises by addressing critical manifestations and building resilience, adapting to specific challenges, and contributing to addressing underlying causes.

International Years

16. The 2015 **International Year of Soils** was implemented by FAO, within the framework of the Global Soil Partnership and in collaboration with governments and the Secretariat of the United Nations Convention to Combat Desertification. Throughout the year a vast amount of information material was produced in numerous languages, including the publication of the *Status of the World's Soils Resources* report.

17. The 2014 **International Year of Family Farming** was implemented by FAO. It raised the profile of family farming and smallholder farming by focusing world's attention on its significant role in eradicating hunger and poverty.

FAO developments

18. **FAO's Council** in March 2015 reached for the first time a historic consensus on the agency's biennial programme of work and budget level for recommendation to the FAO Conference.

19. **FAO's Conference** in June 2015 approved the Programme of Work and Budget (2016-17) by consensus and re-elected incumbent FAO Director-General José Graziano da Silva to lead the Organization for a second term.

20. **FAO celebrated its 70th Anniversary** on 16 October 2015. Over the last 70 years, FAO has made an important contribution to helping the millions of hungry people all over the world.

B. Strategic Objective results

21. The FAO results framework for 2014-17 guides the planning and monitoring of the Organization's work. At the core of the framework are the indicators that measure progress at each level of the results chain: Outputs, Outcomes and Strategic Objectives. The framework provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.⁴ *Section I.B* describes the methodology for monitoring and reporting on the Outcomes and Outputs, and presents the results in overview and for each Strategic Objective.

Outcome level monitoring

22. Outcomes reflect changes in the country-level and/or global enabling environment needed to foster the achievement of the higher-level Strategic Objectives. They relate to those issues at country or international level – in areas within FAO's mandate and core functions – such as conducive policy and programming frameworks, level of resources and investments committed, level and capacity of coordination/partnerships, and capacity for availability and use of information for decision-making, which can be improved upon with contributions from FAO.

23. Indicators at the Outcome level measure the number of countries that have made the necessary changes and established the required capacities to achieve the Strategic Objectives, in the areas where FAO can contribute at country level, or the extent to which the international community has made progress on improving the global enabling environment framework, for example through the development of policy frameworks, norms, standards and agreements. The information generated has allowed FAO to increase the focus of its support, and provided the framework to assess FAO's contribution.

24. Each Outcome-level indicator is measured through a number of sub-indicators or 'elements of measure'. For example: for Strategic Objective 1, Outcome 2, first indicator: '*number of countries with improved governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition*', the changes in the set of policies, institutions and interventions are measured through the following four elements: a) existence of high-level inter-ministerial food security and nutrition mechanism; b) existence of national accountability mechanism; c) existence of well-functioning governmental coordination mechanisms to address food security and nutrition; and d) level of multi-stakeholder participation and civil society engagement.

25. To ensure clarity of definitions and consistency of measure across countries, each element of measure is further underpinned, where meaningful, by specific 'qualifiers'. For the example above, the existence of well-functioning governmental coordination mechanisms to address the food and nutrition security element has four qualifiers which define the criteria applicable to a 'well-functioning coordination mechanism'. Similarly, indicators which include terms such as 'adequate', 'effective', 'well-functioning' etc. are all underpinned by detailed qualifiers/criteria.

26. There are a total of 34 Outcome level indicators for 17 Outcomes across the five Strategic Objectives. FAO engaged in an Outcome level monitoring process in two assessment phases. First, the baseline values for the Outcome indicators were determined through an assessment of the situation in a sample of 80 countries in 2014. Second, a follow-up exercise was conducted at end-2015 to assess FAO's contribution to that progress. The outcome assessment includes both secondary data collection and a primary survey at country level for all SOs (except SO4 that has relied exclusively on secondary data).

27. Collection of *secondary data* included Web-based research (from the World Bank, IMF, MDG Web sites, among others),⁵ as well as a review of relevant policy documents and information gathered at country level. The most recent year available has been used. In general, the short period of time elapsed between the baseline survey and assessment has allowed a limited data update.

⁴ The process of monitoring results at the level of Strategic Objectives and Outcomes was progressively developed and described in the MTP 2014-17 / PWB 2014-15 in February 2013, the Adjustments to the PWB 2014-15 in October 2013, and the report on Progress on the MTP 2014-17 in May 2014.

⁵ International Monetary Fund (IMF); Millennium Development Goal (MDG)

28. *Primary data* were collected through a structured questionnaire, completed by a wide range of respondents in each sample country. This provided a rich perspective on the country-level enabling environment and capacity to achieve the Strategic Objectives. In 2015, a new set of questions specifically seeking stakeholders' perception of FAO's contribution was included in the questionnaires, and over 1,300 questionnaires were completed.

29. Based on the data collected, a value was calculated for each indicator, ranging from zero to one, as a result of an average of the values of the sub-indicators. The value for each indicator was then coded into ten classes and aggregated into five classes for presentation purposes: Low (0-0.2); medium-low (0.2-0.4); medium (0.4-0.6); medium-high (0.6-0.8); high (0.8-1.0). Progress was measured by the number of countries that fall in a high-medium or high class or in terms of number of countries that move at least from one class to the immediately higher one (depending on the indicator).

Output level monitoring

30. Outputs are FAO's contribution in terms of processes, products and services to the Outcomes in the results chain. Outputs represent the results for which FAO is directly accountable at the national, regional and global levels through the tangible delivery of FAO's interventions funded through assessed and voluntary contributions. This text briefly describes the monitoring process that was applied for the years 2014 and 2015 leading to the actual results values reported in this document.

31. The achievement of the 48 Outputs is monitored on an annual basis using published indicators, targets and measurement methodologies developed for each Strategic Objective. Fifty output level indicators were developed in 2013 and early 2014, as presented in *Web Annex 5*. Each Output indicator is underpinned by a measurement methodology, which was applied in the last quarter of 2014 and of 2015. Measures were aggregated and reviewed by delivery managers, senior managers and the Corporate Programmes Monitoring Board, as follows:

- a) responsibilities were assigned and support provided for data collection, processing and analysis by country offices, regional offices, and Strategic Objective teams using existing corporate information systems;
- b) special attention was given to the systematic selection of corporate Output indicators by country offices to report on results achieved by FAO at country level. Country offices selected on average 13 Output indicators that represented their contribution to the FAO results chain during 2014-15. The reporting exercise was repeated at end-2015;
- c) regional offices and delivery managers of Regional Initiatives measured relevant Output indicators at regional level, and relevant delivery managers at the global level;
- d) Strategic Programme leaders, analysed, validated and aggregated the measures of all reported Output indicators against a common set of quality assurance criteria. Only validated results have been included in reporting on progress against targets in the PIR;
- e) a "traffic light" rating was used to provide the assessment of FAO results against the expected accomplishments (by comparing actual results values against the output level indicators targets):
 - Achieved (●) - the work was delivered and the results achieved, with the indicator value scoring from 75% up to 100% or more against the target. This identifies potential areas for stretching the targets to further drive up performance and drawing good practices to be transferred to other work areas as appropriate
 - Partially achieved (◐) – the Output was partially delivered when the indicator value scores between 50% and 75%
 - Not achieved (○) – when only some work was delivered under the Output but the indicator value scores lower than 50% against the target. In these cases the document provides analysis for the next biennium

Overview of Outcome progress and Output delivery

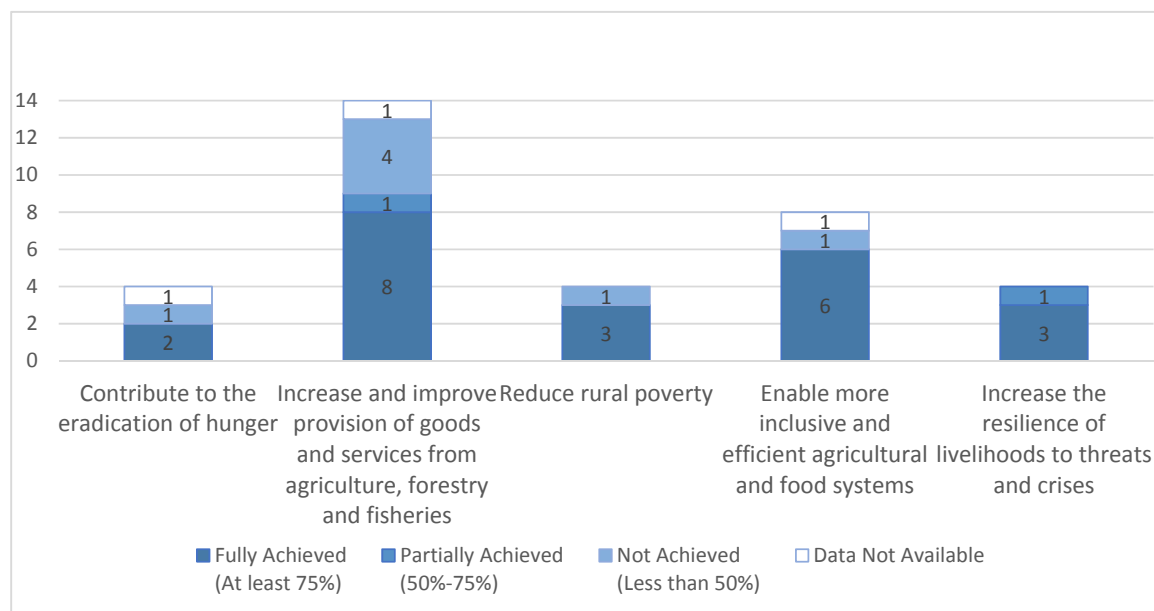
Outcomes

32. For the 2014-15 biennium, 77% (24) of the Outcome indicators for which data were available show progress with targets fully or partially met (22 fully and 2 partially). The remaining 23% (7) of the Outcome indicators lagged behind and did not reach 50% of the targets set:

- a) SO1 indicator 1.1.B *number of countries with improved resource allocation*
- b) SO2 indicators 2.1.C, 2.1.D, 2.1.E, and 2.3.C relating to improved sustainable management of natural resources in livestock, small scale fisheries and aquaculture, forests, and the uptake in legal frameworks of provisions of selected FAO international binding and non-binding instruments to induce sustainable agricultural systems
- c) SO4 indicators 3.1.A *number of countries using an improved set of strategies, policies, guidelines regulations and tools aiming to improve access by poor rural women and me to productive resources and services*
- d) SO4 indicator 4.3.C *number of countries that have reduced the level of disincentives affecting the agriculture and food sector through policy distortions*

33. Data were not available for measuring three indicators. The *number of countries with improved comprehensive sectoral and/or cross sectoral policies/strategies and investment programmes that are supported by a legal framework (1.1.A)* could not be reported against the target on account of a low rate of return of the surveys although it showed a slight improvement at estimated global level compared to baseline. The *number of countries reporting an increase in area under sustainable land management (SLM), as a share (%) of total agricultural and forest area, since the last reporting period (2.1.A)*, and the *number of developing countries in which the FAO Regulatory Systems Index has increased (4.1.C)* still require work to finalize the methodology and data collection. The status of SO Outcome achievement against targets is shown in Figure 2.

Figure 2: Status of Outcome achievements in the 2014-15 biennium



Outputs

34. For the 2014-15 biennium, 88% (45) of the Output indicators reached full achievement of the targets planned for the biennium, with about 67% of the targets exceeded. Partial achievement was reached for 10% (5) of the Output indicators, with only 1 indicator remaining unachieved. About 72% of Output results were achieved at country or regional level.

Presentation of Strategic Objective results

35. For each Strategic Objective the results are presented at Outcome and Output levels as measured by indicators, with highlights of achievement at global, regional and country levels. For each SO, an *indicators page* shows:

- a) for Outcomes, the estimated percentage distribution in five classes of countries by degree of implementation in 2015 of the Outcomes as measured through the indicators. The distribution by degree of implementation is in five classes: Low (0-0.2); medium –low (0.2-0.4); medium (0.4-0.6); medium-high (0.6-0.8); high (0.8-1.0).
- b) for Outputs, the actual FAO Output results achieved measured by the indicators against targets in a table.

36. For Objective 6, which ensures the quality and integrity of FAO’s core technical, normative and standard-setting work including the delivery of high-quality statistics and the coordination of cross-cutting themes on gender and governance, the performance is measured and reported by key performance indicators and targets.

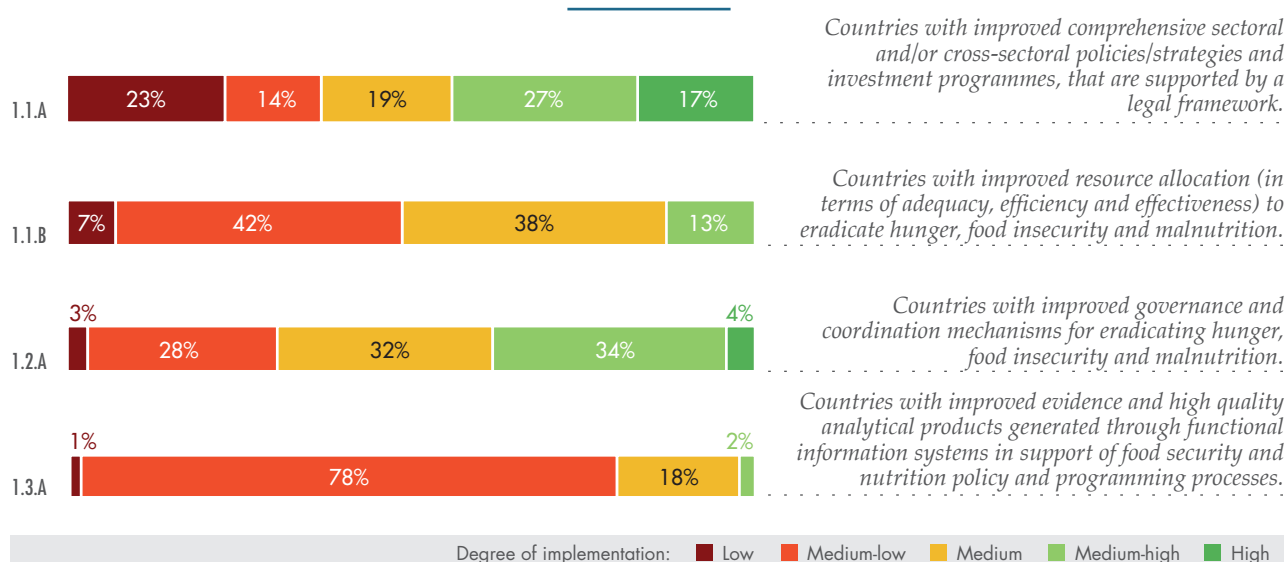


Hunger Eradication

Strategic Objective 1

Outcome indicators measuring the contribution to the eradication of hunger, food insecurity and malnutrition

Distribution of countries by degree of implementation in 2015



Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	ACHIEVED
1.1.1	Number of policy processes with enhanced incorporation of food security and nutrition objectives and gender considerations in sectoral policies, investment plans and programmes as a result of FAO support	93	137	●
1.1.2	Number of policy processes with enhanced incorporation of food security and nutrition objectives in legal frameworks as a result of FAO support	5	41	●
1.1.3	Number of organizations that have strengthened capacities for human resource and organizational development in the food security and nutrition domain as a result of FAO support	30	47	●
1.1.4	Number of countries that improved financial resource allocation and use for food security and nutrition as a result of FAO support	8	23	●
1.2.1	Number of policy processes with more inclusive coordination, involving different sectors and stakeholder groups (i.e. from private sector, public sector and civil society) for food security and nutrition governance as a result of FAO support	47	49	●
1.3.1	Number of countries with improved monitoring and analysis of food security and nutrition, including the contributions of different sectors, for informed decision-making as a result of FAO support	57	52	●
1.3.2-1	Number of policy processes with improved human and institutional capacities for managing mapping systems relevant for food security and nutrition decision-making as a result of FAO support	11	18	●
1.3.2-2	Number of policy processes with improved human and institutional capacities for monitoring and evaluating the impact of policies and programmes on food security and nutrition as a result of FAO support	10	19	●

Achievement: ● Fully (>75%) ○ Partially (50% to 75%) ○ Not achieved (<50%)

Strategic Objective 1: Contribute to the eradication of hunger, food insecurity and malnutrition

37. The sustainable eradication of hunger, food insecurity and malnutrition requires that government and non-state actors act in a more coordinated and focused manner on the root causes that keep the hungry, food insecure and malnourished trapped in a vicious cycle of chronic deprivation. FAO contributes to this cause by working in partnership with governments and other development actors at global, regional and national levels towards the creation of a more enabling policy and institutional environment for food security and nutrition. As a global organization, FAO uses its work at global and regional levels as a lever for raising political commitment and developing capacities at country level in terms of:

- a) *policies, investment plans, programmes and legal frameworks* with a stronger focus on food security and nutrition outcomes (Outputs 1.1.1 and 1.1.2);
- b) increased allocation of *human and financial resources to turn political commitment into action* (Outputs 1.1.3 and 1.1.4);
- c) *strengthened governance, coordination mechanisms and partnerships* to improve participation and coordination across sectors and stakeholders (Output 1.2.1);
- d) *evidence-based decision-making* supported by better information on food security and nutrition situations, enhanced tracking and mapping of actions, and improved impact assessment (Outputs 1.3.1 and 1.3.2).

38. The focus of FAO's work at global and regional levels is on advocacy and fostering inclusive policy dialogue to increase high-level political commitment, promoting a common understanding of issues, facilitating consensus on policy and institutional options, developing policy frameworks, and sharing tools and good practices. At national level, FAO works directly with decision-makers in government and development partners to raise awareness about food security and nutrition issues, create greater understanding of causes and options for action, develop skills, competencies and knowhow, and foster inclusive and evidence-based dialogue and collaborative action across the broad spectrum of stakeholders in government, development partners, civil society, private sector and academia.

Outcome assessment

39. Countries are increasingly adopting or improving the design of existing *comprehensive sectoral and/or cross-sectoral policies, strategies and investment programmes that are supported by a legal framework in the context of food security and nutrition* (outcome 1, indicator A). At the end of 2015, 44% of countries scored medium-high to high against this indicator, compared to 42% at the beginning of 2014. Qualitative data indicates that various countries adopted or revised policies, programmes or legislation addressing food security and nutrition challenges during 2014-2015 with the active support of FAO, for example Bangladesh, Bolivia, Cape Verde, El Salvador, Nepal, Niger or Sierra Leone.

40. While the policy and legal framework for food security and nutrition is adequate in many countries, the capacity for implementation, in the form of *increased human and financial resources and investments*, remains weak in many instances and is an area of priority. At the end of 2015, although there has been some improvement compared to 2014, about 49% of countries scored low to medium-low against the indicator on resource allocation to eradicate hunger food insecurity and malnutrition (outcome 1, indicator B).

41. Two other bottlenecks hamper progress in improving food security and nutrition, namely: (i) weakness in the generation and uptake of sound analysis in policy processes; and (ii) lack of regular and rigorous assessment of policy and programme effectiveness in terms of their impact on food security and nutrition status. Despite some progress, at the end of 2015 79% of countries scored low to medium-low against the indicator on *evidence-based decision-making* (outcome 3). More investments and efforts are needed at national level.

42. Good progress was made by countries on *governance, coordination mechanisms and partnerships for food security and nutrition* (outcome 2), with 38% of countries that scored high to

medium-high compared to 19% at the beginning of 2014. This illustrates countries' commitment to work in a more inclusive and coordinated manner on the development and implementation of policies, programmes and legal frameworks for eradicating hunger, food insecurity and malnutrition.

43. In terms of FAO's contribution to the progress at outcome level the assessment is positive overall, with FAO's contribution being rated as moderate to significant in more than 90% of countries for all outcome level indicators.

Results achieved in the biennium

44. In 2014-15, FAO fully achieved all eight Outputs, of which seven were exceeded.

45. While the indicator value for the Output on policies, investment plans and programmes (1.1.1) is above the planned target, the indicator value for the Output on legal frameworks (1.1.2) far exceeds the biennial target. This is mainly due to the emergence of new opportunities at country level for work on land tenure, small-scale fisheries and right to food in the context of national food security. While strong support has been provided to negotiation of guidelines and other instruments at global level, there is much scope for further intensifying efforts to translate these instruments into national policies, programmes and legal frameworks through inclusive and evidence-based policy dialogue.

46. Results in the domain of human resources development (1.1.3) and financial resources allocation and use (1.1.4) also exceed biennial targets. In particular, the work on financial resource allocation and use has benefited from opportunities that emerged during the biennium for mainstreaming food security and nutrition into investment support at country level. Nevertheless, more support is needed to track public expenditures for food security and nutrition and to analyse the effectiveness of resource allocation options. This is a new area for FAO and stronger strategic partnerships are required to leverage the capabilities of partners in this domain.

47. Results in the domain of governance, coordination mechanisms and partnerships for food security and nutrition (1.2.1) are according to plan. The excellent progress made at global and regional level during the biennium is gradually translating in progress at country level, especially in the recognition of the role of civil society and the private sectors in the national food security and nutrition governance mechanisms. However, more investment and direct engagement with other UN agencies is needed to strengthen accountability and grievance mechanisms at national and local levels, including advocacy for the introduction of legal provisions on accountability mechanisms and developing stakeholder capacity for their application.

48. Overall, results in the domain of evidence-based decision-making are on track. The results on monitoring and analysis of food security and nutrition situation (1.3.1) are mostly due to the allocation of extrabudgetary support for developing capacity to apply some of FAO's key normative products like the Integrated Phase Classification at country level. While progress has been made on the mapping and analysis of policies, programmes and legislation relevant to food security and nutrition (indicator 1.3.2-1) and on the evaluation of their impact on food security and nutrition (indicator 1.3.2-2), more support is needed at country level, including for making sure that the results of food security and nutrition analysis are effectively used by decision-makers.

Highlights of achievements of FAO's work at global level

49. Together with WHO, the organization of the Second International Conference on Nutrition (ICN2) brought together stakeholders from governments, civil society and the private sector and adopted the Rome Declaration on Nutrition and Framework for Action, which aim to ensure food systems contribute to reducing all forms of malnutrition. FAO and WHO are currently developing a monitoring framework for the Framework for Action.

50. Inclusive processes led to the endorsement of the Principles for Responsible Investment in Agriculture and Food Systems (RAI) by the Committee on World Food Security (CFS), as well as the adoption of the Voluntary Guidelines for securing sustainable small-scale fisheries in the context of food security and poverty eradication (SSF Guidelines) by the Committee of Fisheries (COFI) at its 31st session.

51. In addition, FAO developed strategic inputs for, and actively engaged with various global processes, to promote food security and nutrition considerations, including the Committee on Forestry (COFO), the UN Standing Committee on Nutrition (UN-SCN), the UN High-Level Task Force on the Global Food Security Crisis (HLTF), the Scaling Up Nutrition (SUN) movement, the Renewed Effort Against Child Hunger (REACH) initiative, the post-2015 development agenda, follow-up to Rio+20 UN Zero Hunger Challenge (ZHC), EXPO Milano, the Global Alliance for Climate-Smart Agriculture (GACSA) and the World Forestry Congress.

Highlights of achievements of FAO's work at country or regional level

52. FAO contributed to the formulation and endorsement of the African Union (AU) Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, which was adopted in June 2014 and which included the "Commitment to Ending Hunger in Africa by 2025"; the development and implementation of a regional action plan for implementing the Malabo Declaration, in support of ongoing regional and country efforts; and the inclusion of food security and nutrition in the CAADP⁶ results framework.

53. FAO provided support to the integration of nutrition into the Association of Southeast Asian Nations (ASEAN) Integrated Food Security Strategy, its Plan of Action for Food Security (2015-2020) and the Food, Agriculture and Forestry Vision (2016-2025).

54. Support was provided to the design, elaboration and subsequent approval of the Community of Latin American and Caribbean States (CELAC) Food and Nutrition Security Plan at the III CELAC Summit in January 2015, through a participatory and inclusive process; stronger and more effective food security and nutrition (FSN) policies within the framework of the four pillars of this Plan, such as the regional strategy designed to reduce food loss and wastage; consolidation of the FSN Web-based platform, which supports sharing of experiences and knowledge across countries, promotion of South-South Cooperation and evidence-based decision-making.

55. Capacity development support was provided in over 70 countries across the five regions in 2014 and 2015 that advanced the mainstreaming of FSN in sectoral policies and investment programmes, and the development of cross-sectoral FSN policy frameworks. In countries such as DR Congo, Rwanda and Namibia the capacity of the government was strengthened for developing national nutrition strategies. Additionally, this work built on the SSF Guidelines in Zambia, Malawi, Mauritius and Rwanda, and on the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT) in Liberia, Senegal, Sierra Leone, Mongolia, Cambodia, Indonesia, Lao PDR, Myanmar, Nepal, Thailand and Viet Nam.

56. FAO facilitated the development and implementation of legal frameworks supportive of the right to food and more secure and equitable access to resources and assets in 16 countries. For example in Bolivia, as a result of advocacy and capacity development in supporting the National Food and Nutrition Council, the government approved a National Food and Nutrition Policy that incorporates the right to adequate food.

57. Work on supporting capacities for mapping actions related to FNS took place in a number of countries. For example, in partnership with REACH/UN Network for SUN, FAO enhanced capacities of country stakeholders in Burkina Faso, and further progress was made in Ethiopia and Niger in enhancing the capacities of stakeholders to use such information in decision-making.

58. Assistance for the development of national capacities to monitor, analyse, communicate and make better use of relevant food security and nutrition data and information for improved decision-making was provided in 52 countries, including through the Integrated Food Security Phase Classification (IPC) and various other FAO-led programmes (see SO5 highlights).

⁶ Comprehensive Africa Agriculture Development Programme (CAADP)

Highlights of mainstreaming gender

59. Important results were achieved in addressing gender concerns in cross-sectoral and sectoral policy and legal frameworks for food security and nutrition through FAO support in the biennium, including:

- a) addressing gender equality in the preparation of legal frameworks related to tenure security in Sierra Leone;
- b) in rural women's empowerment and food security and nutrition in Guatemala, in the development of the Policy for Gender Equality and the strategic framework for its implementation in 2014-2023 by the Ministry of Agriculture, Livestock and Food. The new Policy and its related mechanisms are crucial in guaranteeing the equitable participation of women and men in rural development processes, their access to productive resources and services. It also constitutes a key milestone in the implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), of which Guatemala is one of the 99 signatory countries. This is an example of political will turned into action.

60. Gender considerations and the inclusion of indigenous peoples have been essential to work carried out in Latin America and the Caribbean where FAO supported the Special Women's Group of the CELAC 'Adelanto Mujeres' led by El Salvador, and the Brasilia Declaration in 2014 between governments and civil society organizations recognizing for the first time the social and political inequalities faced by rural women and the need for actions to address them.

61. FAO supported the development and adoption of appropriate gender indicators related to food security and nutrition for producing sex-disaggregated data in selected countries, such as the introduction of the Women's Dietary Diversity Score in the Philippines and Tajikistan, the inclusion of gender-disaggregated reporting functionality within the software for land registration in Nigeria, and the introduction of the Food Insecurity Experience Scale (FIES) in Angola, Ethiopia, Malawi, Niger, Kenya, South Africa and Cambodia.

In focus...*The continuum of normative and standard setting products to results at country level: the case of Sierra Leone*

FAO plays a key role in facilitating and promoting the engagement of various stakeholders (e.g. governments, CSOs, research, academia, regional organizations) in the formulation and endorsement of normative and standard-setting instruments to achieve food security and eradicate malnutrition. The Voluntary Guidelines to support the progressive realization of the right to adequate food in the context of national food security were endorsed in 2004, and the Voluntary Guidelines on the responsible governance of tenure of land, fisheries and forests in the context of national food security in 2012 and, in June 2014, the Voluntary Guidelines for securing sustainable small-scale fisheries in the context of food security and poverty eradication. FAO, through its strategic programme on food security and nutrition, is also actively supporting the implementation of such international instruments at country level.

As a direct result of FAO's support during 2014-15, Sierra Leone has been preparing a set of coherent policies, strategies and draft laws (the National Land Policy, General Registration Act, Fisheries Policy and Development Strategy, Forestry Act and National Action Plan for community-based forestry) all consistent with the Voluntary Guidelines on the responsible governance of tenure in the context of national food security. The preparation process to-date included multi-stakeholder processes and addressing gender considerations. FAO's technical support, including work directed to awareness raising and capacity development, was critical for the establishment of an institutional framework that has been formalized by the Government to promote dialogue between all relevant stakeholders and sectors.

The new institutional framework resulted in improved policy coherence for food security and nutrition outcomes. It has allowed cross-sectoral linkages in the policy dialogue on the different sectors of land, fisheries and forests, and provided the platform for FAO and other partners to channel technical support for the development of policies, strategies and laws related to governance of tenure with focus on food security and nutrition.

Reinforcing policy assistance capacities at country level

In 2015, FAO and the EU jointly launched a policy assistance mechanism to support the enabling environment for food and nutrition security and sustainable agriculture (FNSSA) in selected countries. This partnership programme "Food and nutrition security impact, resilience, sustainability and transformation (FIRST)" is now active in over 24 countries. For the delivery of country level policy assistance and capacity development services, FIRST relies on a network of policy officers and technical experts who are based in government institutions. FAO Representatives are actively engaged in dialogue with EU delegations and governments to identify strengths and weaknesses in the enabling environment for FNSSA and to define the scope of the required policy and technical support interventions. Building on the good results of the EU-funded "Improved global governance for hunger reduction" programme during 2014-15, FIRST provides extra resources – EUR 30 million of voluntary contribution from the European Commission for the period of 2015-2020 - for intensified action at country level. The provision of policy assistance and capacity development under this EU-FAO partnership programme is driven by the demand of Member States.



Make Agriculture more productive and sustainable

Strategic Objective 2

Outcome indicators measuring the contribution to make Agriculture more productive and sustainable

Distribution of countries by degree of implementation in 2015



Degree of implementation: Low Medium-low Medium Medium-high High

Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	ACHIEVED
2.1.1	Number of FAO-supported initiatives that used inclusive and participatory approaches to validate and facilitate uptake of innovative practices for sustainable agricultural production	111	245	●
2.1.2	Number of FAO supported initiatives conducted to identify, document, and facilitate uptake of integrated and multi-sectoral strategies for sustainable ecosystem management, restoration and climate change adaptation and mitigation	644	215	○
2.1.3	Number of public and private knowledge organizations and institutions, management agencies and networks that received organizational and institutional and/or technical capacity development support from FAO	675	694	●
2.2.1	Number of countries supported with analyses of governance issues and options for integrated agricultural and natural resources sector sustainability	32	29	●
2.2.2	Number of policy processes with cross-sector dialogue on integrated and more sustainable agricultural and natural resource production systems that were supported by FAO	7	58	●
2.2.3	Number of national public service organizations and inter-governmental mechanisms to which FAO provided substantial support for reforms of institutional structures, functions or managerial procedures	216	114	◎
2.3.1	Number of international instruments (normative frameworks, standards, guidelines, recommendations and other subsidiary texts) adopted by an FAO mechanism or instrument or by their subsidiary bodies/technical working groups, pertaining to sustainable agriculture production and natural resources management	70	136	●
2.3.2	Number of processes in non-FAO international mechanisms/instruments that FAO supported to reflect sustainable agricultural production and natural resource management concerns in their decisions or products	84	72	●
2.3.3	Number of processes and partnerships supported by FAO to facilitate implementation of the international (including regional) instruments and mechanisms that foster sustainable agricultural production and natural resource management	151	130	●
2.4.1-1	Number of additional data points in the relevant datasets of FAO's main statistical databases	799,000	5,113,756	●
2.4.1-2	Percent of relevant social datasets in FAO's main statistical databases that feature data disaggregated by gender	4	4	●
2.4.2	Number of new or revised methods, norms, or standards for the collection, management, aggregation and analysis of data/information that were developed by FAO and approved by a competent body	61	63	●
2.4.3	Number of relevant data/information products that were produced by stakeholders with capacity development support from FAO	356	192	◎

Achievement: ● Fully (>75%) ◎ Partially (50% to 75%) ○ Not achieved (<50%)

Strategic Objective 2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

62. Achieving agricultural⁷ production intensification while preserving or enhancing natural resources and related ecosystem services, as well as promoting resilient farming communities requires coordinated cross-sector action that addresses the social, economic and environmental dimensions of sustainability. FAO supports member countries to increase agricultural production and productivity through improved: (i) resource-use efficiency; (ii) conservation, protection, and enhancement of natural resources; (iii) equity, access to productive assets, and responsible consumption; (iv) resilience to climate change; and (v) responsible governance. FAO implements a wide range of global work that supports country capacity, as well as national, regional and global assessments of progress towards sustainable agriculture with the following intended outcomes:

- a) *Producers and natural resource managers adopt innovative practices* that improve agricultural sector production in a sustainable manner (Outputs 2.1.1, 2.1.2, 2.1.3);
- b) *Member countries strengthen governance to facilitate the transition to sustainable agricultural sector production systems* (Outputs 2.2.1, 2.2.2, 2.2.3);
- c) *International and regional instruments and related governance mechanisms are supported to improve and increase agricultural production in a sustainable manner* (Outputs 2.3.1, 2.3.2, 2.3.3);
- d) *Evidence-based decision-making in planning and management of the agricultural sectors and natural resources is promoted* through monitoring, statistics and analysis (Outputs 2.4.1, 2.4.2, 2.4.3).

Outcome assessment

63. Countries are making progress in *adopting innovative practices* (outcome 2.1) and showing encouraging results in terms of higher agricultural productivity, with reduction in crop yield gap in 80 countries (41%) (indicator 2.1.B), and more sustainable management of natural resources. Compared to 2014, an increased number of countries at end of 2015 scored high and medium-high in terms of increased forested area under Forest Management Plans (26%) (2.1.D), or applied sustainable fisheries or aquaculture practices (74%) (2.1.E), or where the area of natural vegetation and protected ecosystem lost to agriculture has decreased (51%) (2.1.F). On the other hand, the number of countries with an increase in human edible protein balances in livestock production⁸ has not improved since last reporting period (3%) (2.1.C), and sustainable forest management worsened in terms of the number of countries in the low and medium-low range.

64. There is an increasing number of countries with *improved governance frameworks* that facilitate transition into sustainable agriculture (outcome 2.2), with 68% (2.2.A) scoring high or medium-high in terms of national programmes and 43% (2.2.B) for sound public institutions or mechanisms for the formulation, coordination and monitoring of national programmes and strategies that foster sustainable and integrated agricultural sector production systems. The assessment and qualitative data indicates that various countries improved their governance systems to support transitioning towards sustainable agriculture with the active support of FAO. For example, in Egypt FAO provided cross-sectoral technical support to several ministries through the preparation of needs' assessments and water management strategies, thereby contributing to the country's "Sustainable Agricultural Development Strategy Towards 2030".

⁷ Agriculture includes crop production, livestock, forestry, aquaculture and fisheries.

⁸ This indicator aims to assess the adoption of sustainable agricultural practices pertaining to livestock. Specifically, it provides a proxy of environmental efficiency in livestock practices. Intensive, high external input livestock production is based on cereals and other products that can potentially be directly consumed by humans. This indicator, an edible protein ration, assesses the production of animal food products relative to the amount of human edible and non human-edible feed. It also represents the extent of food-feed competition in each country.

65. Good progress was made by countries in *endorsing or adopting international and regional instruments for sustainable agricultural production systems* (outcome 2.3) with a proportion of 53% (2.3.B) of countries scoring high or medium-high against the indicator measuring the level of commitment through ratification of FAO binding instruments or official declaration for implementation of FAO non-binding instruments. Furthermore, 49% (2.3.C) of countries have met their mandatory financial contributions to international mechanisms, thereby demonstrating a strong support. However, only 26% have integrated at least one provision of FAO-hosted international instruments into their national legal frameworks and more efforts are required in this area.

66. Although the majority of countries (69%) (2.4.C) use statistics extensively in policy-making processes, there are still important weaknesses that hamper progress in *evidence-based decision-making in planning and management of the agricultural sectors and natural resources towards sustainable agriculture production systems* (outcome 2.4). Furthermore, they have not improved in their provision of global data collection on agriculture and in the use of statistics for decision-making. For instance, 92% (2.4.B) of countries as at end 2015 do not produce marginal Environmental-Economic Accounts related to the assessment of agriculture conforming to the SEEA-AGRI⁹ standards.

67. In terms of FAO's contribution to the progress at outcome level the assessment is positive overall, with FAO's contribution being rated as moderate to significant in more than 80% of countries for those outcome level indicators that were assessed through survey (mostly outcomes 2.2 and 2.4).

Results achieved in the biennium

68. In the 2014-15 biennium, FAO fully achieved nine Outputs, partially achieved two, and did not achieve one out of 12 Outputs.

69. In reviewing the work done by FAO in the biennium towards supporting uptake of practices adopted by stakeholders to increase and improve agricultural sector production in a sustainable manner, important results emerge together with one area that requires attention. FAO supported 89 countries for the uptake of sustainable agricultural production practices using participatory approaches (2.1.1), and the results well exceeded the target with more than 80 FAO supported initiatives just in Africa. This covers an important area of FAO's technical assistance in countries for the adoption of good technologies and approaches to improve sustainable production, and clearly shows an achievement. An approach used with good results is the farmer field schools (FFS).

70. The number of organizations that received institutional and/or technical capacity development support from FAO (2.1.3) was achieved as planned. However, results for the integrated and multisectoral initiative for sustainable ecosystem management, restoration and climate change adaptation and mitigation (2.1.2) are well below the target. The low rate of achievement is partially because stakeholders and resource partners continue to conceive sustainability *within* rather than *across* the sectors for crop production, livestock, forestry, aquaculture and fisheries. FAO supported 74 countries in adopting integrated and multisectoral approaches at ecosystem level.

71. The most prominent results are integrated natural resources management ecosystem-based approaches in fisheries and aquaculture, sustainable land and water management, biodiversity conservation at ecosystem scale demonstration of adaptation and mitigation measures, assessment of risks and vulnerabilities at ecosystem level and promotion of land and watershed management plans to improve access and utilization of resources. The results show that facilitation of integrated and multisectoral approaches are crucial for ecosystem level management and maintenance of ecosystem services. Continuous efforts are needed to strengthen the ecosystem level interventions for management, restoration, and dissemination of sustainable practices.

72. Results related to FAO's support to strengthening national governance frameworks to facilitate the transition to sustainable agricultural sector production systems (2.2.1) were largely achieved, with 29 countries supported with analyses of governance issues and options for solutions. The number of FAO-supported policy processes at country level with cross-sector dialogue on

⁹ Towards a System of Environmental Economic Accounting for Agriculture (SEEA-AGRI)

integrated - and more sustainable - agricultural and natural resource management systems (2.2.2) exceeded the target substantially, with results achieved in 36 countries. This demonstrates the success of FAO's efforts in promoting and supporting cross-sector dialogue at national level on policy matters with high relevance for, and impact on sustainable agricultural and natural resource production systems. On the other hand, the number of national public service organizations and intergovernmental mechanisms to which FAO provided support for reforms of institutional structures (2.2.3) was below target, despite the 114 national organizations or intergovernmental mechanisms supported with results in 53 countries.

73. Results in the domain of international and regional instruments and related governance mechanisms were all met according to plans (2.3.1 to 2.3.3). This is clearly an area of FAO's strength. It is also the first time that a structured attempt has been made to measure FAO's influence through the number of processes in non-FAO international mechanisms and instruments supported by FAO that reflect sustainable agricultural production and natural resource management concerns in their decisions or products.

74. Results related to statistics production, including methods, norms and standards, were achieved as planned (2.4.1, 2.4.2) while results related to countries' capacities for evidence-based decision-making were partially achieved (2.4.3). The number of data points in relevant datasets of FAO's main statistical databases included a one-time expansion of the historical coverage of the greenhouse gas emission (GHG) statistics, extending coverage from 1990 back to 1961. This led to a one-off 640% performance against target in one indicator. The number of datasets in FAO's main statistical databases with gender-disaggregated data was achieved, as planned. On the other hand, the number of relevant data and information products that were produced by stakeholders with capacity development support from FAO was well below target, and the analysis of the results show that this is an area where FAO needs to focus and increase efforts in supporting countries' capacities in the use of data for decision-making purposes.

Highlights of achievements of FAO's work at global level

75. FAO developed and launched the principles and framework for the implementation of Sustainable Food and Agriculture to facilitate understanding and application at country level in adopting integrated and multisectoral approaches at ecosystem level. Their implementation was piloted in Bangladesh, Morocco and Rwanda.

76. FAO was instrumental in the creation and launch of the Global Alliance for Climate-smart Agriculture (GACSA) and now hosts its Secretariat, partnering with 22 member countries and another 96 international, national and non-governmental entities.

77. FAO convened international debates on agroecology in food and nutrition security in 2014 and in 2015. A set of policy recommendations including necessary legislative measures were formulated to strengthen agroecological approaches in agriculture, forestry and fisheries, and networks for the exchange of best practices were established in each region.

78. FAO supported the implementation of an international framework to combat illegal, unreported and unregulated (IUU) fishing by promoting accession to the 2009 Port State Measures Agreements (PSMA) and implementing national plans of action to combat IUU in specific fisheries, vulnerable marine ecosystems, large marine ecosystems, data collection and analysis in support of fisheries and aquaculture management, discards and by-catch. In addition, the Voluntary Guidelines for Flag State Performance and the Guidelines for Securing Sustainable Small-Scale Fisheries (SSF) in the context of food security and poverty eradication were endorsed by COFI in 2014 and consultation on their implementation has been undertaken globally and in four regions in 2015.

79. FAO conducted a global assessment of greenhouse gas emissions in the agriculture, forestry and other land use sectors resulting in a comprehensive emissions' database integrated in the FAOSTAT database. The Global Livestock Environmental Assessment Model was updated.

80. The Second Report on the State of the World's Animal Genetic Resources for Food and Agriculture was published with contributions from over 120 countries that received capacity

development for the collection and revision of the data; and the Global Forest Resources Assessments 2015 was produced with contributions from over 234 countries and territories.

81. An FAO-led multi-agency programme generated in 2014 a shared Vision in Ground Water Governance at Regional (the five Regions of FAO) and Global levels, along with a Framework for Action to implement the vision.

Highlights of achievements of FAO's work at country or regional level

82. FAO promoted the adoption of sustainable, integrated and locally adapted production practices, through extension programmes in Burundi, Mali, Cambodia, Colombia, Kenya and Tanzania. In Burundi, a new approach was adopted for sustainable and integrated production systems. In Mali, 400 farmer field schools were established, which benefitted at least 10,000 agricultural and agropastoral producers, of which at least 30% were women.

83. Fifteen countries from the Asia Pacific region and two regional organizations participated in a regional workshop on innovative rice-fish farming practices organized in Indonesia to discuss the relevance of rice-fish systems and their potential for upscaling. "Save and Grow" sustainable intensification of rice production practices, including integrated rice-fish systems, rice-livestock and rice-vegetables systems were included in the farmer field schools' curricula and were adopted by farmers in the Philippines.

84. FAO supported 15 countries to identify climate change adaptation options. Options for integrated crop-livestock systems were identified as suitable in Malawi, Zambia and Viet Nam. Portfolios of adaptation options were developed for fisheries and aquaculture production systems in Chile and Bangladesh. Community-based adaptation plans for forested areas were developed in Kenya and Peru.

85. FAO has facilitated the dissemination of over 100 technologies used by women in East Africa to improve food security and nutrition and productive family farming in a "Share fair" held in Nairobi.

86. FAO supported 23 countries to conserve their agricultural heritage sites and the associated ecosystem goods and services. A total of 36 sites in 16 countries have been included on GIAHS¹⁰ list. Of these, 31 sites were designated in 2014, and five additional sites were designated (in Japan, Bangladesh and Indonesia) in 2015. An inter-ministerial GIAHS committee was established in Mauritania.

87. Networks of quinoa farmers and stakeholders were established and strengthened in Africa and the Near East, with inter-regional sharing of lessons learnt. FAO supported ministries of agriculture and institutes for agrarian development and agricultural extension through participatory needs' assessment and support to strategic plan development in Angola, Algeria and Morocco.

88. FAO supported the adoption of sustainable natural resource management practices and the development and validation of participatory watershed management plans in Ecuador, Peru and Guatemala. Integrated and multisectoral approaches to watershed management were identified, tested, validated and shared in Azerbaijan, Kyrgyzstan, Tajikistan, Turkey and Uzbekistan.

89. Twenty-three fact sheets on good sustainable land management approaches and practices were field-tested in Burundi, Rwanda, Tanzania and Uganda and included in the WOCAT¹¹ global database to support outreach and uptake. National work plans for large-scale forest and landscape restoration were prepared and adopted in Guatemala, Lebanon, Peru, and Rwanda.

90. FAO supported policy processes in 17 countries to specifically improve climate change considerations in governance frameworks: national processes for integrating agriculture in National Adaptation Plans (NAPs) were implemented in Malawi and Uganda, and were expanded to 7 additional countries (Nepal, Philippines, Thailand, Viet Nam, Uruguay, Kenya, Zambia) in partnership with UNDP.

¹⁰ Globally Important Agricultural Heritage Systems (GIAHS)

¹¹ World Overview of Conservation Approaches and Technologies (WOCAT)

91. FAO (through UN-REDD)¹² has considerably increased its support to reduce greenhouse gas emissions from deforestation and forest degradation in 56 countries. FAO has supported countries develop national forest monitoring systems and forest reference emission levels. FAO is providing support to eight countries to assess tenure situations in the context of REDD+.

92. A strategy for the collection of non-traditional agriculture crops' production data was developed in Guyana with the support of FAO. An assessment of the agricultural statistical system in Guyana was also undertaken with FAO's support.

93. Innovative practices on feed and feeding, seed production and animal health management were introduced in Bangladesh, Indonesia, Philippines and Sri Lanka.

Highlights of mainstreaming gender

94. In Burundi, Mali, Mauritania, Niger and Senegal farmer field schools with the Community Listeners Clubs were specifically tailored to rural women, aiming to promote, through farmer experimentation and rural radio transmissions, local adaptation and adoption of sustainable agricultural methods through season-long, small-group non-formal training.

95. In Latin America, focus was placed on integrating women in technology transfer for family farming, to provide support to extension services and assist with agro-environmental public policies and experience sharing (Brazil, Chile, Colombia, Mexico, Nicaragua, Costa Rica, Cuba, Panama, Paraguay and Uruguay).

96. The publication "Running out of time - the reduction of women's work burden in agricultural" production presents a number of labour-saving technologies, practices and services for relieving women's work burden in agriculture. It explores the type and nature of constraints faced by women in accessing and adopting solutions. The focus is on water and energy provision and the access to infrastructure, information and communication technology.

97. With the aim to reduce women's work burden, over 100 existing labour-saving technologies and practices for improving food and nutrition security, productive family farming and conserving soils and water and adapting to climate change were analyzed and disseminated in East Africa and Latin America. Findings were disseminated at the Nairobi "Share fair", technologies and practices for small agricultural producers (TECA) platform, FAO social media, partner networks and congresses and specialized events.

98. In the framework of the Near East and North Africa's Water Scarcity Regional Initiative, a multidisciplinary assessment (hydrogeology, governance and gender) was undertaken to promote inclusive groundwater governance of two selected aquifers in Morocco and Tunisia. An in-depth gender analysis helped identify the specific contribution and participation of women and men, highlighting challenges and opportunities for a more equitable, inclusive and participatory approach to groundwater governance.

¹² United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries

In focus...***Implementing climate-smart agriculture in Malawi***

The economics and policy innovations for climate-smart agriculture¹³ programme in Malawi generated a strong knowledge base on the synergies and trade-offs between agricultural development, food security and climate change mitigation and adaptation. This process has been used to make evidence-based decisions on the adoption of practices, investment plans and the formulation of policies that will contribute to the adaptation to climatic change.

Some key results include: selected climate-smart-agriculture practices - such as legume intercropping, soil and water conservation, tree planting, use of organic fertilizer, use of inorganic fertilizer and improved seeds - were analyzed in terms of costs and benefits for adoption at the household level; extension workers, representatives of farmers' organizations, government institutions and university students benefited from extensive capacity development in the areas of assessment and promotion of climate-smart agriculture practices; FAO supported the dialogue between the Malawi Ministry of Agriculture, Irrigation and Water Development and the Ministry of Natural Resources, Energy and Mining to review and align national policies on agriculture and climate change, and to support the inclusion of agriculture (including forestry, fisheries and aquaculture) in their National Adaptation Plan formulation.

Combating water scarcity in Morocco

FAO supported the High Commissioner for Water, Forests and Desertification Control in Morocco, to combat desertification in arid and semi-arid areas through participatory watershed management. A multi-stakeholder process was implemented in Morocco, which resulted in the joint formulation and validation of a collaborative watershed management plan for the Oued Outat watershed, an area located in the Province of Midelt. The plan includes actions to rehabilitate degraded forest and pasture areas; promote more sustainable and economically remunerative practices for forest, rangeland, agricultural and livestock production and management; improve local infrastructures; and develop capacities and diversify existing production systems for enhanced creation of employment and income from natural resources, handicraft production and tourism. Pilot activities have been implemented, thus facilitating the adoption of improved natural resource management techniques (reforestation and rehabilitation of degraded forest and rangeland areas, construction of small dams to control water flow and supply irrigated schemes, gully treatment, soil and water conservation, water collection) among the 5,000 inhabitants of the watershed.

A broad range of government institutions and other partners at the national, provincial and communal levels (e.g. the Ministry of Agriculture and Marine Fishery, the Ministry of Interior, the Social Development Agency and the Moulouya Hydraulic Basin Agency) were involved and played an essential role in terms of technical and financial support to local stakeholders and implementation of small and medium civil works and infrastructures. The capacities of eight village committees and seven women associations were strengthened to improve the production and marketing of local handicrafts and small-scale livestock breeding.

¹³ The economics and policy innovations for climate-smart agriculture programme works with governments, research centres, universities and other institutional partners to support the transition to climate-smart agriculture by using sound economic and policy analysis.

Restoring degraded land in Rwanda

Agriculture has driven Rwanda's impressive growth over the past years, yet the country is facing serious challenges, many of which threaten the long-term productive potential of agriculture in the country. The "land of a thousand hills" is the second most densely populated country in sub-Saharan Africa. It experiences severe land degradation, including erosion, loss of soil fertility and a decline in water quantity and quality in the country. In addition, climate change is already exerting significant negative pressure on the country's agriculture. With a degraded and ever scarcer natural resource base, feeding Rwanda's growing population will be a huge challenge in the near future. In response, the Rwandan government has committed to restoring 2 million hectares of degraded land by 2020 as its pledge for the Bonn Challenge, a global commitment to restore 150 million hectares of degraded land by 2020.

FAO is supporting this effort through the sustainable food and agriculture and forest and landscape restoration programmes, which focus on establishing connections across agriculture and natural resources. FAO helped to assess key sustainability issues and is now supporting cross-sectoral policy platforms in order to address these in an integrated way through adapting agricultural and natural resource governance and practices. A cross-sectoral taskforce has been set up that fosters improved collaboration across sectors, namely agriculture and natural resources. It is working on developing integrated perspectives that address the social, economic and environmental dimensions of sustainability in order to increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner. Results include a cross-sectoral policy dialogue workshop, "Towards a coordinated action for sustainable agriculture and restored forests and landscapes"; engagement of high-level stakeholders at national level; a platform for cross-sectoral dialogue; a set of policy recommendations; and an action plan to productive landscapes drafted and shared with the government. Discussions are ongoing on the development of more effective and integrated management plans in the district of Rulindo, where different initiatives focusing on agricultural production, soil and water conservation and social development are being planned in a coordinated way.

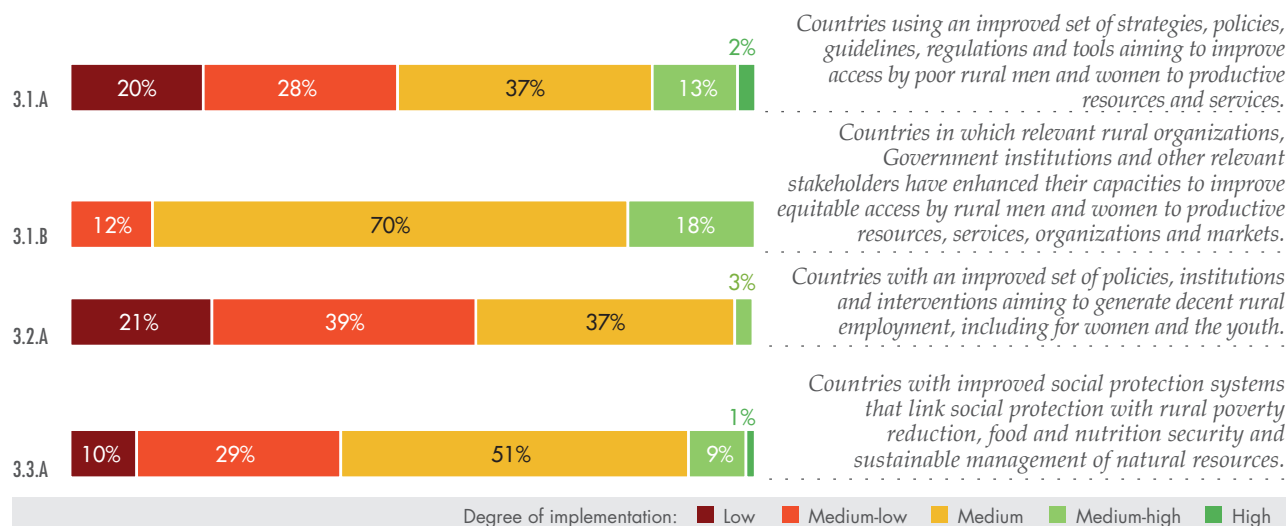


Reduce rural poverty

Strategic Objective 3

Outcome indicators measuring the contribution to reduce rural poverty

Distribution of countries by degree of implementation in 2015



Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	ACHIEVED
3.1.1	Number of countries in which support was provided to create an enabling environment for rural organizations and institutions, as well as the empowerment of the rural poor	21	26	●
3.1.2	Number of countries provided with support for the design, monitoring and implementation of approaches, policies and interventions that promote equitable access to, and sustainable management of productive natural resources	4	10	●
3.1.3	Number of countries in which support was provided for the development and implementation of pro-poor, gender-sensitive knowledge, science and technologies for increased availability of food and better access to markets	16	18	●
3.1.4	Number of countries in which support was provided for the design and implementation of policies and approaches promoting innovative, pro-poor and gender-sensitive rural services delivery systems and rural infrastructure models	11	14	●
3.1.5	Number of countries or regional institutions provided with support for the design, implementation and monitoring of sustainable, inclusive and gender-equitable rural development policies and poverty reduction strategies	14	18	●
3.2.1	Number of countries in which assistance was provided for the drafting or revision of ARD policies, strategies and programmes to integrate Decent Rural Employment (DRE) principles as a central element or for the implementation of DRE programmes	12	10	●
3.2.2	Number of countries in which assistance was provided to support the application of International Labour Standards in rural areas	7	5	⊙
3.2.3	Number of knowledge products on DRE developed and disseminated	12	16	●
3.3.1	Number of countries in which support was provided for improving the design and implementation of pro-poor, age- and gender-sensitive social protection systems that target rural populations	7	12	●
3.3.2	Number of countries in which support was provided for improving capacities for monitoring social protection systems and their impact on rural poverty reduction	6	5	●

Achievement: ● Fully (>75%) ⊙ Partially (50% to 75%) ○ Not achieved (<50%)

Strategic Objective 3: Reduce rural poverty

99. Poverty is a major cause of food insecurity and malnutrition and continues to be a major global challenge. FAO is helping fight rural poverty by improving rural livelihoods through interventions aimed at dynamising and diversifying the rural economy at large. FAO brings together six key areas of programmatic support: (i) strengthening rural institutions and Producer Organizations; (ii) improving smallholder productivity and market access; (iii) enabling equal access and sustainable management of productive resources; (iv) improving rural infrastructure and services; (v) enhancing farm and non-farm decent rural employment opportunities; and (vi) strengthening social protection for rural populations. FAO puts special emphasis on addressing the needs of rural women and youth.

100. FAO's strategic programme on rural poverty reduction aims to support countries to achieve:

- a) *enhanced access to productive resources, services, organizations and markets* (Outputs 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5);
- b) *enhanced decent employment opportunities* (Outputs 3.2.1, 3.2.2, 3.2.3);
- c) *strengthened social protection systems* (Outputs 3.3.1, 3.3.2).

Outcome assessment

101. Countries face challenges *to have an enhanced and equitable access for the rural poor to productive resources, services, organizations or markets* (outcome 3.1). At the end of 2015, 15% of countries included in the outcome assessment scored medium-high to high against the indicator on use of an improved set of strategies, policies, guidelines, regulations and tools aiming to improve access, by poor rural men and women, to productive resources, appropriate services and markets, and promote the sustainable management of the natural resource base (3.1.A).

102. Similarly, more efforts are required for relevant rural organizations, Government institutions and other relevant stakeholders having enhanced their capacities to improve equitable access by rural men and women to productive resources, appropriate services, organizations and markets, and to promote the sustainable management of the natural resource base (3.1.B), where approximately 18% of countries scored medium-high in 2015. Nonetheless, there are indications from country case studies at the output level that FAO has contributed to improve the enabling environment, for example in Albania, for work on empowering smallholders and family farms in Europe and Central Asia as part of one of FAO's Regional Initiatives.

103. Reducing rural poverty requires efforts by countries to have an *improved set of policies, institutions and interventions aiming to generate decent rural employment, including for women and the youth* (outcome 3.2), but only about 3% of countries scored medium-high (3.2.A). Despite the slow progress, qualitative data indicate that in several countries where FAO was able to catalyze support, there has been a strong country-level uptake of FAO's interventions. For example in Guatemala, Senegal and Uganda, FAO provided policy advice and technical support countries to promote decent rural employment, especially among the youth.

104. Similarly, countries have significant scope to *strengthen social protection systems*, where approximately 10% of countries scored medium-high or high in 2015 (3.3.A). Nonetheless, the seeds planted during 2014-15 will enable FAO to work closely with countries to improve their institutional capacities to implement effective social protection programmes in rural areas, as well as to monitor, analyze, and design social protection policies and programmes.

105. In terms of FAO's contribution to the progress at outcome level, the assessment is positive overall, with FAO's contribution being rated as moderate to significant by a range of 50% to 70% of national stakeholders surveyed across all outcome level indicators.

Results achieved in the biennium

106. In the 2014-15 biennium, FAO fully achieved nine out of 10 Outputs, with achievements exceeding targets in seven cases, and one Output partially achieved. This translates into support to 60 countries in strengthening capacities to design and implement policies, programmes and legal

frameworks for rural poverty reduction. These efforts included work on policies and legislation, access to knowledge, science and technology and cross-sector policy advice.

107. In 2014-15, FAO fostered close collaboration with partners from different sectors through consultation platforms and gender-sensitive capacity development initiatives, improving the capacity of rural organizations in 26 countries for participating in policy dialogue (3.1.1). FAO advised 10 national governments on changes needed to render legal frameworks more conducive to gender-equitable land tenure by applying the Legislation Assessment Tool (LAT), enabling them to better respond to, and participate in global processes such as the Sustainable Development Goals, the Committee on World Food Security, and the Voluntary Guidelines for the responsible governance of tenure of land, fisheries and forests in the context of national food security (3.1.2).

108. With FAO's support, rural poor producers and households in 19 countries benefitted from improved access to technologies, knowledge, inputs and markets (3.1.3). Special attention was accorded to commodities representing main sources of income, including basic grains, cassava, quinoa, palm oil, milk and other animal source food. The World Agriculture Watch typology analysis and the FAO Dataportrait were utilized for better targeting efforts to improve access to agricultural knowledge, science and technology for small-scale producers in 14 countries. FAO also fostered policies and approaches promoting innovative, pro-poor and gender-sensitive rural service delivery systems in 14 countries, by providing guidelines for community participation in municipal planning, support for establishing Producer Organizations, and technical support for improved infrastructure and farming techniques (3.1.4).

109. Through improved partnerships with regions, countries, and resource partners, FAO supported 18 countries in defining, implementing and monitoring gender-equitable and sustainable rural development and poverty reduction strategies, exceeding the target (3.1.5).

110. Improving rural employment opportunities and conditions is central to any poverty reduction strategy. As a result of use of FAO guidance tools, case studies and good practices such as Junior Farmer Field and Life Schools, 10 countries formulated and implemented policies, strategies and programmes generating decent employment in rural areas especially targeting the young rural women and men. FAO supported five countries in extending the application of international labour standards (3.2.2). Finally, 16 knowledge products were completed, improving the measurement and analysis of data on decent work in agriculture and rural areas (3.2.3).

111. By the end of the biennium, FAO contributed to strengthening social protection systems and making them accessible to rural populations in 14 countries. FAO began by developing its social protection framework, strengthening its capacity and establishing strategic partnerships to respond to country needs (including with ILO, WFP, UNICEF and the World Bank). This allowed the Organization to support national and regional policy processes through capacity development programmes for policy-makers, rural institutions, farmers organizations, and rural media national researchers, and to provide technical advice on mechanisms for expanding the coverage of social protection services to rural and peri-urban agriculture.

112. By the end of 2015, 12 countries received support for improving the design and implementation of pro-poor, age- and gender-sensitive social protection systems targeting rural populations, exceeding the target (3.3.1). The Organization also generated quantitative and qualitative evidence on the social and productive impact of social protection programmes such as the national cash transfer programs in sub-Saharan Africa. This has been used to inform country-level decision making and the global agenda, and to provide FAO with a basis for scaling-up country-level support (3.3.2).

Highlights of achievements of FAO's work at global level

113. Through the Rural Livelihood Monitor, FAO has built 240 indicators covering nine countries, disaggregated by sex of the household head or individuals and location (rural vs. urban). The Rural Livelihood Monitor brings together data and indicators on agriculture and rural development relevant for the monitoring of rural poverty and inequalities and rural livelihood conditions more in general.

114. A multi-stakeholder task-force has been created to inform policy-makers on how to address social and gender inclusiveness in policies regulating agricultural investments.

115. Representatives from 75 countries endorsed the outcome of an e-conference on the socio-economic impact of the peste des petits ruminants (PPR) control and eradication programme supported by FAO with OIE.¹⁴

116. During the 2014-15 biennium, FAO expanded its role in the field of social protection. Strategic partnerships with ILO, WFP, UNICEF and the World Bank, enabled FAO to engage in a new stream of work on social protection systems that responded to country needs and contributed to the global agenda by stressing the importance of linking agriculture and social protection.

Highlights of achievements of FAO's work at country or regional level

117. FAO contributed to the formulation of the Plan of Action for the implementation of the ASEAN Declaration on Strengthening Social Protection.

118. FAO generated knowledge and provided technical advice and capacity development to define the National Strategy and Action Plan for Agricultural and Rural Development 2014-2020 in Albania, Bosnia, Serbia, FYR Macedonia, Montenegro and Kosovo.

119. FAO generated quantitative and qualitative evidence on the productive and social impacts of social protection programmes such as national cash transfer programs in sub-Saharan Africa (Ethiopia, Ghana, Kenya, Lesotho, Malawi, Zambia and Zimbabwe). This has been used to inform country-level decision-making and the global agenda on social protection. In Lesotho, FAO generated evidence on the added value of combining cash transfers with homestead gardening, contributing to making the case for complementary agricultural interventions.

120. FAO successfully applied the Integrated Country Approach for promoting decent rural youth employment in Guatemala, Senegal and Uganda. Depending on the country context, the approach prioritizes themes such as a youth employment, child labour, migration and/or rural women, but mainstreams gender equality and environmental sustainability. In Senegal, FAO provided policy advice for the development of a National Youth Employment Policy, and is identifying successful and innovative approaches to address the challenges faced by rural youth while promoting decent rural employment. The capacities of agricultural and labour stakeholders on child labour prevention in agriculture were also strengthened.

121. To strengthen risk management capacities among the rural poor, FAO supported the design of a joint resilience strategy in Uganda, focusing on strengthening linkages with social protection and the focus on gender equality and the implementation of Malawi's joint resilience programme by identifying options for establishing synergies between agricultural and social protection.

122. In collaboration with the REOS partners and the Southern Africa Food Lab at Stellenbosch University, FAO organized a learning exchange programme aimed at deepening understanding of the linkages between agriculture and social protection. The learning exchange included site visits to relevant interventions in Lesotho, Mozambique and South Africa, where officials from main governmental institutions from Ghana, Lesotho and Colombia obtained first-hand information on social protection interventions that could be replicated in their own countries.

123. In Guatemala, the Forest and Farm Facility Programme supported the formulation of the Probosque Law, mandating that, for the next 30 years, 1% of revenues in the national budget be distributed to forest producers. It is estimated that 7.5 million people in 1.5 million families will benefit from the law, 30% of which are women. FAO also helped improved the capacity of rural organizations in Angola, Gambia, Ghana, Guinea-Bissau, Kenya, Liberia, Niger, Senegal, Somalia, Zambia, Nepal Philippines, Sri Lanka, Viet Nam, Georgia, Kyrgyzstan, Bolivia, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Lebanon, Sudan and Tunisia to participate in policy dialogue processes.

¹⁴ World Organisation for Animal Health (OIE)

Highlights of mainstreaming gender

124. The From Protection to Production (PtoP) programme incorporated gender analysis into its studies on the impact of cash transfers. In collaboration with UN Women, a qualitative case study on the extent to which Malawi's social cash transfer can empower women economically was undertaken. The results were presented to the Commission of the Status of Women.

125. The Gender and Land Rights Database (GLRD) covers 83 countries, providing sex-disaggregated data and indicators for agriculture, among others, asset management and ownership. The GLRD developed the Legislation Assessment Tool to provide prompt, targeted and effective policy advice and capacity development to FAO's member countries working towards gender-equitable land tenure. The LAT was successfully applied in 10 countries, where FAO advised on changes needed to render legal frameworks more conducive to gender-equitable land tenure.

126. In partnership with the International Food Policy Research Institute (IFPRI) and the Bill & Melinda Gates Foundation, FAO adapted and validated a measure of women's empowerment to diagnose key areas of women's (and men's) disempowerment in agricultural development projects, so as to design appropriate strategies to address deficiencies and monitor project outcomes related to women's empowerment.

127. Through the South-South Cooperation programme, FAO promoted exchange and learning among governments and civil society representatives from 10 countries at the Knowledge Share Fair on Rural Women's Economic Empowerment, including, Ethiopia, Guatemala, Iraq, Kyrgyz Republic, Liberia, Nepal, Malawi, Niger, Rwanda and Uganda.

128. In India, FAO provided technical support to the Society for Elimination of Rural Poverty to empower 500,000 poor rural women's self-help groups in engaging in economic activities, strengthening their access to health and nutrition services.

129. FAO supported Cambodia in developing its first Child Development Strategy and a National Action Plan for Gender Mainstreaming and Elimination of the Worst Forms of Child Labour in the Fisheries Sector (2015-20).

In focus...*Producer Organizations enhanced participation and empowerment of rural women in national level policy dialogue*

FAO helped achieve enhanced participatory consultations among Producer Organizations (POs) in the formulation process of the draft Law on Agricultural Policy. This was done working through DIMITRA, farmer field schools and CoOPequity,¹⁵ within the framework of Niger's 3N (les Nigériens nourrissent les Nigériens).

The CoOPequity Project in Niger began in 2012 as part of the EU/FAO Programme on Improved Global Governance for Hunger Reduction. It focused on facilitating policy dialogue between POs and government; and strengthening of POs' organizational capacities and gender equality - to improve the quality of services to their members. The continued support provided by the FAO/CoOPequity programme led to improved policy dialogue between the Government of Niger and Producer Organizations. With FAO's support, the Network for Consultations and Dialogue between Producer Organizations of Niger (NCDPON) was able to coordinate a country-wide intense dialogue among small-scale producers, and define the common PO position on the Draft Law on Agricultural Policy. In May 2015, the producers' common position and the amended text of the Draft Law were endorsed by all key national and regional apex POs and their networks and officially submitted to the ministry of agriculture.

The results of FAO's contribution are starting to extend beyond the support to the formulation of the Draft Law on Agricultural Policy: the NCDPON continues to function as a space for PO consultations, and is consolidating its role as a recognized player in Niger's policy scene. It continues to influence the implementation of the I3N and other relevant legal instruments that will affect thousands of small producers – and in turn food security and nutrition – throughout the country.

In addition, the Dimitra Clubs have been chosen as an entry point for all the activities of the four UN agencies involved in the UN Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women. The approach was endorsed by the I3N, the ministries of agriculture, livestock and population, women promotion and protection of the child. Producer Organizations, unions of POs, the civil society, regional and local authorities are involved in this Programme which supports the I3N.

A strategy on social mobilization-equity was also developed with the aim of synergizing participatory approaches such as farmer field schools and community listener clubs, involving rural organizations, increasing impact at community level and scaling-up the approach at national level.

The FAO Multipartner Programme Support Mechanism (FMM) provided the basis to successfully strengthen rural institutions and empower rural people through the use of participatory communication and gender sensitive approaches that mobilize rural women, men and youth, develop their capacities to take an active role in development, stimulate community governance and enhance their links with Producer Organizations.

¹⁵ CoOPequity programme is an inclusive approach based on participation, good governance and gender

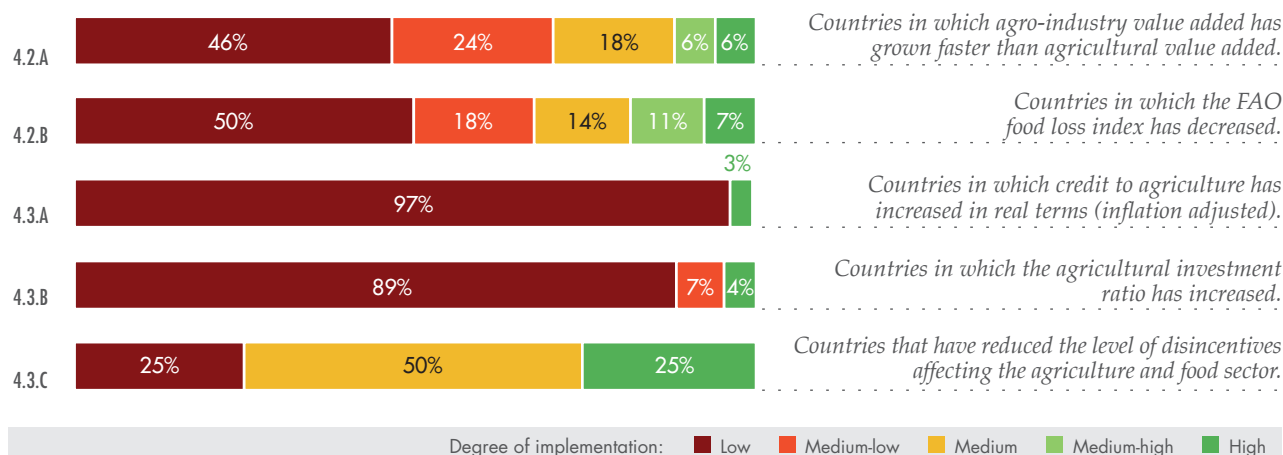


Food systems

Strategic Objective 4

Outcome indicators measuring the contribution to enable inclusive and efficient agricultural and food systems

Distribution of countries by degree of implementation in 2015



Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	ACHIEVED
4.1.1	Number of new or revised international standards in food safety, quality and plant health - new issues considered - draft standards progressed - new standards adopted	42 56 30	30 69 35	●
4.1.2	Number of trade related agreements on which evidence, capacity development or fora for dialogue have been provided by FAO	7	18	●
4.1.3	Number of FAO market information products whose usage increased	8	17	●
4.1.4	Number of countries and/or regional bodies provided with FAO support to design and implement policies and regulatory frameworks for plant and animal health and food safety and quality - plant health - animal health - food control	134 25 175	147 30 155	●
4.2.1	Number of institutions benefiting from FAO support to formulate and implement strategies and to provide public goods that enhance inclusiveness and efficiency in agrifood chains	60	97	●
4.2.2	Number of countries provided with FAO support for reducing food waste and loss	60	45	●
4.2.3	Number of countries provided with FAO support to implement inclusive, efficient and sustainable value chains	40	56	●
4.3.1	Number of institutions receiving FAO support to increase the availability of financial products and services to the agricultural sector	70	60	●
4.3.2	Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agrifood systems	16	38	●
4.3.3	Number of countries receiving FAO support to monitor, analyse and reform food and agricultural policies	13	18	●

Achievement: ● Fully (>75%) ○ Partially (50% to 75%) ○ Not achieved (<50%)

Strategic Objective 4: Enable more inclusive and efficient agricultural and food systems

130. Effective participation of countries in shaping rapidly evolving food and agriculture systems is critical to food security and nutrition. Improving the efficiency of these systems will help to ensure the responsible use of available resources and facilitate the production and delivery of products that are healthy and safe. Support to the engagement of smallholder producers and economically small countries will enhance the inclusiveness of these systems. FAO contributes to enabling inclusive and efficient agricultural systems by addressing three critical areas of work in partnership with governments, the development community and affected stakeholders to ensure:

- a) *strengthened international agreements, mechanisms and standards*, that more fully reflect the different requirements of countries and that facilitate countries' capacity to implement them (Outputs 4.1.1, 4.1.2, 4.1.3, 4.1.4);
- b) *agro-industry and agrifood chain development* that combine coherent subsectoral and small and medium-sized enterprise (SME) strategies to allow the emergence and adoption of efficient business models, and to reduce food waste and loss (Outputs 4.2.1, 4.2.2, 4.2.3);
- c) *supportive policies, financial instruments and investments* that improve incentives for smallscale actors and the environment in which they must operate (Outputs 4.3.1, 4.3.2, 4.3.3).

Outcome assessment

131. The assessment of progress of countries in the implementation of international agreements, mechanisms and standards that promote more efficient and inclusive trade and markets (outcome 1) was to be undertaken against three indicators. Assessing the number of countries that have aligned national trade policies, regulations and mechanisms to conform to agreements (4.1.A) was problematic given the significant periods between editions of the WTO Trade Policy Review, the envisaged source of information. In a context where the number of trade restrictive measures continues to grow at global level, six countries (Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan and Ukraine) where FAO has been actively engaged with stakeholders through the Regional Initiative on Agrifood Trade and Market Integration in Europe and Central Asia, recorded progress in aligning their policies and regulations with international agreements. The modification of a regulation in Indonesia and the establishment of an agreement in Honduras to address illegal logging for timber trade also illustrates FAO's contribution to change at country level.

132. The percentage of countries that effectively participated in international standard setting under the auspices of Codex and the International Plant Protection Convention (IPPC) (4.1.B) grew to a higher than projected level of 16.8% at the end of 2015, confirming the effectiveness of FAO's capacity-building support. It was not possible to report on the number of countries where the Regulatory System Index improved (4.1.C), as the index has not yet been developed because of the need to address issues of confidentiality in reporting and the reconciliation of FAO's animal health assessments with the official OIE assessments. This has not been possible during the 2014-15 biennium, but work is ongoing to determine the feasibility of constructing the index.

133. The assessment of progress in the development and implementation by the public and private sector of agribusiness and agrifood value chains that are more inclusive and efficient (outcome 2) is difficult to measure and is based on secondary data, which were only available for years prior to 2014. As at end 2013, about 17 countries saw the value added increase faster in the agro-industry sector than in the agriculture sector.

134. The new FAO Food Loss Index model is well advanced although it is still being validated against official time series data, as well as being peer reviewed by the Scientific Advisory Committee of the Global Strategy to Improve Agricultural and Rural Statistics. The Index is expected to enter in full use in late 2016. It is based on food balance sheet data (primary commodity production, imports, exports, etc.), which are complete in FAOSTAT¹⁶ up to 2013. The preliminary results show the food loss index decreased between 2011 and 2013 in 56 countries, indicating progress in developing and implementing agribusinesses and agrifood chains that are more efficient in terms of reduced losses. Of

¹⁶ Corporate Database for Substantive Statistical Data (FAOSTAT)

these 56 countries, 18% had a high to medium-high level of decrease of the index (4.2.B). Some selected national stakeholders in countries, or of partner institutions, with which FAO has worked intensely in the biennium were interviewed and confirmed their perception of improvements at country level and FAO's contribution to the change.

135. The assessment of the advancements in terms of development and implementation of policies, financial instruments and investments that improve the inclusiveness and efficiency of agrifood systems by the public and private sector (outcome 3) was similarly hampered by the availability of secondary data. Thirty-four countries (out of 56 FAO-supported countries for which data were available) had increased credit to agriculture in real terms in 2014 compared to 2013, with the large majority (97%) falling in the low range (USD 0.05 million to USD 190 million total credit) (4.3.A). The agricultural investment ratio was calculated over the period 2012-2013 and revealed that 58 countries (out of 72 FAO-supported countries for which data were available) showed an increase in the ratio with 89% of those following in the low range from 0.001 to 0.333 (4.3.B).

136. Data were not available to estimate the number of countries that have reduced the level of disincentives affecting the agriculture and food sector through policy distortions (4.3.C) and therefore prior years were used instead. A set of 11 countries where FAO has been providing regular support on policy work through the MAFAP¹⁷ programme were monitored closely and data for 2012-13 were compared with the situation in 2005-6. Of these 11 countries, 4 had shown a reduction in disincentives. However, there are examples where FAO contributed significantly to change at country level as evidenced by the institutional reform engendered in Burkina Faso.

Results achieved in the biennium

137. In 2014-15, FAO fully achieved all 10 Outputs contributing to SO4, with achievements exceeding targets for eight of them.

138. The indicator values for the Output on FAO's work on the development and adoption of standards in food safety, quality and plant health (4.1.1) confirm that a higher than expected number of protocols were considered, progressed and new ones adopted. Similarly, FAO provided evidence-based analysis, capacity development or fora for dialogue in relation to more trade agreements than originally planned, to support member countries and their regional economic communities (4.1.2). The use of FAO's market information products was also an achievement above target (4.1.3). FAO's work to support design, policies implementation or regulatory frameworks related to plant and animal health (4.1.4) confirmed achievements in many more countries and regional bodies than expected. Targets were met on both the support to information provision through assessments and trainings, and more in depth support provided to a subset of these countries and to some regional or subregional bodies to improve their regulatory capacities.

139. Work on agro-industry and agrifood chain development fully achieved targets (Outputs 4.2.1 to 4.2.3). The number of institutions supported on strategies and public goods (4.2.1), and the number of countries provided with support on value chains (4.2.3) were higher than expected. This reflects the high interest in developing countries in promoting private sector-driven, market-oriented agrifood sectors, FAO's growing reputation in this domain, and the successful partnerships brokered.

140. FAO's work on supportive policies, financial instruments and investments (Outputs 4.3.1 to 4.3.3) fully achieved all targets. The number of countries receiving support on responsible investment (4.3.2) and in policy monitoring, analysis and reform (4.3.3) was higher than expected, reflecting in part the successful long-lasting partnerships with International Financial Institutions (IFIs).

Highlights of achievements of FAO's work at global level

141. FAO supported the formulation of new and revised international standards for food safety and quality and plant health through providing the Secretariats for the International Plant Protection Convention (IPPC) and Codex, providing scientific advice to support setting of food standards, and enhancing the capacities of developing countries to participate effectively in IPPC and Codex standard setting processes. Thirty new issues were considered, 69 draft standards were progressed and 35 new

¹⁷ Monitoring African Food and Agricultural Policies (MAFAP)

standards were adopted in food safety, quality and plant health. Through sharing personnel, expertise and experience, Codex and IPPC continued to cooperate closely in the development of online systems to improve the capacity of all Members to participate more effectively in the intergovernmental negotiations.

142. FAO provided evidence (analytical or synthetic reports), capacity development and fora for dialogue, to support countries and regional economic communities to engage effectively in the formulation and implementation of international agreements, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities. In total, 18 trade-related agreements were supported. Illustrative of this support was the delivery of a series of online training courses to officials from countries in Eastern Europe and Central Asia which, in association with the establishment of an Agricultural Trade Expert network, facilitated greater exchange of knowledge and experience on trade policy issues. Partnerships with WTO, UNDP and IAMO¹⁸ were critical in the delivery of results in relation to trade agreements at global and country level.

143. FAO provided governments and national stakeholders with up-to-date information to help them design and implement efficient and inclusive market and trade strategies. Seventeen FAO market information products showed an increased usage during the biennium. The increased role of one of these products, AMIS,¹⁹ in influencing policy decisions and its emergence as an important market information platform encouraged a number of countries to make substantial financial contributions to guarantee its continuation.

144. Ninety-seven institutions were supported on formulating and implementing strategies and providing the public goods that enhance inclusiveness and efficiency in agrifood chains. To support this work, capacity building materials and knowledge products were developed and training workshops were delivered on agro-industry strategy development and contract farming. A successful partnership with UNIDROIT and IFAD²⁰ led to the publication of a guide on contract farming, while technical documents were prepared on economic corridors, inclusive business models and geothermal energy utilization. Policy assistance provided in three countries resulted in an initial assessment of the potential to generate energy from agricultural residues.

145. The Principles for Responsible Investment in Agriculture and Food Systems (RAI) led by the Committee on World Food Security (CFS) were endorsed at its 41st Session. FAO provided technical inputs into the successive versions of the document and supported the rounds of negotiations. A programme for field testing RAI in African countries was launched in 2015 in partnership with the World Bank, IFAD and UNCTAD.²¹

146. The contribution to the formulation of SDG target 12.3 on food loss and waste (FLW) and the creation of the Technical Platform on the Measurement and Reduction of Food Loss and Waste, in collaboration with IFPRI,²² in response to a request from the G20 Agriculture Ministers meeting under the Turkish Presidency.

Highlights of achievements of FAO's work at country or regional level

147. FAO provided support on the design and implementation of policies and regulatory frameworks for plant health, animal health, and food safety and quality to 147 institutions in 137 countries on plant health, 30 institutions in 28 countries on animal health, and 155 institutions in 130 countries on food control. As a result of FAO's work, 11 countries improved various aspects of their national food control systems, including legislative and institutional frameworks and the technical and scientific capacities to design and implement risk-based food safety management programmes. In the area of animal health, 10 countries have started implementing the guidelines on Development of

¹⁸ World Trade Organization (WTO); United Nations Development Programme (UNDP); Leibniz Institute of Agricultural Development in Transition Economies (IAMO)

¹⁹ Agricultural Market Information System (AMIS)

²⁰ International Institute for the Unification of Private Law (UNIDROIT); International Fund for Agricultural Development (IFAD)

²¹ United Nations Conference on Trade and Development (UNCTAD)

²² International Food Policy Research Institute (IFPRI)

Integrated Multipurpose Animal Recording Systems which were finalised and endorsed by the CGRFA and with five of these being supported through FAO projects (Kyrgyzstan, Suriname, Swaziland, Tanzania and West Bank/Gaza Strip). Five countries in Europe received assistance to revise and update their national legislation on aquatic animals, while a further seven countries (Suriname, Ghana, Kenya, Vietnam, Djibouti, Samoa and Laos) received assistance to modify their veterinary legislation. In plant health, manuals and training materials have been developed to build the capacity of countries to implement the IPPC standards and recommendations.

148. FAO provided substantial support to 45 countries in reducing food waste and loss, by undertaking assessments to estimate the levels of losses, developing policies and strategies, national awareness-raising campaigns, and capacity building of chain actors. In addition, a partnership network was built under the Save Food Initiative with more than 500 members who include the private sector, civil society organisations, UN institutions, philanthropic organisations and academic institutions.

149. Support was provided to 56 countries to implement inclusive, efficient and sustainable value chains. This included major support to small-scale value chain actors in Haiti, Central America, Barbados, Belize, Colombia, Ecuador, Serbia, Croatia, Montenegro, Afghanistan, Philippines, Vietnam, East Africa, Liberia, Sierra Leone, Cameroon, Guinea Bissau and Tunisia. At the same time, a clear conceptual framework and guidance on sustainable value chain development were promoted among practitioners through a Web-based platform, workshops and technical publications. The work also involved successful partnerships with WFP and Brazil on the Purchase from Africans for Africa (PAA) Programme to support five countries in implementing school feeding programmes with local purchase from small farmers.

150. Sixty institutions received support to increase the availability of financial products and services to the agricultural sector. This involved capacity development programmes and policy advice to financial institutions, Producer Organizations and agribusiness actors at national, regional and global levels. The focus of these interventions was to ensure that new financial products, internal processes and business models are generated within these institutions in order to better service excluded or underserved rural families dependent on agriculture, forestry and fisheries.

151. Thirty-eight countries received FAO's support to increase responsible investment in efficient and inclusive agrifood systems. Under FAO's long-standing cooperation with the World Bank and other IFIs, FAO formulated innovative operations in support of efficient and inclusive agrifood systems worth USD 1.8 billion.

152. Eighteen countries received support to monitor, analyse and reform food and agricultural policies. This included updating of policy monitoring indicators, capacity-building workshops at country level to train government officials, identification of policy constraints, and the preparation of a series of country reports, commodity specific technical notes and policy briefs. Through the MAFAP²³ programme, FAO has successfully established country owned and sustainable systems to monitor, analyse, and reform food and agricultural policies to enable more effective, efficient and inclusive policy frameworks in nine countries in Africa (Burkina Faso, Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Tanzania and Uganda).

Highlights of mainstreaming gender

153. Gender was considered as a critical dimension of inclusiveness in agrifood value chain development (4.2.1 and 4.2.3) and inclusive financial services (4.3.1). As a result, a number of technical reports and publications were prepared which explicitly address and disseminate evidence-based experiences with the gender dimensions of agrifood systems development. These include the publication "Empowering women in Afghanistan: reducing gender gaps through Integrated Dairy Schemes", technical reports on gender equality in inclusive dairy industry development in Kenya, Ethiopia and Rwanda, and reports on the challenges preventing gender mainstreaming in finance and investment mechanisms in rural areas.

²³ Monitoring and Analysing Food and Agricultural Policies (MAFAP)

In focus...*TCP as catalytic funding for reducing Food Loss and Waste*

In the area of food loss and waste reduction, regional and national TCPs were used to catalyse voluntary funded projects which then built upon and expanded the scope of the TCPs: A regional TCP with the African Union had identified priorities for food loss reduction in the context of CAADP investment plans, while national TCPs implemented across the region conducted diagnostic studies and built the capacity of chain actors to reduce losses, thereby improving food and nutrition security, and creating income generation and employment opportunities.

Projects funded by Ireland, the Netherlands, Norway and Switzerland followed and complemented the TCPs with a high-level forum to develop a regional post-harvest loss programme as part of the Malabo Implementation Strategy and Roadmap; assessments in 15 countries to provide the evidence on which to base national food loss reduction strategies; and organising training programmes in these countries to build capacity in loss assessment and good post-harvest handling practices.

In the Caribbean, a Netherlands-funded project similarly expanded the reach and scope of capacity building conducted under a regional TCP on post-harvest losses. In all, 13 Caribbean countries benefitted, with more than 500 persons being trained in 13 crops of economic/export value.

FAO and partners assemble state-of-the-art capacity development package to help provide financial services to smallholder families and small and medium agribusinesses

Good policy practices for inclusive rural and agricultural finance, gathered by FAO and key partners (IFAD, World Bank, GIZ, UNCDF, and Rabobank),²⁴ have been assembled into a state-of-the-art capacity development package for field practitioners, such as Producer Organizations, financial institutions, government agencies and private agribusiness firms. Results have been outstanding with 75 institutions from 36 countries²⁵ in Latin America, Africa and Asia and the Pacific participating in training events delivered by FAO during the biennium through country projects, regional workshops (with regional partners such as AFRACA, ALIDE,²⁶ Asia-Pacific Chamber of Commerce) and global events (with global partners Boulder Institute of Microfinance, Global Microcredit Summit 2015).

The programme has improved the capacity of smallholder families and small and medium agribusinesses to access a wide set of financial services from institutions that have the ability to assess and respond to their needs in a sustainable way. Several follow-up initiatives have been generated with local partners, including Crédit agricole du Maroc, Agrobanco from Peru, FIRA from Mexico, and the State Bank of Pakistan.

²⁴ German Agency for International Cooperation (GIZ); United Nations Capital Development Fund (UNCDF)

²⁵ The institutions were distributed as follows: Latin America (29), Africa (35) and Asia-Pacific (11). There were 12 countries in LAC, 15 in Africa and 9 in Asia Pacific.

²⁶ African Rural and Agricultural Credit Association (AFRACA); Latin American Association of Development Financing Institutions (ALIDE)

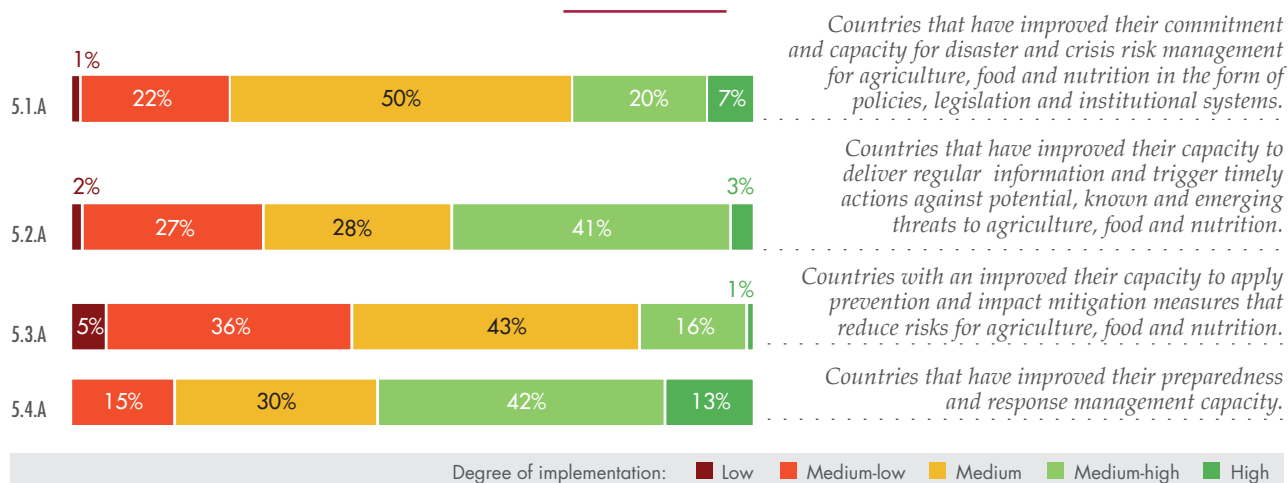


Resilience

Strategic Objective 5

Outcome indicators measuring the contribution to increase the resilience of livelihoods to threats and crisis

Distribution of countries by degree of implementation in 2015



Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	ACHIEVED
5.1.1	Number of countries that formulated and institutionalized a strategy/plan for risk reduction and crisis management as a result of FAO support - Countries - (Sub)Regions	34 5	38 4	●
5.1.2	Number of countries and regions that improved investment strategies and programming for risk reduction and crisis management as a result of FAO support - Countries - (Sub)Regions	17 2	18 3	●
5.2.1	Number of threat monitoring mechanisms/systems supported by FAO to enhance delivery of early warnings	253	293	●
5.2.2	Number of countries that improved resilience/vulnerability mapping and analysis as a result of FAO support - Countries - Regions	49 3	39 2	● ◎
5.3.1	Number of countries/regions with improved application of integrated and/or sector-specific standards, technologies and practices for risk prevention and mitigation as a result of FAO support - Countries - Regions	34 1	46 2	●
5.3.2	Number of countries/regions with improved application of measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis as a result of FAO support - Countries - Regions	17 1	45 1	●
5.4.1	Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness	107	76	◎
5.4.2	Proportion of regions/countries affected by a crisis impacting agriculture, food and nutrition in which the emergency response has benefitted from FAO coordination support, by level of emergency - L3 - L2/L1	100% 60-100%	100% 88%	●
5.4.3	Percentage of countries affected by a crisis impacting agriculture in which FAO provided timely and gender responsive crisis response	60-100%	82%	●

Achievement: ● Fully (>75%) ◎ Partially (50% to 75%) ○ Not achieved (<50%)

Strategic Objective 5: Increase the resilience of livelihoods to threats and crisis

154. Increasing the resilience of livelihoods to threats and crises and reducing damage and loss from natural and human-made disasters requires protecting, restoring and improving livelihoods systems in the face of threats that impact agriculture, food and nutrition (and related public health). Based on the foundation of the Hyogo Framework for Action (2005-2015) and in line with new international agreements²⁷ and the SDGs, FAO harnesses multidisciplinary technical and operational expertise in agriculture-food-nutrition to support its member countries in:

- a) *adopting and implementing legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management (Outputs 1.1 and 1.2);*
- b) *producing and communicating early warning against potential, known and emerging threats as well as promoting standards for analyzing structural causes of food and nutrition crises (Output 2.1 and 2.2);*
- c) *reducing risks and vulnerability at household and community levels (Outputs 3.1 and 3.2);*
- d) *preparing for and managing effective responses to disasters and crises, bridging the humanitarian and development divide (Outputs 4.1, 4.2 and 4.3)*

Outcome assessment

155. The results of the assessment vary significantly across the dimensions relevant to achieving resilience represented by the four outcomes. In terms of FAO's contribution to the progress at outcome level, the assessment is positive overall, with FAO's contribution being rated as moderate to significant by a range of 50% to 70% of national stakeholders surveyed across all Outcome level indicators.

156. The proportion of countries that *adopt and implement policy and institutional systems and regulatory frameworks for risk reduction and crisis management (DRR/M)* (outcome 5.1) through increased institutional and policy capacities for disaster and crisis risk reduction and management for agriculture, food security and nutrition has significantly decreased to 27% in 2015. The worsening of the situation can be explained by the low level of human and financial resources allocated towards risk reduction investments and the perceived decrease of well-functioning DRR/M structures within the agriculture, food and nutrition sectors. Yet some country cases indicate, for example, that FAO's support resulted in the strengthening of DRR/M institutional and policy capacities in Burkina Faso, Chad, and Niger through AGIR²⁸ Senior Expert Group and the technical support provided to the elaboration of Pillar 3 of the United Nations Integrated Strategy for the Sahel.

157. Similarly, although the proportion of countries that *improved their capacities to provide regular information, deliver early warnings and trigger timely actions* (outcome 5.2) has decreased to 44%, in the high and medium-high level of implementation compared with 2014, there have been an estimated 36 countries that improved their situation. This is mainly explained by the perceived weakness of the systems in places to collect and analyze data on resilience mechanisms of communities, as well as the absence of evidence in the use of hazard- and vulnerability-related data to inform decisions on gender-sensitive programming and implementation. Country case studies indicate that FAO's support provided to Burkina Faso, Niger, Somalia and Yemen through the Resilience Index Measurement and Analysis (RIMA) resulted in improved vulnerability analysis performance in these countries.

158. Countries made good progress *in improving their capacities to apply prevention and mitigation measures* (Outcome 5.3), significantly increasing and reaching 17% of countries proportion with high and medium-high capacities, compared to less than 5% in 2014, although the overall proportion remains low.

²⁷ Sendai Framework for Disaster Risk Reduction (SFDRR); Paris Agreement under the United Nations Framework Convention on Climate Change; and CFS Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA) which together shape the new global agenda for resilience

²⁸ Global Alliance for Resilience Initiative (AGIR)

159. The proportion of countries affected by disasters and crises that prepare for, and manage effective response (outcome 5.4), which have improved their preparedness and response management capacity has remained stable with about 55% of countries having reached high and medium-high preparedness and response management capacity. Perceived preparedness and response capacities seems to have deteriorated in particular in Afghanistan, Bangladesh, Cameroon, Ethiopia, Laos, Mali, the Philippines and the Sudan, while there were improvements perceived in Colombia, Congo (Democratic Republic), El Salvador, Pakistan, Somalia, Yemen and Zimbabwe.

Results achieved in the biennium

160. In 2014-15, FAO fully achieved eight of the nine Outputs contributing to SO5, with one Output partially achieved.

161. Achievements in sectoral, cross-sectoral or hazard specific policies, strategies and plans (5.1.1) show that by end of 2015, as a result of FAO's support, 38 countries formulated plans for disaster risk reduction (DRR) and crisis management in the agriculture sector (slightly over the target). Disaster risk reduction and management was embedded in the Small-Scale Fisheries Voluntary Guidelines,²⁹ and support for their implementation provided in South Asia and Sri Lanka, India, Bangladesh, and Maldives. Investment programming and resource mobilization strategies (5.1.2) for risk reduction and crisis management in agriculture were developed in 18 countries with FAO's support (on target). National investment programming for GEF³⁰ funding to improve fisheries or forestry resilience were formulated with the guidance of FAO in 14 countries.

162. A total of 293 threats-monitoring mechanisms and early warning systems enhanced their delivery of early warnings with FAO's support, including for transboundary plant pests and diseases, avian influenza and other animal diseases (5.2.1, on target). Thirty-nine countries and two regions undertook resilience/vulnerability analyses and mapping (5.2.2) with FAO's support. The results at country level are mainly due to the scaling-up of the pilot of the Resilience Index Measurement and Analysis and consolidating the Integrated Food Security Phase Classification (IPC) as a common approach and standard for food security analysis. The level of voluntary contributions mobilized was essential.

163. Technical measures for risk prevention and mitigation (5.3.1) have been implemented in 46 countries (on target), and 45 countries (over target) have applied socio-economic measures (5.3.2) that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis. More vulnerability reduction measures were implemented at country-level than planned, also due to the level of voluntary contributions mobilized. Significant work was also carried out to reduce gender inequalities as means to increasing community resilience.

164. FAO's support to uptake standards, guidelines and practices for hazard and emergency preparedness (5.4.1) benefited 76 countries, partially achieving the target of 107. FAO's work focused on supporting training at national, subregional or regional level on the FAO Livestock Emergency Guideline and Standards (LEGS) and Good Emergency Management Practices (GEMP). FAO supported countries in Asia and Africa with enhanced Avian Influenza crisis preparedness strategies and supported 17 countries to apply standards, guidelines and practices for natural hazard emergency preparedness. Standard procedures and a roster of experts and institutes were prepared to enhance nuclear emergency preparedness and response.

165. During the biennium, 100% of countries in Level 3 emergency (L3) and 88% of countries in Levels 2 and 1 emergency (L2/L1) have benefitted from FAO's emergency response coordination support (5.4.2). FAO provided timely and gender responsive crisis assistance (5.4.3) in 82% of countries affected by a crisis impacting agriculture. Over the biennium, FAO supported four corporate Level 3 emergencies in the Philippines (Typhoon Haiyan), South Sudan, Central African Republic and Yemen. FAO successfully co-led with WFP the Global Food Security Cluster (gFSC), which supported 39 food security clusters and coordination mechanisms around the world. The gFSC

²⁹ Voluntary Guidelines for securing sustainable small-scale fisheries in the context of food security and poverty eradication (SSF Guidelines)

³⁰ Global Environment Facility (GEF)

contributed to improving the capacity of national clusters to harmonise and globalize information management systems, operational and surge support to national clusters, scale-up advocacy, communication and resource mobilization, and diversify partnerships. The response quality was improved through the development and dissemination of various technical guides such as the guidance material on the Caisses de Résilience approach and the LEGS Handbook.

166. FAO also fully achieved the resource mobilization target of USD 795 million for the biennium in support of FAO's resilience agenda, including emergency response.

Highlights of achievements of FAO's work at global level

167. At the World Conference on Disaster Risk Reduction (WCDRR) in Sendai in 2015, FAO launched its new study on the Impact of Disasters on Agriculture and Food Security. The study highlighted that in the period 2003-2013 the agricultural sector alone absorbed about 22% of all damage and loss, and 25% of all climate-induced medium- and large-scale disasters in developing countries.

168. The Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA) was endorsed at the 42nd session of the Committee on World Food Security in October 2015, following a three-year inclusive, multi-stakeholder consultative and negotiation process facilitated by FAO jointly with WFP and IFAD. An important contribution to the CFS-FFA came from the conceptual framework for collaboration and partnership "Strengthening resilience for food security and nutrition" developed by the Rome-based Agencies which, along with associated country case-studies (Guatemala, Kenya, Niger), was presented at a CFS 42 side-event in collaboration with IFPRI.

169. FAO published the multi-hazard quarterly early warning bulletin for food and agriculture and issued GIEWS³¹ updates on the impact of various natural hazards at subregional and country level. The Organization also released regular reports highlighting the impact of protracted crises on food security and crop production, and the global Agriculture Stress Index System (ASIS) and the Earth Observation Web site provided up-to-date remote sensing data, and helped improve the detection of cropping areas suffering water stress (drought).

170. Threat surveillance, forecasting, and alerts systems for the Food Chain Crisis (FCC) were improved at global, regional and national levels through development, implementation and maintenance of platforms and information systems. Examples include the Locust Information Services, wheat rust monitoring, GLEWS,³² support to regional laboratory networks for animal disease detection,³³ the EMPRES-i³⁴ providing real time pest and disease information, and the International Food Safety Authorities Network (INFOSAN) which continued to post food safety alerts. Data collection was improved and new mobile technology tools developed for all FCC threats.³⁵ Multi-threat forecasting was improved through the development of a new forecasting tool enhancing the quality of quarterly early warning bulletin.

171. FAO promoted high-quality fishery and aquaculture based relief and recovery interventions through the publication of a Guidance on Fisheries and Aquaculture Emergency Response designed to provide those planning and implementing interventions with key technical information required to carry out their tasks effectively. The sections are laid out to support the main elements of the Code of Conduct for Responsible Fisheries (CCRF). As part of a strategy to promote the Guidance and develop response capacity at national and regional level, proper training programmes were developed.

³¹ Global Information and Early Warning System on Food and Agriculture (GIEWS)

³² Global Early Warning System for Transboundary Animal Diseases (GLEWS)

³³ West and Central Africa Veterinary Laboratory Network for the Control of Avian Influenza and other Transboundary Animal Diseases (RESOLAB); IDENTIFY project of the Emerging Pandemic Threats (EPT); Association of Southeast Asian Nations (ASEAN); veterinary diagnostic laboratory network (VETLAB Network)

³⁴ Global Animal Disease Information System (EMPRES-i)

³⁵ e.g. eLocust3, RAMSESv4 and Automated System for Data Collection for locusts, EMA-i and LMT for animal diseases

172. The collaboration with WMO on climate services strengthened national drought management capacities in Southeast Asia, India, China, Southern and Eastern Africa, within the framework of the UN-Water Capacity Development Initiative. An analysis of 10 year MODIS³⁶ images related to vegetation fires was included in Global Forest Resources Assessment 2015 and the global database of active fires and burned and related fire email alert service was maintained.

173. FAO developed an approach and methodology to evaluate the performance of DRR good practice technologies in agriculture, livestock and fisheries. Prevention and mitigation capacities in agriculture, livestock, fisheries and forestry was enhanced in 14 countries. Case studies on indigenous measures for watershed management and sustainable mountain development were elaborated for a study focusing on Latin America and the Near East.

Highlights of achievements of FAO's work at country and regional level

174. FAO's work in governance with regional bodies such as IGAD and CILSS³⁷ achieved improved institutional structures and related capacities. FAO facilitated the establishment of the Resilience Analysis Unit at regional level managed by IGAD in 2014. In Latin America, FAO contributed to the regional programme on 'Seguridad Humana' which was complemented with vulnerability reduction approaches such as integrated watershed management at national level in Guatemala.

175. RIMA was further strengthened and implemented in 25 countries. A common approach and standards for food security analysis using the Integrated Food Security Phase Classification was completed in over 35 countries.

176. Strategies and plans of action for DRR in agriculture were developed and formally endorsed by the ministries of agriculture in Lao PDR, the Philippines, Cambodia, Dominica, Serbia and St. Vincent & Grenadines, ensuring agriculture and food security related priorities were considered. Participatory methodologies and knowledge sharing on DRR were implemented in Haiti.

177. Seventeen countries applied standards, guidelines and practices for natural hazard emergency preparedness, of which 12 considered specific gender aspects and benefitted from timely and gender responsive technical advice from FAO. Seed security assessments were implemented in nine African countries.

178. To address the food chain crisis, FAO promoted good practices at country level through EMPRES, such as pesticide stock management system and environmental and health standard procedures for locusts, or sustainable forest management. In addition, FAO continues to tackle antimicrobial resistance (AMR) through cooperation activities within the framework of FAO/OIE/WHO tripartite partnership under the One Health approach. A regional response plan to mitigate the impact of Ebola crisis on livelihoods was implemented, working in close partnership with regional actors and WFP.

Highlights of mainstreaming gender

179. Gender equality and the empowerment of women is an important part of FAO's work on resilience. At global level, the integration of a stand-alone principle on gender equality in the CFS-FFA marked an important achievement. A background paper on "Gender, Food Security and Peace-building – Conceptual framework and future directions" was prepared as a collaborative effort with the Institute of Development Studies, and will support the follow-up work of the CFS-FFA. A training manual on "Integrating Gender in Disaster Risk Reduction in Agriculture" was prepared, and will guide country support actions in 2016. Good practices that contribute to resilience and gender equality were compiled and disseminated. Guidelines on "Improving Gender Equality in Territorial

³⁶ Moderate-Resolution Imaging Spectroradiometer (MODIS)

³⁷ Intergovernmental Authority on Development (IGAD); Permanent interstate committee for drought control in the Sahel (CILSS)

Issues” were prepared to promote women’s access to land and natural resources in the context of disasters and protracted crises, and related country support was provided to Somalia and Kenya.

180. Country level examples of FAO’s support and efforts towards reducing gender inequalities as means to increasing community resilience include: savings and loans schemes for women set up in Liberia, Uganda, Guatemala and Honduras; support to women’s cooperatives and producer associations in Pakistan, West Bank and Gaza Strip, Yemen and Vanuatu to improve access to financial services; the promotion of fuel-efficient stoves and practices to reduce women’s work burden and risk of gender-based violence associated with fuel collection in Sudan and South Sudan; and the continuation and expansion of the Dimitra Clubs to facilitate equitable and participatory community resilience building in Niger, Burundi and Democratic Republic of the Congo, among others. Important partnerships were engaged at country level such as the collaboration with UN-Women in Myanmar resulting in a gender-sensitive flood impact evaluation.

In focus...*Statistics, climate change and resilience at country level*

FAO Early Warning Early Action System (EWEA) translates forecast-based warnings into actions at country level to reduce the impact of hazards. The system focuses on consolidating available forecasting information from FAO's early warning systems such as GIEWS, EMPRES and IPC into a quarterly Global EWEA report. FAO works with national authorities to establish early warning systems and to develop indicators and evidence-based triggers such as the Indicator of Price Anomalies or GIEWS Country Vulnerability Index for prompt action. Early action plans are prepared to be put in place as soon as a trigger level is reached. Strengthening appropriate statistical and information databases and systems and identifying data gaps are essential for reinforcing disaster risk monitoring systems, accounting for damages and losses and for evidence based analysis and recommendations. The Early Warning - Early Action System (EWEA) have bolstered the work of FAO related to risk assessment, early warnings, vulnerability mappings and related statistics. For instance, in 2015, four Global EWEA El Niño reports were published analyzing the evolving impact of El Niño on food security and agriculture, followed by missions in Mongolia, Papua New Guinea, Ethiopia, Zimbabwe and Indonesia to develop early action plans to mitigate and limit the destructive effect of El Niño on local livelihoods.

With INFORMED, an EU/FAO flagship programme, FAO has and will continue to support countries to improve evidence-based food security and resilience measurement and programming in risk-prone countries and regions. The programme includes a component for data analysis and related capacity development and a component aiming at the creation of a global knowledge platform on resilience.

Responding to a crisis while building livelihoods resilience in South Sudan

With a programme delivering USD 95 million over the 2014-15 period, FAO made a difference in restoring the livelihood of 2.4 million vulnerable people and increasing their resilience. The programme was formulated and implemented in an extremely challenging and dynamic environment, seeking to respond to urgent humanitarian needs in the most crisis-affected areas, while continuing medium- to long-term interventions where the situation allowed and applying innovative solutions.

National seed production and local market economies were stimulated, promoting seed recollection from farmers in the Equatorial and Bahr el Ghazal regions for distribution to most vulnerable areas and adding USD 1.95 million to farmers' incomes. The national cold chain infrastructure was improved as part of the animal health intervention, expanding local capacity to store and despatch veterinary vaccines and medicines.

On the coordination side, FAO strengthened national technical working groups to deliver strategic and analytic work on food security, resulting in quarterly IPC updates informing programming across the humanitarian and development assistance community. Finally, FAO was an active initiator of the "survival kit" helicopter operation in collaboration with the International Organization for Migration, UNICEF, the logistics cluster and NGOs to provide specifically designed kits to conflict-hit populations in Unity State which fled to the bush and swamps without having any access to assistance for weeks.

In areas less affected by conflict, FAO is expanding and redesigning its development intervention with a greater emphasis on resilience building at the community level. Issues related to conflict over natural resources, climate change adaptation and disaster risk reduction are addressed through the farmer and pastoral field approach, where possible linking to other initiatives such as WFP's food for asset programme, village savings and loans groups. With a longer-term perspective, FAO is leading the work for the design of educational programmes which are suited for the agropastoral communities and promoting the development of market-based extension services and input delivery systems.

Objective 6: Technical quality, knowledge and services

Purpose and scope

181. Objective 6 ensures delivery of FAO's technical quality, knowledge and services. As a global Organization with its feet on the ground, maintaining and strengthening the technical integrity of FAO's work across sectors and locations is of paramount importance. Under Objective 6, work and resources are planned to achieve four specific outcomes supporting the delivery of corporate technical activities and the Strategic Objectives, through the quality and integrity of technical and normative work (Outcome 6.1), statistics (Outcome 6.2) and the cross-cutting themes of gender (Outcome 6.3) and governance (Outcome 6.4). Achievements against key performance indicators are tabulated in *Web Annex 5*.

Quality and integrity of the technical and normative work of the Organization (Outcome 6.1)

Achievements

182. The quality and integrity of the technical and normative work of the Organization is ensured through six outputs, measured by a survey methodology to assess the feedback of stakeholders, as a proxy for progress on the quality of technical leadership. The resulting measure of 62% represents the overall percentage of FAO respondents (FAO's senior managers) and external respondents (attendees at FAO's Technical Committees)³⁸ agreeing to FAO's quality of technical leadership. Over half the FAO respondents agreed with progress on ensuring the excellence of technical knowledge and the quality of FAO's technical work, with an emphasis on the need to further strengthen ties between headquarters and regional offices. The vast majority of external respondents agreed with progress on capacity to respond to emerging issues.

Highlights

183. Seventeen technical networks were established to facilitate knowledge-sharing among officers within and across disciplines and locations and ensure technical quality and coherence (Outputs 6.1.1 and 6.1.2). By the end of 2015, the networks included around 2,600 FAO staff and external partners from academia and international organizations such as IFAD, WFP, and the World Bank. Technical areas covered spanned across crops, livestock, fisheries and aquaculture, forestry, climate change, land, water, rural and agricultural finance, food value chains, food safety, statistics, gender, social protection, environmental and social impact, governance, policy and rural decent employment.

184. During the biennium, the networks organized more than 40 meetings (mainly webinars), peer reviews, expert rosters, document repositories and other forms of knowledge exchanges. They were key in keeping staff abreast of major international developments such as climate change negotiations, the World Forestry Congress, and Agenda 2030.

185. In addition, nine environmental and social standards were developed and are being applied through the project cycle to ensure across the Organization's interventions, compliance technical integrity and coherence (6.1.2).

186. The Multidisciplinary Fund provided capacity to respond to emerging issues and supported new approaches and innovations to adapt solutions to changing environments through collaborative efforts (6.1.3) (*Section II.E*).

187. In 2014, all sessions of Technical Committees were successfully concluded (6.1.4), and 85% of the survey respondents agreed or strongly agreed that the high-quality background papers, side-events and discussion in the Technical Committees advanced fundamental understanding of technical or emerging issues related to, for example, oceans, blue growth, climate change and food security including climate-smart agriculture, building a common vision for sustainable food and agriculture, facilitating discussions on agro-ecology and agricultural biotechnology, forest monitoring, and response to animal and plant pests and diseases.

³⁸ FAO's Technical Committees: Committee on Commodity Problems (CCP), Committee on Agriculture (COAG), Committee on Fisheries (COFI), Committee on Forestry (COFO)

188. Flagship publications (6.1.5) provided key messages to member countries' work in agriculture, fisheries, forestry and food security and assistance in developing national policies. They also informed FAO's work to respond to emerging issues and trends.

189. The State of Food and Agriculture (SOFA) 2013 "*Food systems for better nutrition*" provided the basis for the key messages of ICN2 in 2014 and these messages continue to be widely cited by the general media, development practitioners and scholarly research. SOFA 2014 "*Innovation in family farming*" provided much of the factual basis for the observance of the International Year of Family Farming in 2014 and served as a key background document to World Food Day. SOFA 2015 "*Social protection and agriculture: breaking the cycle of rural poverty*" illustrated the contribution that social protection programmes can make to reducing rural poverty, when combined with broader agricultural and rural development measures.

190. The State of Food Insecurity in the World (SOFI) 2014 presented timely key data on global hunger to countries. The State of the World's Forests (SOFO) 2014, for the first time ever provided statistics and evidence of the socio-economic benefits to be derived from forests in one accessible source, better informing policies on forest management and use. The State of World Fisheries and Aquaculture (SOFIA) 2014 highlighted how global fish production growth continues to outpace world population growth, pointing to the need for policies that protect the oceans and achieve sustainable fisheries and aquaculture.

191. All of FAO's flagship publications benefited from external reviews and advice from international experts to ensure the quality and integrity of their findings. They provided a factual basis for discussion in the Technical Committees, were downloaded 1,238,000 times and were cited in 2,100 scientific articles and conference papers indexed in Scopus. Over 60% of the survey respondents strongly agreed or agreed with the quality of FAO's flagship publications and preparation process.

192. FAO-affiliated authors published 283 articles or book chapters in scientific-indexed journals, proving FAO's capacity to deliver innovative, science-based, technical expertise to the development agenda and to corporate programmes (6.1.6).

Country capacity to use, collect, analyse and disseminate data (Outcome 6.2)

193. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty, and to promote the sustainable use of natural resources and increase resilience to threats and crises. They provide the foundation for evidence-based decision-making for governments and the international community and play a critical role in measuring and monitoring progress towards national and international development goals and targets. FAO contributes to creating the internal and external enabling environment for the delivery of high-quality statistical products as global public goods.

Achievements

194. Two key performance indicators have been defined: one measures the use of statistics for evidence-based policy-making in countries; and the other assesses progress in national statistical capacity. Proxies for the use of statistics were derived from the corporate outcome assessment survey. An additional set of questions was used to specifically assess the extent of use of country-level statistics in policy decision-making processes related to food security and nutrition, agriculture and natural resources management, rural poverty reduction and resilience to threats and crises. A total of 55 out of 148 countries where FAO provides support were identified as having medium-high to high capacity in terms of the existence and use of statistics for policy-making processes, compared to the target of 12.

195. Information on country statistical capacity was derived from the assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics. A total of 90 countries (52 in Africa, 38 in Asia) were surveyed by the Global Strategy. Of these, 71 countries resulted with low and medium-low statistical capacity (43 in Africa, 28 in Asia). The Global Strategy provided support and made progress to improve statistical capacity in 25 of these countries (15 in Africa, 10 in Asia), against a target of 18. All these countries prepared a Master Plan for Agricultural Statistics and

improved institutional coordination. The assessment was based on implementation reports from Global Strategy partners.

Highlights

196. New norms and standards have been developed to improve the quality of statistics produced by countries and to increase the comparability of data across countries and regions, thereby expanding the potential application and use of statistics overall (6.2.1). For example, the product classification was extended to better cover agricultural items, a first draft of the World Programme for the Census of Agriculture 2020 was completed, and 20 guidelines and technical reports were disseminated by the Global Strategy. The statistical data collected and disseminated by FAO has been widely used, in particular from the corporate statistical database (FAOSTAT), which received about 2.5 million user visits, with an increasing number from developing nations. Five regional yearbooks were launched and the pocket-sized *Food and Nutrition in Numbers* was released for ICN2 in November 2014.

197. Significant technical support was provided to improve national statistical capacities, particularly with respect to conducting surveys and censuses, and to pilot testing and apply cost-effective methodologies for collecting agricultural data (6.2.2 and 6.2.3). Key elements of the success achieved in this area of work are the significant role accorded to partnerships and the strategic use of voluntary contributions, which support the implementation of the Global Strategy and CountrySTAT, the two programmes which underpin the Organization's statistical capacity development work. Particular efforts have been made leading to strengthened coordination and harmonization of statistical capacity building with the African Union's CAADP initiative and the USAID³⁹ capacity building initiative, that support the harmonization, validation and dissemination of national data in sub-Saharan Africa and Asia.

198. Twenty-four global indicators proposed by FAO in contribution to the monitoring framework of the 2030 Agenda for Sustainable Development were accepted by the Interagency and Expert Group on SDG Indicators. FAO was influential in coordinating and facilitating agreement among UN system statistical organizations. During 2014-15, FAO was co-Chair of the Committee for the Coordination of Statistical Activities (grouping 45 international organizations), Chair of the International Statistical Institute Committee on Agricultural Statistics and is leading the organization of the Seventh International Conference, which will take place in Rome in October 2016.

199. Internal statistical governance was reinforced by the role of the Chief Statistician, the Interdepartmental Working Group on Statistics and the development of a new accountability framework for statistical activities (6.2.4). As a result, FAO's statistical processes were improved, a full certification process was established, and the internal and external accountability of FAO's statistical system was strengthened. In addition, a corporate statistical quality assurance framework was developed to further strengthen and sustain FAO's reputation and credibility as a centre of excellence in agricultural statistics. This framework has been adopted as a model for other UN and international organizations to use with their own statistical systems through interaction within the Committee for the Coordination of Statistical Activities.

³⁹ United States Agency for International Development (USAID)

Quality services, coherent strategy and approaches to work on gender equality and empowerment in the Strategic Objective programmes (Outcome 6.3)

200. Gender equality is central to FAO's mandate to achieve food security by raising levels of nutrition, increasing agricultural productivity and natural resource management, and improving the lives of rural populations. FAO supports countries in closing the gender gaps that persist in the access to productive resources, services and economic opportunities, for achieving a world free from hunger and malnutrition.

201. To close these gaps, country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women is delivered through quality services, coherent strategy and approaches to work on gender equality and empowerment across all of FAO's Strategic Objectives programmes at all levels.

202. FAO's results framework links Strategic Objectives, Outcomes and Outputs in a results chain, and the integration of gender considerations is done with the aim to enhance impacts. To accomplish this, gender specialists work with the SO teams, both at headquarters and in decentralized offices, to identify areas of work that require particular attention on gender in the design, implementation, monitoring of policies, programmes and investments related to food security and agriculture.

203. Outcome 6.3 is measured by two indicators and accomplished through two Outputs: to strengthen the capacity of member countries for gender mainstreaming and targeted interventions (6.3.1), and to establish institutional mechanisms and enhance staff capacities to support countries' initiatives aimed at addressing gender equality (6.3.2).

Achievements

204. Significant results were achieved in strengthening FAO's institutional mechanisms for gender mainstreaming. The results measured by the two key performance indicators show that FAO exceeded the targets set for the biennium.

- a) Indicator 6.3.A measures progress on the achievement of the minimum standards for gender mainstreaming and women-specific targeted interventions, as defined by FAO's Gender Equality Policy. The target set was exceeded (with 11 minimum standards achieved, compared to the planned target of 6), showing steady progress in the implementation of the Gender Equality Policy and in the creation of a conducive institutional environment for gender mainstreaming (*Box 1 and Table 1*).
- b) Indicator 6.3.B assesses FAO's performance against the standards identified by the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). With 13 out of 15 standards met or exceeded, FAO confirms in 2015 its good performance *vis-à-vis* peer organizations in the UN system (*Box 2 and Table 2*).

205. For a consistent delivery and coordinated implementation of the gender-related work three elements were essential: maintaining a strong gender team and an Organization-wide Technical Network on Gender; setting-up a monitoring system to track progress on gender-related work; and establishing a well-defined accountability system. Major achievements were observed in the areas of organizational culture, strategic planning and knowledge generation.

206. The Technical Network on Gender, comprising approximately 200 Gender Focal Points and gender experts, located at headquarters and in decentralized offices, played an important role in the implementation of technical work on gender issues across the Organization and in countries. The gender mainstreaming strategy provided numerous opportunities to systematically address gender equality in priority areas for the Organization, such as value chain development, climate-smart agriculture, resilience building and social protection.

207. The Organization has made progress in incorporating sex-disaggregated data in FAO's statistical databases and developed a series of guidance and training materials to support the integration of gender issues in the formulation and monitoring of field programmes and projects, as well as in country programming frameworks (CPFs). The reinforced institutional and accountability mechanisms played an important role in the delivery of FAO's technical and normative work.

208. Voluntary contributions were strategically used to enhance FAO's outreach and impact on rural women's empowerment. New targeted initiatives were launched, such as the SIDA-funded⁴⁰ programme, specifically aimed at empowering women in agrifood value chains in eight countries in Africa. The DIMITRA programme, through the community listeners' clubs, reached out to more than 300,000 women and men in six countries in sub-Saharan Africa, enhancing rural women's voice and participation in rural institutions. The UN Joint Programme (FAO, IFAD, UN Women and WFP) on the Economic Empowerment of Rural Women aims to reach over 75,000 rural women. Significant results were achieved in seven countries (Ethiopia, Rwanda, Liberia, Niger, Guatemala, Nepal, and Kyrgyzstan), enhancing women's participation in producers' organizations, improving their capacities and leadership skills, increasing food production and mainstreaming gender in agriculture policies through capacity development.

209. Addressing gender equality across all the SO programmes and related delivery mechanisms, contributed to a more systematic integration in FAO's technical and normative work at global and country levels, and important results.

Highlights of achievements of FAO's work at global and regional level

210. At global level, FAO is recognized as the lead agency working for the empowerment of rural women and the reduction of gender inequalities in the agriculture sector, as demonstrated by the increasing interest of international and national partners to collaborate with the Organization. For example, in close collaboration with the World Bank and IFAD, FAO developed a module on gender in climate smart agriculture, building on the lessons learnt and experiences of the Organization.

211. The establishment of stand-alone principles on gender equality in the CFS' Framework for Action on Food Security and Nutrition in Protracted Crises and in the CFS Principles for Responsible Investments in Agriculture and Food Systems marked important achievements for the Organization.

212. Substantial support was also provided to enhance women's participation in agrifood value chains (roots and tubers, horticulture, fisheries, and dairy production) and access to markets and agricultural services in Latin America, Africa and Asia, by providing inputs and technologies for value addition, technical training and business development.

213. A review of technical cooperation projects in Africa revealed that 159 TCPs implemented in the period 2012-2014 did not address gender equality and women's empowerment as they made limited use of sex-disaggregated data. Regional officers will be closely involved in defining the criteria to assess TCPs for standard 15 of the Gender Equality Policy and a guide was prepared to assist staff members both in decentralized offices and at headquarters with the formulation and appraisal of gender-responsive projects.

Highlights of achievements of FAO's work at country level

214. Country-level support was provided to a large number of projects and initiatives. At the end of 2015, more than 100 country offices reported their achievements in promoting gender equality and women's empowerment, demonstrating the successful integration of gender issues in country programming processes. The reports show that, across all regions, FAO plays an important role in generating knowledge and evidence to guide gender responsive interventions in agriculture and food security and nutrition. Country gender assessments (in more than 15 countries) and sector-specific studies were carried out to support the formulation of evidence-based policies and programmes, including in emergency contexts. For example, in Iraq FAO conducted several gender-sensitive livelihoods assessments on the impact of conflicts on food security in affected communities.

215. Significant results were achieved in enhancing women's participation in producers' organizations and rural institutions. In Asia and Africa, farmer field schools proved to be a successful mechanism to engage women farmers and improve their access to productive inputs, services, technologies, training and sustainable farming practices, such as conservation agriculture, integrated pest management and disaster risk reduction.

⁴⁰ Swedish International Development Cooperation Agency (SIDA)

216. To reduce rural women's work burden and increase labour efficiency, FAO conducted several assessments on available labour-saving technologies, practises and services, focusing on water and energy provision. Specific studies were conducted in Asia, Africa and Latin America on technologies and practices for soil and water conservation, climate change adaptation and aquaculture development. Some of these are reported in more details under the "*highlights of mainstreaming gender*" sections of the relevant Strategic Objective.

217. Seven country case studies (in Ghana, Laos, Malawi, Philippines, Sierra Leone Tanzania, and Zambia) were completed on gender and equity implications of land-related investments on labour and income generating opportunities. Based on the findings, gender and social inclusion issues were integrated in the agriculture guidelines for investors.

Approaches taken to address gender issues in FAO's normative work

218. *Support policy dialogues*: FAO developed innovative tools to support stakeholders' dialogues and integrate gender equality dimensions in agriculture, food security and poverty reduction policies and legal frameworks (e.g. in Ghana and Sierra Leone). Policy advice was provided to countries on how to reduce existing inequalities, as part of the implementation of the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (e.g. in Mongolia, Nepal, South Africa and Ethiopia) and the Convention on the Elimination of all Forms of Discrimination against Women.

219. *Knowledge generation*: drawing on FAO's experience, materials were developed on critical and emerging issues. For example, a study on Gender, Food Security and Peace-building was prepared with the Institute of Development Studies to support the CFS Framework for Action. FAO's Gender and Land Rights Database (GRLD) was expanded with 20 new country profiles, and new Guidelines on Improving Gender Equality in Territorial Issues were developed to increase women's access to land and other productive resources.

220. *Capacity development*: to strengthen the capacities of countries and staff members, tools and e-learning courses (Gender in Food and Nutrition Security course and Ensuring Quality Projects course) were developed and sector-specific training workshops organized and materials prepared (e.g. gender-responsive land tenure and governance of natural resources, women and livestock management, and gender and disaster risk reduction and management). In every region, the Gender Focal Points and selected technical officers were trained in how to promote gender equality and women's empowerment in field programmes and specific guidance materials were developed to support staff members on gender mainstreaming in the project cycle and the CPF. Under the FAO-Turkey partnership programme, national capacities were enhanced in designing and delivering gender-sensitive agricultural extension and rural advisory services in Turkey and Azerbaijan.

221. *Advocacy*: FAO organized successful events in the context of the Commission on the Status of Women, the Committee of World Food Security and the Conference of the Parties (COP12), raising awareness on gender dimensions related to land tenure, water governance, climate smart agriculture and family farming. During the ICN2, FAO advocated pro-actively to address gender issues in eradicating hunger and malnutrition. A knowledge share fair was organized with FAO staff and national counterparts from 10 countries, to exchange best practices to promote women's economic empowerment.

222. *Statistics*: FAO contributed to improve the availability of gender-related statistics in relation to agriculture, food security and natural resources management. Tools and methodologies for the collection of sex-disaggregated data were disseminated to countries and used as part of national agricultural censuses and surveys. Specific guidelines and standards were developed to collect sex-disaggregated data on women's ownership of land and livestock, and to include "Intra-household distribution of decisions and ownership on the holding" in the guidelines for the World Programme for the Census of Agriculture 2020. The Food Insecurity Experience Scale, developed by the Voices of the Hungry project, provides an experience-based metric of severity of food insecurity for individuals and allows to examine intra-household gender disparities in access to food. Thirty-eight national institutions, including ministries of agriculture, national statistical offices and academies, participated in trainings on the collection and analysis of sex-disaggregated data in the agriculture sector.

Box 1: The Gender Equality Policy's minimum standards as a means to track progress on gender mainstreaming in FAO – A summary report

FAO reports on gender mainstreaming through its Gender Equality Policy with fifteen minimum standards, which were developed to ensure that the gender dimension of FAO's normative work and country level programmes and projects is set and met. The standards were designed to be compatible and complementary to the UN-SWAP standards (*Box 2*), which are binding for all UN organizations and against which FAO reports on an annual basis.

A timeframe was established to drive the implementation of the minimum standards. The first thirteen standards, which focus both on the establishment of institutional mechanisms to mainstream gender within the organization and the achievement of some technical results, were expected to be put in place by 2015. The remaining two standards relate to measuring the increase of women-specific interventions by 2017. When a mechanism to mainstream gender was established, the standard could be considered achieved, as this allowed the collection of data to measure progress over time.

A consultative process was set up in 2013 involving all accountable units, to review and match accountability to FAO's changing structure, and identify a set of simple and measurable indicators. By early 2014, the data collection process and suitable tools were identified to measure progress for fourteen out of fifteen standards. The Office of Human Resources was unable to identify an indicator for minimum standard 12, relating to the PEMS system, due to the confidential nature of the process. Despite the fact that some standards were formulated as targets, FAO will keep tracking them over time to make sure they remain enforced.

By the end of 2015, eleven standards out of fifteen have been achieved (73% achievement rate). Accountable divisions have reported annually or biannually against the indicators identified, and the Organization is now able to rely on this baseline to formulate improvements and discuss gender-related targets for the next biennium. Besides standards 9 and 12, mentioned above, the data collection for standards 14 and 15, due for achievement in 2017, still needs to be refined. While the implementation of the first 11 out of 13 standards is in place, as planned, results are still based on small samples and require upscaling. The gender team will review preliminary results from the first biennium results, and discuss improvements with some offices. A summary table presenting the biennium results against each minimum standard is provided in *Table 1*.

Table 1: Minimum standards for gender mainstreaming

Minimum standards for gender mainstreaming (2015) and accountability		Progress status	2014-2015 summary results
1	All major FAO statistical databases incorporate sex-disaggregated data, where relevant and as available	Achieved	6 out of 8 FAO major databases made available to the public are relevant for sex-disaggregation of data. Four currently contain sex-disaggregated data sets and two are being worked on to incorporate data in the current biennium.
2	FAO invests in strengthening the capacity of member countries' to develop, analyse and use sex-disaggregated data in policy analysis and programme and project planning and evaluation	Achieved	38 countries took part in regional or national training which included modules/shared information on the importance of sex-disaggregated data collection and analysis for food security. Sixteen new knowledge materials with specific reference to sex-disaggregated indicators, data collection methodologies and/or analysis were produced. These were shared with member countries either in workshops, through FAO decentralized offices or the Web.

Minimum standards for gender mainstreaming (2015) and accountability		Progress status	2014-2015 summary results
3	For all Strategic Objectives, a gender analysis is carried out and a gender action plan is developed. Progress on gender equality is measured for all corporate outcomes	Achieved	Gender-sensitive qualifiers were identified for relevant Outcome and Output indicators (11 gender-sensitive indicators and 23 qualifiers at Outcome level and 20 gender-sensitive indicators and 38 qualifiers at output level). The data was used to report on gender in the Mid-term Review synthesis report and the Programme Implementation Report. Gender analysis was conducted, gender markers were introduced and FAO is able to analyse trends in the planning of gender activities.
4	A financial target for resource allocation for the FAO gender equality policy is set and met	Achieved	A ring-fenced budget was allocated for the cross-cutting theme on gender and year-end reporting is carried out.
5	A country gender assessment is undertaken as part of country programming	Achieved	Over 66 % of endorsed CPFs in all regions included a gender assessment in their situation analysis.
6	A gender equality stock-taking exercise is conducted for all services to provide a basis for better implementation of gender mainstreaming, including measuring progress and performance	Achieved	Since 2010, 34 FAO units/offices have taken stock of their gender work. Between 2014 and 2015, 19 stocktaking exercises were carried out: 2 at headquarters and 17 at country level.
7	Gender analysis is incorporated in the formulation of all field programmes and projects, and gender-related issues are taken into account in project approval and implementation processes	Achieved	Gender mainstreaming in programme and project formulation (through gender markers), and the implementation (through terminal reports) of gender-related activities can be tracked through the system as of July 2015. From what emerges so far, a very high percentage (90%) of projects were formulated (131 out of 145) based on gender analysis. Over the same period, only 10% of the terminal reports filled out their gender scorecard, but 50% of those, scored high (not all FAO projects are relevant for gender inclusion).
8	All programme reviews and evaluations fully integrate gender analysis and report on the gender-related impact of the area they are reviewing	Achieved	90% of evaluation reports completed in 2014 and 2015 contained a dedicated section concerning gender issues with an adequately developed gender analysis that covered design, management and results of the initiative evaluated. Based on the "Guidelines for Quality Assurance on gender equality mainstreaming in FAO", the overall quality of gender mainstreaming in FAO's evaluations ranges from adequate to satisfactory.
9	A mandatory gender mainstreaming capacity development programme is	Partially achieved	FAO developed and implemented core training materials/courses on gender equality and made them available on its learning platform.

Minimum standards for gender mainstreaming (2015) and accountability		Progress status	2014-2015 summary results
	developed and implemented for all professional staff and managers		<p>The course “Gender equality, UN Coherence and you” was adopted and disseminated through the orientation e-learning package “Welcome to FAO”.</p> <p>FAO contributed to the UN-wide gender course “I know gender”, currently only available on the UN-Women Web site and developed an FAO-based introductory course.</p> <p>In 2015, the EU financed 15 hour e-learning course on “Gender and Food Nutrition security” which was launched on the FAO learning platform and assigned to all gender focal points.</p> <p>A new core gender training package for FAO representatives and technical staff in decentralized offices is currently being developed.</p>
10	Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them	Achieved	The FAO competency framework, includes gender under the core value: Respect for all. Vacancy announcements for different professional levels do not specifically refer to gender competencies. These are included when the hiring division decides to highlight gender experience or qualifications. In 2015 (first data collection), out of a total of 98 vacancy announcements issued, 7% contained a requirement for experience or knowledge of gender issues and 3% included an explicit gender qualification requirement.
11	Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products	Achieved	Gender focal points report a considerable engagement in gender equality screening: from 2014 to 2015, those always engaged have grown from 15.5% to 38% while those never involved dropped from 19% to 9%. 78% in 2014 and 55% in 2015 reported that they revised project documents, while 20% and 54% respectively mentioned knowledge products. Technical capacities and time availability were identified as major constraints in providing this support to their offices.
12	An assessment of the contribution to achieving FAO’s gender equality objectives is included in the Performance Evaluation and Management System (PEMS) of all professional staff	Not Achieved	Due to the confidential nature of the performance evaluation system, the Office of Human Resources could not identify an indicator to track this standard.
13	Human and financial resources and normative and operational results related to gender equality from headquarters to the country	Achieved	FAO is annually tracking human, financial and normative and operational results and reporting them to the Member States. FAO’s SO monitoring framework tracks

Minimum standards for gender mainstreaming (2015) and accountability		Progress status	2014-2015 summary results
	level are systematically tracked and reported to FAO governing bodies and to the UN system		gender-related results through its indicators and qualifiers and these are reported to Member States through the MTR.
Minimum Standards for Women-specific Targeted Interventions (by 2017)			
14	30% of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions	Partially achieved	FAO has introduced gender markers into its field level information system as of July 2015. Over that period, the share of projects marked G2b (where gender is the main objective of the activity) over the total of approved projects was 6.8%.
15	The share of Technical Cooperation Programme total portfolio allocated to programmes and projects related to gender equality is increased from 9% to 30%	Partially achieved	FAO has introduced gender markers into its field level information system as of July 2015. The data to monitor this standard is drawn from the country level information system (FPMIS). Good progress is being noted: gender markers indicate that 47% of TCP projects approved in the period July-December 2015 qualify as addressing gender equality. It is expected that this standard will be fully achieved by end 2017.

Box 2: FAO's performance against the standards identified by the UN System-wide Action Plan on gender equality and the empowerment of women (UN-SWAP)

The UN System-wide Action Plan on gender equality and women's empowerment is an accountability framework to accelerate mainstreaming of gender equality and the empowerment of women in all institutional functions of the entities of the UN system. It was endorsed by the United Nations Systems Chief Executives Board for Coordination (CEB) in April 2012, and set 2017 as the target for the UN system to meet its performance indicators (PIs). The UN-SWAP requires annual reporting by each participating entity, department and office.

FAO recognizes the importance of the UN-SWAP accountability framework as a driving force for improvement and streamlining of internal processes for gender equality and the empowerment of women. 2015 marks the fourth year of UN-SWAP reporting and FAO has been acknowledged as one of the best performing entities in the UN system for the commitments undertaken to ensure progress towards meeting the set deadline of 2017, and for the results achieved so far. In this respect, the 2015 report, as approved and submitted, shows FAO meeting or exceeding 13 out of 15 UN-SWAP performance indicators (*Table 2*).

In particular compared to the previous biennium. First, significant strides have been made regarding *strategic planning processes* (PI 3), *monitoring and reporting* (PI 4) and *organizational culture* (PI 11) areas. A gender perspective has been progressively included in the technical and normative work of the Organization and is now systematically integrated in Strategic Objective programmes and delivery mechanisms (at global, regional and country levels) and in most internal processes for planning, implementation and oversight of the Strategic Framework. Second, throughout the years FAO constantly scored high performance against many PIs, particularly notable is *coherence* (PI 15).

The Organization is fully engaged in interagency networks on of gender equality and the empowerment of women and systematically participates and contributes to them according to its mandate. In respect to gender equality and the empowerment of women, FAO is committed to: strengthening existing partnerships and exploring potential for new ones with other UN entities; ensuring the production and distribution of high-quality reports and knowledge materials; and continuing to consistently contribute high-quality substantive inputs to related interagency mechanisms.

Table 2: 2012-15 FAO rating for UN-SWAP by performance indicator

PI	Title	2012	2013	2014	2015
1	Policy and plan	approaches	meets	meets	meets
2	Gender responsive performance management	approaches	approaches	meets	meets
3	Strategic planning	approaches	exceeds	exceeds	exceeds
4	Monitoring and reporting	approaches	meets	exceeds	exceeds
5	Evaluation	meets	meets	meets	meets
6	Gender responsive auditing	meets	meets	meets	meets
7	Programme review	approaches	meets	meets	meets
8	Resource tracking	approaches	meets	meets	meets
9	Resource allocation	missing	meets	meets	meets
10	Gender architecture and parity	approaches	approaches	approaches	approaches
11	Organizational culture	approaches	exceeds	exceeds	exceeds
12	Capacity assessment	meets	meets	exceeds	exceeds
13	Capacity development	approaches	approaches	approaches	approaches
14	Knowledge generation and communication	meets	meets	exceeds	exceeds
15	Coherence	exceeds	exceeds	exceeds	exceeds

More inclusive and effective governance norms, mechanisms and institutions (Outcome 6.4)

223. Through the cross-cutting theme on governance FAO aims to enhance the effectiveness of its policy assistance for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national levels and in the Strategic Objective programmes. This is being done through the provision of concepts, methods, and frameworks, as well as strategic advice for key global governance mechanisms, direct support to FAO's work in selected country engagements and Regional Initiatives, and the development and enlargement of a network of officers across the Organization involved in governance work at all levels. Performance is measured in terms of services and leadership provided to major global governance mechanisms and support provided to regional and national stakeholders.

Achievements

224. The results planned for the biennium have been fully achieved. Across the Organization, there is enhanced awareness of the contribution that improved understanding of, and attention to governance issues can make to FAO's technical, programmatic and policy support functions. FAO's approach to governance issues is now subject of broad agreement, and during the biennium consensus on related priorities was reached across the Strategic Objectives. The quality and consistency of FAO's contribution to selected global governance mechanisms has been improved (6.4.1), thanks to a corporate strategy for engagement with other UN system agencies at global, regional and country levels, and guidance and coordination for participating in, and contributing to UN system-wide interagency technical task teams and intergovernmental processes. In addition, FAO's staff capacities to identify and address key policy challenges and governance bottlenecks in Regional Initiatives and in country-level engagements have been significantly enhanced through the development of innovative materials, and capacity development activities (6.4.2).

Highlights

225. A cross-organizational strategy and coordination mechanism for engaging in the global process to define the post-2015 agenda was developed and implemented. As a result, there is substantial alignment of SDGs to FAO's Strategic Objectives. The Report of the General Assembly's Open Working Group on Sustainable Development Goals strongly reflects the Global Goals of FAO's Members, particularly in SDGs 1 and 2 on ending poverty and hunger, achieving food security and improved nutrition, and promoting sustainable agriculture. Additional goals reflect FAO's priorities on water (Goal 6), sustainable consumption and production patterns (Goal 12), climate change (Goal 13), the oceans, seas and marine resources (Goal 14) and terrestrial ecosystems, forests, desertification, land degradation and biodiversity (Goal 15).

226. With FAO's Director-General as executive Vice-Chair of the High-Level Task Force on Global Food and Nutrition Security (HLTF), the Organization hosted the Coordination Team and promoted consensus among the 24 member agencies, funds and programmes on concepts, definitions, indicators, policy and programmatic opportunities. FAO influenced the reorganization of the programme of work to support the Zero Hunger Challenge and promoted key partnership messages for each of its five elements.

227. FAO contributed to major progress for reform of the institutional architecture for nutrition, resulting in broad recognition of the central role of ICN2 as "the basis of modern nutrition governance",⁴¹ a re-launched UN system Standing Committee on Nutrition hosted at FAO, and an expanded role for CFS as the UN system platform for multi-stakeholder consultation and policy convergence around nutrition.

228. A strong and growing Governance Support Technical Network (GSTN) provided peer-to-peer technical support and input to FAO's staff dealing with governance issues relevant to the five Strategic Objectives. It facilitated exchange of information between headquarters and decentralized offices, improved coherence in understanding the concept of governance and its implications for FAO's

⁴¹ Statement of the Special Representative of the UN Secretary-General for global food security and nutrition, Dr. David Nabarro, at a special side event at FAO Council on ICN2 Follow-up, 3 December 2015.

interventions, and enhanced the multidisciplinary nature of the Organization's work. The Network facilitated mainstreaming the governance approach within the Organization and its integration with regional- and country-level work through seminars, technical discussions (including thematic sessions with external experts), and technical inputs and support to the preparation and use of materials for Regional Conferences and the FAO's Land and Water Days.

C. Regional dimensions results

229. The five Strategic Objectives represent those areas of work on which FAO is focusing its efforts in support of Member Nations. Priorities for FAO's activities in each region were considered by the respective Regional Conferences in 2014 based on:

- a) the reviewed Strategic Framework and Medium Term Plan 2014-17 with the SO results frameworks for organizing the response to priorities in the region;
- b) regional priorities, which focus on region-specific needs informed by country programming frameworks;
- c) a set of Regional Initiatives proposed as results-based delivery mechanisms to further focus FAO's work for country-level impact and resource mobilization.

230. The 15 Regional Initiatives endorsed and implemented during 2014-15 are shown in *Table 3*. The regional achievements as a contribution to SO Outputs were presented to each Regional Conference in 2016.⁴² A summary of FAO's achievements and lessons learnt through the Regional Initiatives is presented in *Web Annex 4*.

Table 3: Regional Initiatives 2014-15

Region	Lead SO	Regional Initiative 2014-15
Africa	SO1	Africa's 2025 Zero Hunger Challenge
	SO2	Integrated management of agricultural landscapes in Africa
	SO5	Building resilience in Africa's drylands
Asia and the Pacific	SO1	Asia and the Pacific's Zero Hunger Challenge
	SO2	Asia and the Pacific's Regional Rice Initiative
	SO2	Asia and the Pacific's Blue Growth Initiative
	SO4	Value chains for food security and nutrition in the Pacific Islands
Europe and Central Asia	SO3	Empowering smallholders and family farms in Europe and Central Asia
	SO4	Agrifood trade and regional integration in Europe and Central Asia
Latin America and the Caribbean	SO1	Support to the Hunger-Free Latin America and the Caribbean Initiative
	SO3	Family farming and rural territorial development in Latin America and the Caribbean
	SO4	Improving food systems in the Caribbean
Near East and North Africa	SO2	Near East and North Africa's Water Scarcity Initiative
	SO3	Small-scale agriculture for inclusive development in the Near East and North Africa
	SO5	Building resilience for food security and nutrition for the Near East and North Africa

⁴² ARC/16/5; APRC/16/7; ERC/16/6; LARC/16/5; NERC/16/2

D. Key lessons learnt

231. The biennium 2014-15 initiated implementation of the new Strategic Objectives. FAO shifted and focused its work in response to an evolving environment, including changes to its ways of working. The lessons learnt that will help improve and measure delivery of results are presented below.

Delivering results

232. *Partnerships with strategic investment partners* proved to be a key success factor in those instances where FAO was able to translate its strong role in providing a platform for negotiation of guidelines and other policy instruments at global level into tangible reforms of national policies, programmes and legal frameworks at country level. For example, the EU-FAO partnership under the FIRST⁴³ initiative is a promising step and example to follow in this direction; and the Zero Hunger Challenge Regional Initiatives have included action through CELAC and the African Union, demonstrating the potential to leverage the capabilities and reach of Regional Economic Integration Organizations and Commissions to achieve coherent results in multiple country contexts.

233. To make strides towards sustainable ecosystem management requires stakeholders and resource partners to conceive sustainability *across* rather than *within* the sectors for crop production, livestock, forestry, aquaculture and fisheries. The Agenda 2030 and the Paris agreement offer an opportunity for FAO to provide *coordinated support to countries on multi-stakeholder policy dialogues and governance issues* to promote sustainable agriculture. The Sustainable Food and Agriculture framework developed and tested by FAO during the biennium could be scaled-up as a systematic approach to sustainability in a large number of countries. This framework provides opportunity for inclusive and cross-sectoral integration to achieve synergies and minimize trade-offs.

234. Identifying entry points to advance work at country level on *decent rural employment* and *social protection* in programmes and projects across Strategic Objectives proved an effective strategy for achieving results in these areas. For example, in Ethiopia and Tunisia, this approach was successfully applied to the provision of support on policies to mitigate distress migration.

235. In the areas of *value chains* and *financial services*, FAO has promoted new approaches which put emphasis on inclusive, private sector-led, market-oriented food systems. An area of weakness is the difficulty in scaling-up the achievements and the call for more strategic partnerships to ensure stimulating long-term institutional changes in the agrofood sector of countries. The growing impact on *food systems of issues related to climate change*, nutrition and urbanization will require revisiting the scope and focus this work going forward.

236. There are important knowledge and data gaps in relation to *shock and disaster-induced damages and losses borne by the agricultural sector*. FAO launched an information system to quantify the extent of damages and losses caused by disasters and on agriculture and its subsectors (crops, livestock, fisheries and forestry), expecting to deliver an annual report on impacts of disasters and crises that affected agriculture around the world and an information system on damage and losses in agriculture.

237. The 2015 Evaluation of FAO's contribution on knowledge on food and agriculture under Objective 6 on technical quality, knowledge and services, found that FAO's broad range of knowledge products and services largely respond to the Organization's mandate and member countries' requests, and that several, such as the statistical databases, are widely recognized for their technical excellence. However, it also found that additional effort should be made to better tailor the products (including FAOSTAT) to the specific needs of their target audiences to facilitate access, including language coverage aspects. FAO is also identifying new technology and more modern and flexible ways to collect data to reduce the burden on countries. This is a particularly strategic issue considering the increased statistical requirements to support implementation of the SDGs.

⁴³ Food and nutrition security impact, resilience, sustainability and transformation (FIRST)

Measuring results

238. Under the reviewed Strategic Framework, results-based management principles are being more systematically applied throughout the programme cycle, from planning to monitoring and reporting of results and resources. FAO has, for the first time, implemented a results framework integrating global, regional and country level planning and monitoring of results, with indicators that measure progress in the Organization's work on policy and governance processes and the uptake of global public goods in a multidisciplinary and cross-sectoral manner.

239. Outcome level reporting: the Outcome assessment presented a good opportunity for increasing the visibility and awareness of FAO's work and for strengthening relationships with senior representatives of FAO's key stakeholders. It also provided up-to-date information on the distribution of countries by the degree of implementation of Outcomes measured by the indicators. This is an important advantage compared to only relying on secondary data indicators, which present severe limitations in terms of data availability and country coverage. Finally, the data collected provides information directly relevant to the areas of work of FAO, and allowed a first time assessment of FAO's perceived contribution to changes.

240. The exercise can be improved by increasing the time allocated for the collection of the responses from stakeholders, thus enabling respondents to better perform all necessary consultations, and increasing the probability of identifying respondents who are most knowledgeable about FAO's work. In addition, the time lag between one assessment and another will be no less than two years in future monitoring exercises, as the recent experience has shown that often, within a year, the changes are not sufficiently significant to be captured at this level of results. Lastly, future target setting processes will benefit from an improved knowledge of the actual enabling environment present at country level through the data collected during outcome assessment exercise.

241. Outputs level reporting: many of the output level indicator targets were set too low. This is mostly due to the fact that at the time of setting targets in early 2014, FAO country offices had not yet identified the Outputs to which the country programming frameworks and related operational projects would contribute. This process was completed in October 2014 as part of the monitoring exercise, which entailed a significant learning curve in the country offices. As a result, more country-level contributions were reported at the end of the biennium than were planned. This issue has been addressed in the 2016-17 planning process, which started with country level target setting. The target setting has also provided a good overview of the prospective needs of countries and regions for the 2016-17 biennium, and the basis for improved monitoring results at corporate level based on evidence.

242. In conclusion, attention will be paid in the preparation of the MTP 2018-21 to the formulation of the Outcomes, Outputs and their indicators, to ensure focus on the agreed priorities for the work of the Organization and to simplify and improve their measurement and alignment to the indicators of the SDGs. At the same time, more attention and efforts are required for increasing the capacity of countries to measure and analyse data, for example on food security and nutrition, decent work in agriculture and rural areas, and environmental economics accounts related to agriculture for improved policy-making.

II. Managing resources wisely and delivery improvements

A. Improved FAO means of delivery - Highlights

243. FAO strives to continually improve its enabling environment to support delivery of results. The following highlights some of the major improvements in the Organization's means of delivery.

- a) Improved drive towards results with 31 Outcome level indicators reported out of 34, of which 24 (77%) showing progress with targets fully or partially met; 45 (88%) Output indicators fully achieved, 5 (10%) partially achieved and only one (2%) not achieved.
- b) Improved financial delivery, with 99.4% of net appropriation spent (USD 1 billion), 7% higher than estimated expenditure financed by voluntary contributions (USD 1.5 billion), and a 29% increase in delivery under the Technical Cooperation Programme (USD 126 million).
- c) Mobilization of extrabudgetary resources for current and future work increased by 6% to USD 1.8 billion, of which about half at country level, and Operational Partners Implementation Modality launched to expand national execution delivery modality.
- d) More than 100 strategic partnerships forged, and non-state actors engaged through 33 major outreach and advocacy activities.
- e) New Strategic Programme management arrangements designed and initiated based on experience, with a greater focus on country-level impact.
- f) Improved control over field projects resulting in improved performance, through provision of data and building capacity to design, manage and monitor projects aligned with accountability in the decentralized offices.
- g) Corporate planning, monitoring, reporting and accountability for evidence-based results formalized and implemented, with the participation of all country offices, including a streamlined approach to country programming frameworks.
- h) FAO Results Dashboard released in the corporate management information system to support monitoring and reporting.
- i) Decentralized offices network strengthened with Partnership and Liaison Offices opened in Azerbaijan, Kazakhstan, Cameroon in addition to Equatorial Guinea.
- j) Administrative procedures modernized, with new Professional and General Service Staff Selection Committees and procedures put in place.
- k) IPSAS compliance achieved and first IPSAS-compliant audited accounts (year 2014) received unqualified opinion from external auditor.
- l) Improvements in administrative support systems such as procurement tool, automated document management system to support internal controls, especially in field offices.
- m) New FAO Cost Recovery Policy endorsed by Council for implementation in 2016.
- n) Efficiency savings of USD 36.6 million achieved through review of established posts in non-technical offices, staff costs containment and savings from travel, internal services and contracts.

B. Key performance indicators

244. Improvements in delivery of the Functional Objectives (outreach, information technology, FAO governance, oversight and direction, and efficient and effective administration) and Special Chapters (TCP, Capital and Security Expenditure) are measured and reported through key performance indicators (KPI) and targets. Heads of Business Units, using established methodologies, collect KPI data and assess performance, which is reviewed and validated by their supervisor. For each Functional Objective and Special Chapter, the KPI scores, achievements and lessons learned are reported below. Performance of the TCP is presented in *Section II.C*.

Functional Objective 8: Outreach

Purpose and scope

245. Functional Objective 8 provides the basis for measuring the outreach functions of the Organization, comprising partnerships, advocacy and capacity development; communications; and resource mobilization and South-South Cooperation. The responsible business units are, respectively, the Office for Partnerships, Advocacy and Capacity Development (OPC); the Office for Corporate Communication (OCC); and the South-South Cooperation and Resource Mobilization Division (TCS).

246. Four priorities guide the work undertaken under this Objective: (i) to embed into FAO's ways of working strategy and policy on corporate communications and on partnerships with civil society organizations and with the private sector; (ii) to increase visibility of FAO's activities, especially in the field, through better relationships with the media, and a more coherent brand and Web presence; (iii) to better align FAO's resource mobilization and South-South Cooperation to the Strategic Framework; and (iv) to meet corporate needs for extrabudgetary funding and for South-South Cooperation partnerships.

247. During the biennium, the functions undertaken by the former Office of Knowledge Exchange, Research and Extension (OEK) were integrated within two Divisions, OPC and the newly created OCC.⁴⁴ This change provided better support for delivery of the Strategic Objectives by creating a single point of expertise on communication, and by streamlining and reorienting work on capacity development and outreach. It also generated efficiency savings of USD 3.76 million and led to the abolition of 14 posts.

Achievements

248. This was a highly successful biennium for FAO in outreach, with all six targets achieved and several exceeded (*Annex 5*), as described below.

Partnerships, advocacy and capacity development

249. FAO forged more than 100 new partnerships, seven times more than the target, which was the product of the revised Partnerships' Strategies that created a more explicit vision for the potential contribution of partnerships and defined the approach (including better targeting, marketing and vetting).

250. FAO increased global access to information on food and agriculture, for example by launching in 2014 an e-learning centre⁴⁵ that by the end of 2015 had been consulted by over 400,000 users worldwide. The centre contains material on topics such as the Voluntary Guidelines for the responsible governance of tenure of land, fisheries and forests in the context of national food security, gender and food security, child labour and climate change. Also, 3,000 institutions in 120 countries accessed journals and books free or at low cost through AGORA,⁴⁶ and 2,000 information management professionals had used AIMS,⁴⁷ a portal to information on standards, technology and good practices in agriculture.

⁴⁴ CL 148/3 paragraphs 20-27

⁴⁵ www.fao.org/elearning

⁴⁶ Access to Global Online Research in Agriculture (AGORA)

⁴⁷ Agricultural Information Management Standards (AIMS)

251. FAO brought non-state actors into the decision-making process through 33 major outreach and advocacy activities, and in awareness raising and other support work for the 2014 International Year of Family Farming, the 2015 International Year on Soils and the launch of the 2016 International Year of Pulses.

Corporate communications

252. FAO messages reached new audiences through an increased number of new media partnerships, in particular with mainstream media outlets, an expanded use of social media, and the Regional Communication Networks.

253. FAO's messages became easier to find through a consolidated and simplified Web site with a Document Repository, providing more complete information on FAO's activities, in more languages and in a format that is easier for users to navigate and for search engines to browse.

254. FAO issued more than 2,300 publications during 2014-15, with improved quality and production control, the result of an automated workflow management system.

Resource mobilization and South-South Cooperation

255. FAO mobilized USD 1.8 billion, exceeding the biennial target, largely the result of four improvements: revised governance and accountability for resource mobilization; the development of better tools and monitoring reports to prioritize effort on resource mobilization; investment in skills in resource mobilization and marketing; and diversification of FAO's funding base.

256. Compared with the last biennium, FAO's top 20 donors now contain a higher number of institutions and middle-income countries (*Section II.F* on resource mobilization). For example, the Africa Solidarity Trust Fund (ASTF) was launched in 2014, under which by the end of 2015 African countries (Angola and Equatorial Guinea) had pledged USD 40 million of which USD 34 million was mobilized and allocated so far for the use of other African countries.

257. The number of countries providing a financial contribution to South-South Cooperation has doubled to 16 since 2010-11, and the value of funds mobilized has similarly increased, to USD 70 million in 2014-15. In total, FAO directly managed over 60 South-South Cooperation projects and initiatives; and has developed tools to enable countries to broker additional projects on a bilateral basis. One example is the [FAO South-South Cooperation Gateway](#), which is an online platform to better assist member countries access Southern expertise, knowledge and development solutions. The corporate South-South Cooperation strategy put in place during the biennium supported the expansion of partnerships and use of more diverse and flexible modalities of exchange, including short-term exchanges of expertise, study tours, policy dialogue and technology transfer.

Lessons learnt

258. Three main lessons were drawn from work under this Functional Objective, and will be used to inform activities in the future:

- a) Web-based applications, whether e-learning or resource facilities such as AGORA or AIMS, are a highly cost-effective means of making knowledge on agriculture, food security and nutrition more widely available. FAO will be looking for further opportunities to build on these successes;
- b) bringing a systematic, methodical approach to publications, in which quality standards are built in, has improved control over costs, processing times and data reliability, and has reduced the degree of variability in the presentation and readability of FAO publications;
- c) given the decentralized nature of donor decision-making processes, about half of resource mobilization starts from donor contacts at the country level. FAO will pursue its outreach efforts to ensure an increase of resources mobilized in support to its strategic priorities and delivery mechanisms, particularly at country level.

Functional Objective 9: Information Technology

Purpose and scope

259. Functional Objective 9 covers the provision of timely, quality, effective and cost-efficient, customer-oriented IT solutions and services measured through three key performance indicators. The responsible business unit is the Information Technology Division (CIO).

260. CIO's operations were rationalised at the beginning of the biennium, leading to USD 11 million in savings planned for FO9 in the Adjustments to the PWB 2014-15, including the abolition of 41 posts and the reduction of use of short-term staff and consultants.

261. The main priority during 2014-15 was to align FAO's information technology capabilities (infrastructure, systems and platforms) more closely with the strategic needs of the Organization and reduce costs through improving management control; developing new IT solutions and services; and supporting existing IT products and services. This strategy contributed to a proposal to reduce the requirements for future Capital Expenditure investments for IT infrastructure and systems under budgetary Chapter 14, which was approved as part of the PWB 2016-17.⁴⁸

Achievements

262. Three performance targets cover this Functional Objective, all of which were met or within the acceptable range (*Annex 5*). During the biennium, CIO further professionalized its business practices in order to align them more closely with industry norms. This process involved, among other things, defining a service delivery maturity model and establishing new performance standards within the Service Level Agreements. Because of this more demanding performance regime, out-turn on key performance indicator 9.1.B (Percentage of Service Level Agreements whose targets are met) was within the acceptable range, but less than the corporate target.

Management of the Information Technology function

263. During the biennium the management of the IT function was reformed with the aim of better understanding, and so better managing, the performance expectations of IT users and the costs and resources needed to meet those expectations. The reform centred on six elements.

- a) **Restructuring** - CIO divided its work and personnel into three specialized sections:
 - (i) *operations*, the maintenance and upkeep of IT hardware, software and the data, ensuring availability, reliability and integrity; (ii) *development*, ensuring that IT hardware, software and accompanying services evolved to meet changing organizational requirements; and (iii) *management control*, generating and using information from planning, budgeting and monitoring to direct activities.
- b) **Information and accountability** - CIO expanded the number of services and functions subject to Service Level Agreement targets, revised its planning and monitoring systems and introduced time recording for all staff. The resulting information increased transparency, allowing CIO managers to better monitor and control service delivery, output completion costs and staff time, and thereby respond quicker and more efficiently to changing priorities and user needs.
- c) **Field focus** - CIO established a unit to understand the changing needs of the decentralized office network for IT support, bring those needs into CIO's evolving strategy and then standardize IT practices across the network.
- d) **Enhanced IT investment appraisal** - requests for new IT initiatives are now subject to review by a specialist section, charged with ensuring proposals are streamlined, integrated with existing systems or take advantage of new technologies.
- e) **Quality control** - CIO established a quality assurance function charged with all aspects of quality control from testing software before release to reviewing the adequacy of supporting documentation. Improvement in quality was also supported by the more extensive

⁴⁸ C 2015/3 paragraphs 129-133, 263, 285

specification of standards in Service Level Agreements, which brought more consistency, and thus predictability to the delivery of IT services.

- f) **Outsourcing** - CIO progressively tests whether better IT support services are available on the external market. As a result of this analysis, the United Nations Information Computer Centre now hosts two major FAO administrative systems, the Global Resource Management System (GRMS), the core of FAO's Enterprise Resource Planning system, and the Country Office Information Network. FAO's analysis showed that the Centre, because of its size, was better able to provide the support needed, particularly in terms of round-the-clock, seven days a week service, quality of infrastructure and disaster recovery capabilities.

Developing new IT products and services

264. The 2014-15 biennium saw a significant increase in demand for information for corporate level control and monitoring. CIO developed a range of business intelligence tools that provided a real-time, dashboard view of the financial and operational status of work in support of the Strategic Objectives, as well as greater transparency over key administrative processes such as procurement, finance, human resources and travel. These tools allow managers at all levels of FAO to better anticipate and address potential challenges to the achievement of corporate priorities.

265. During the biennium, CIO put in place the tools and architecture to reduce time and cost of developing new information systems and to ensure greater data integrity. It also upgraded the technology of the Global Resource Management System, improved data quality in the system, and expanded its functionality to support the reform of human resource management, make automated payments and bank reconciliations in the field, and automate the processing of entitlement travel. CIO developed over 150 websites, supporting corporate level activities such as Second International Conference on Nutrition (ICN2) and the International Year of Family Farming, and established new websites for all Regional Offices and some 50 country offices.

Support to existing IT products and services

266. CIO developed and published a service catalogue listing the existing portfolio of IT products and services. To provide better visibility of the queries and problems faced by users, and improve the response, CIO created a single point of contact, and formalized how incidents and service requests were documented. These improvements allowed CIO management to better monitor the speed with which incidents were resolved and user requests fulfilled, and to collect feedback on user satisfaction, which helps to identify patterns and thereby anticipate user requirements for improvements in IT services and systems.

267. In the face of regular attempts to breach its IT defences, FAO has tightened its arrangements for IT security. CIO revised the Organization's IT security policies and guidelines to cover all components of IT across all FAO offices; updated security monitoring tools; increased IT security risk assessments; and launched a new IT security awareness campaign.

Lessons learnt

268. Three main lessons were drawn from work under this Functional Objective, and will be used to inform activities in the future:

- a) accountability, through better information and the specification of standards, has improved performance and will continue to be addressed during 2016-17;
- b) consolidation of systems is improving data quality and reliability, and is reducing the time and cost of developing new systems. CIO will pursue further opportunities to reduce the level of fragmentation in FAO's IT systems;
- c) policies, procedures and common user training for IT security need to be regularly updated, publicised and practised in order for FAO to be adequately protected against the evolving threats to IT security.

Functional Objective 10: FAO governance, oversight and direction

Purpose and scope

269. Functional Objective 10 provides the basis for measuring the functions concerned with FAO's governance, oversight and direction. The responsible business units are the Conference, Council and Protocol Affairs Division (CPA), the Legal and Ethics Office (LEG), the Office of the Director-General (ODG), the Office of Evaluation (OED), the Office of the Inspector-General (OIG), the Office of Support to Decentralization (OSD) and the Office of Strategy, Planning and Resources Management (OSP).

270. These functions help Members in discharging their responsibilities for the supervision of the Organization, and they lay out the strategy of the Organization and drive its implementation. This involves mechanisms to assess and take action on programmatic results and on the underlying health of the Organization, and support effective governance by ensuring compliance with the Basic Texts and with the policies adopted by the Members.

271. The Adjustments to the PWB 2014-15 streamlined the functions related to governance, oversight and direction, leading to the abolition of 11 positions and planned efficiency savings of USD 6.09 million.

Achievements

272. Four indicators and targets measure performance for this Functional Objective, of which three were achieved or within the tolerable range: implementation of governing body decisions within the prescribed deadlines (90%), Outcome targets met (73%), and percentage of audit and evaluation recommendations implemented (86%).

273. FAO fell short of the target for the timely delivery of governing body documents in required languages (63% compared to a target of 90%), which has been a particular problem in the Programme and Finance Committees. The matter is being addressed in consultation with the Independent Chairperson of the Council and the Chairpersons of the two Committees.

274. The percentage of audit and evaluation recommendations where the agreed management response had been completed by the due date was 86%, slightly less than the target of 93%, mainly as the result of a more stringent procedure introduced by the Office of Evaluation for monitoring the closure of its recommendations. Similarly, the percentage of Outcome targets met fell only 1% short of its target of 78%.

275. A major achievement has been to complete the transformational change process by putting in place measures to implement the Strategic Framework, monitor and report results based on evidence at institutional level. All the processes, procedures and systems are in place and management control has been strengthened.

Achievements

276. A new electronic voting technology was installed in the Plenary Hall that increases transparency of recorded and roll-call votes; the Members Gateway on the Internet was upgraded to facilitate access to governance-related information; and document translation was further automated.

277. Legal, constitutional and ethical advice was provided to the governing bodies and management to protect the short- and long-term interests of the Organization and promote observance of the Organization's rules, policies, procedures, and standards for ethical behaviour.

278. Eleven thematic evaluations, three country evaluations and 44 project evaluations examined a variety of issues, including FAO's regional and subregional offices, governance reforms, crop production, cooperation with middle-income countries, the relief-to-development transition, food security cluster coordination, climate change adaptation and mitigation, knowledge dissemination and pastoral development.

279. Advice from the Office of the Inspector-General strengthened FAO's accountability, internal control, risk management, integrity and fiduciary frameworks through 45 audits of decentralized

offices, 20 audits of major programmes or corporate initiatives, and response to more than 50 other requests for advice. The Office also investigated allegations of fraud and other misconduct, as reported in the Annual Reports of the Inspector General presented to the Finance Committee.

280. The decentralized offices network was strengthened by opening or strengthening four offices, revising host country agreements in seven countries, introducing a new annual reporting mechanism to increase accountability and highlight where country offices required support, and reinforcing the procedure for recruiting FAO Representatives (*Section II.D* for more information). Four field visits were organized for Permanent Representatives to familiarise themselves with FAO operations in six countries.

281. Corporate planning, monitoring, reporting and accountability for evidence-based results was formalized and improved by unifying all of FAO's work into a common results chain including reporting on country-level results; simplifying lines of command and rationalizing responsibilities for the management and supervision of strategic and country office programmes; streamlining planning and programming, especially at country level, to focus work on the issues key to the achievement and measurement of agreed results; bringing transparency to FAO's operations by developing management information dashboards that integrate validated information from various sources; and reinforcing the policies supporting FAO's work in relation to accountability and risk management, and the development of an internal control framework and comprehensive financial framework that better meet FAO's current needs.

Lessons learnt

282. Two main lessons were drawn from work under this Functional Objective, and will be used to inform activities in the future:

- a) internal monitoring of the preparation of governing body documents has not produced the expected results. FAO will revise the process to increase the frequency with which the monitoring is undertaken and feedback is given to responsible units, in order to identify problems sooner and improve accountability;
- b) middle- and higher-income countries responded well to the new concept of Partnership and Liaison Offices. The negotiation process often led to host countries increasing their in-kind contribution to the running office, as well as their broader contribution to FAO's goals.

Functional Objective 11: Efficient and effective administration

Purpose and scope

283. Functional Objective 11 provides the basis for measuring the effective and efficient management and administration of human, financial and other physical assets and resources through six key performance indicators with biennial targets. The responsible business units were the Corporate Services, Human Resources and Finance Department and the Office of Human Resources.

284. The priorities for work under this Functional Objective during the biennium centred on a) putting in place the measures needed to support FAO's first IPSAS⁴⁹ compliant financial statements; b) continuing the reform of business processes, through decentralization, streamlining and reinforced monitoring systems; and c) strengthening staff capacity, particularly in the field.

285. The delivery of human, financial and administrative services was streamlined at the start of the biennium, allowing for the abolition of 16 positions in the Adjustments to the PWB 2014-15⁵⁰ as part of the savings to be achieved in the biennium. The continuing reform of business processes during the biennium resulted in proposals to streamline the human resources function that were approved as part of the PWB 2016-17.⁵¹

Achievements

286. Six indicators and targets measure performance for this Functional Objective, of which five targets were met or within the acceptable range (*Annex 5*). The element of the client satisfaction target covering the Shared Services Centre was missed. Following the decision of another UN agency to offshore administrative functions to Budapest, staff vacancies in FAO's Shared Services Centre in Budapest increased significantly, leading to an increase in processing times and a fall in quality. A project is underway to address the issue of staff turnover through a structural review of the Shared Service Centre during 2016.

287. On geographical representation, performance was within the acceptable range, but still less than the target (*Annex 2*). Three factors contributed to this: a stricter definition of the staff to be included in calculating geographical distribution, three additional countries becoming Member States, and the number of vacant posts. Adjustments for the cyclical nature of vacancies coupled with existing measures, in particular reduced recruitment times, are expected to remedy this situation. In parallel, the Organization is using outreach, publishing posts in partnership with professional institutes and universities, and the JPO programme to target under- and non-represented countries.

288. Tangible and significant improvements to FAO's operations can be seen in three main areas: improved internal and external information; leaner processes, cutting costs; and improved internal control in the field.

Improved internal and external information

289. In 2015, the External Auditor gave an unmodified (i.e. unqualified) opinion to FAO's financial statements for 2014, the first prepared using the International Public Sector Accounting Standards (IPSAS).⁵² Compliance with IPSAS not only demonstrates financial reporting of greater quality, comparability and credibility. It also indicates success in FAO's worldwide upgrade of its financial and associated systems to provide stronger financial management and to better safeguard assets.

290. Better information was also used to increase the range of information available to FAO staff and managers, increasing transparency, improving planning and so allowing management to anticipate problems and respond more quickly and decisively when they arise. Monitoring and exception reports developed during the biennium cover areas such as procurement, payment and contract management, occupational health of staff, and areas of importance for human resource management such as

⁴⁹ International Public Sector Accounting Standards (IPSAS)

⁵⁰ CL 148/3 paragraph 109

⁵¹ C 2015/3 paragraphs 98-103

⁵² C 2015/5A and C 2015/5B

geographical and gender representation, retirement forecasting, recruitment and staff turnover. The improved quality of, and access to information is an important element of the Internal Control Framework developed during the biennium.

Leaner processes, cutting costs

291. As in previous biennia, FAO has developed measures to reduce the cost of inputs and simplify procedures. In Human Resources management, streamlining has reduced recruitment times by nearly a third from 303 days in 2012 to 118 days in 2015. Standardizing and automating processes including the development of Standard Operating Procedures has focused administrative effort, increasing reliability and quality of process outputs. A new electronic procurement planning tool allows procurement needs at headquarters to be consolidated, reducing transaction costs and making it easier for bidders to identify, respond and monitor procurement opportunities. As part of corporate greening and efficiencies, the installation of new corridor lighting, and better waste management and other energy saving measures have been put in place.

Improved internal control in the field

292. The level of compliance, particularly in the decentralized office network, with FAO rules and regulations has been a continuing area of concern. In response FAO has:

- a) improved understanding of FAO business processes and support systems such as GRMS, through an intensive on-site training programme on project operations, as well as conference calls, newsletters and direct support;
- b) increased the range of regular training available to decentralized staff, with the aim of providing staff in decentralized offices with the same access to learning and training as those at headquarters. An immediate result of this is that the volume of virtual training sessions has increased by 20 per cent;
- c) made administrative policies and procedures more accessible and relevant to user needs worldwide through the Web-based FAO Handbook;
- d) improved technical and managerial capacity through staff mobility. In 2014-15, 96 staff moved duty station, mostly from headquarters to the field, compared to 15 in the 2010-11 baseline;
- e) decentralized technical procurement expertise to handle high-volume, complex procurement environments, and increase local capacity, through training, coaching and procedure development.

293. In parallel, the Medical Unit helped managers and staff to continue operations safely and productively in high-risk locations, in particular during the Ebola outbreak in West Africa. Support was also provided to address health hazards associated with working in other hardship duty areas.

294. Together with improved internal monitoring and the measures introduced to support IPSAS (see above), these internal control steps have resulted in measurable improvements in the observance of FAO rules and regulations, particularly in the field. Further improvements are anticipated as the new human resources performance management policy takes effect, through greater personal accountability (and consequences) for performance and development, and a strategy for dealing with under-performance.

Lessons learnt

295. Three main lessons were drawn from work under this Functional Objective, and will be used to inform activities in the future:

- a) administrative staff trained by FAO are valued by other UN agencies. FAO will develop contingency plans and increase coordination with other UN agencies, based on its experience from the Shared Services Centre in Budapest, to avoid negative operational impacts created by a sudden increase in demand for its staff. Such closer collaboration would also help identify areas of common interest such as shared facilities, telecommunication, and IT support;
- b) improved management information, staff mobility, especially from headquarters to the field, accountability and the use of multiple communication channels to raise capacity has significant potential to improve the operation of cost-effective controls in the field;
- c) risk-based analysis has raised awareness, and helped to prioritise action and mobilize support for critical maintenance of the headquarters building in Rome, allowing the issue to be raised to the highest level in discussions between FAO and the Italian Government.

Chapter 13: Capital Expenditure

296. Conference Resolution 10/2003 established the Capital Expenditure Facility to integrate capital expenditure planning into FAO's budgeting and financial framework. FAO capital investments aim to achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization in delivering the Strategic Objectives. Three areas of capital investment were addressed in the PWB 2014-15 for: (i) information technology and knowledge sharing; (ii) operational and administrative support services; and (iii) infrastructure and equipment.

297. At the end of 2013, FAO revised the criteria for the approval of Capital Expenditure proposals. The new criteria brought greater rigour to the assessment of investment quality of proposals, in particular as regards corporate significance, measurable benefits and costs, timescales and risks. As a result, units produced higher quality proposals that met these more stringent requirements. This had three consequences: (i) formulation and approval of Capital Expenditure projects took longer than before; (ii) thus delivery under Capital Expenditure was lower in 2014-15 compared to previous biennia; and (iii) some projects started later in the biennium and will be completed in 2016. Furthermore, as reported under Functional Objective 9, streamlining of IT capabilities reduced the requirements for future Capital Expenditure investments for IT infrastructure and systems.

298. Two indicators and targets measure performance of Capital Expenditure, and both were achieved (*Annex 5*). Main achievements are outlined below.

Information technology and knowledge sharing

299. Three projects were initiated to improve information technology and knowledge sharing, which will be completed in 2016. These include: (i) development of a corporate dashboard to provide management with better, real-time view of progress in delivering corporate results; (ii) development of an automated document management system to provide better access to FAO's normative products and governance documents on a variety of digital platforms; and (iii) enhancement and expansion of FAO's statistical working system to cover all corporate statistical domains, including those emerging from needs of the Strategic Objectives.

Operational and administrative support services

300. Of the two projects financed to improve operational and administrative support services, the project to improve corporate administrative systems was completed during the biennium, on-time and within budget. The project achieved its objectives of supporting the streamlining, automating and integrating business processes, and implementing processes and producing reports needed for the preparation of IPSAS⁵³ compliant financial statements and for monitoring the observance of corporate administrative standards. The project to improve the IT infrastructure for human resources management is expected to be completed during early 2016.

Infrastructure and equipment

301. Three infrastructure and equipment projects were completed on-time and within budget: (i) the creation of a unified email function for all FAO offices worldwide, to improve IT security, reduce operating costs and facilitate interoffice collaboration and migration to future email platforms; (ii) an upgrade of the Global Resource Management System to address functional and performance shortcomings, improve data quality, and bring the underpinning platform to a version that will permit future vendor support; and (iii) improvements to the Plenary Hall infrastructure to provide seating for four new Members, strengthen compliance with safety regulations, and install extra electrical sockets for Members to use portable electronic devices.

⁵³ International Public Sector Accounting Standards (IPSAS)

Lessons learnt

302. The main lesson learnt is that early and continued involvement of stakeholders in identifying and appraising options, designing the approach and monitoring and adjusting implementation has ensured that potential problems are avoided and projects remained focused on meeting the real needs of the Organization.

Chapter 14: Security Expenditure

Purpose and scope

303. The Security Expenditure Facility in budgetary Chapter 14 provides the basis for measuring the provision of a safe and secure working environment at headquarters and decentralized offices. The responsible business units during the biennium were the headquarters security branch in CS Department, responsible for securing the safety for headquarters premises and employees in Rome, support to the Director-General's function as Designated Official for Security for Italy, and liaison and coordination with the Host Government and the United Nations Department of Security (UNDSS); and the field security unit in the office of the Deputy Director-General (Operations) (DDO), ensuring the security and safety for personnel in decentralized locations.

304. At the beginning of the biennium, the ongoing streamlining exercise led to the abolition of 10 positions in the headquarters security branch. Based on experience during the biennium, and in order to provide flexibility to enhance security at all locations, nine vacant general service posts in the headquarters security branch were approved for abolition in the PWB 2016-17, and the headquarters security branch was consolidated with the field security unit to create a unified Security Service under the direct authority of DDO in the approved Adjustments to the PWB 2016-17. In addition, guidelines were prepared to ensure appropriate financing of all security related expenditures from assessed and voluntary contributions.

Achievements

305. Five indicators and targets measure performance of the Security Expenditure chapter, of which four were achieved. The indicator on percentage of staff having recently completed Basic Security Training (indicator 14.1.A) was not achieved, as the actual 40% fell considerably short of the target of 100%, mainly because reliable, complete information was not available until the beginning of 2015. Once the low level of observance with this corporate target was known, FAO translated the security training into more languages, and made it more accessible. In addition, FAO sent a personalized reminder to all non-compliant staff. In parallel, it provided Directors, FAO Representatives and Regional Representatives with a list of these staff together with a reminder of their managerial responsibilities for the safety of their staff. These measures had an impact on raising the level of compliance, and will be applied on a permanent basis.

306. Headquarters security has provided a safe and secure working environment for FAO. The activities covered routine staff security as well as high-profile events.

307. In field security, FAO's Security Service handled 237 field security incidents, relating mainly to thefts, burglary, minor assaults, property damage and traffic accidents. While terrorism remains a grave risk in some parts of the world, traffic accidents continue to be the source of the most serious security incidents encountered by FAO field staff. Priority was given to measures that anticipate and respond to field security incidents in the highest risk locations. FAO placed international security professionals in high-risk locations (Central Africa Republic and Syria), supported by locally-recruited professionals. During the year, the field security unit advised on the security aspects of the response to Level 3 emergencies (Yemen, South Sudan and Central Africa Republic) and the planning and response to natural and man-made disasters, and regularly briefed senior management on security risks in the field. It also increased protection for staff globally, through enforcing compliance of FAO's field offices with UN security standards.

Lessons learnt

308. Managers and staff at all levels of FAO require timely and appropriate information in order to manage their responsibilities, and hold their direct reports accountable, in this area. Separate units for headquarters and field security fragmented resources, responsibilities and lines of command. This was resolved by merging the units under DDO from 1 January 2016.

C. Technical Cooperation Programme (TCP)

Purpose and scope

309. The Technical Cooperation Programme (TCP) allows the Organization, drawing from its Regular Programme (RP) resources, to facilitate access by member countries to FAO's knowledge and technical expertise in all priority areas covered by the Organization's Strategic Framework. The priorities defined in the country programming frameworks (CPFs) guide the use of TCP resources for demand-driven technical assistance intended to respond to governments' needs, promote change, foster capacity development and assist in mobilizing resources. TCP projects are designed to produce tangible and immediate results in a cost-effective manner and catalyse development changes.

Enhanced TCP support to Member's priorities - major achievements over the biennium

310. Measures approved by the Council at its 148th session in December 2013 were implemented during 2014-15. The measures better align the TCP to the transformational changes of the Organization and ensure the further enhancement of TCP programming, monitoring and delivery process to improve FAO's response to country priorities, achieve results and improve impact. Specifically:

- a) *The use of the CPF as entry point* for the prioritization of TCP technical assistance, aligned to national priorities and FAO Strategic Framework was included in the revised TCP Manual issued in 2015. In parallel, CPF guidelines were amended to include a TCP Annex highlighting those outputs of the CPF results matrix to which the TCP development assistance can contribute. The potential TCP contributions identified in the CPF constitute an indicative pipeline of TCP projects and benefit from simplified and faster approval procedures. Since May 2015, all newly formulated CPFs have included a TCP indicative pipeline as an Annex.
- b) A process for ensuring a *better alignment of the TCP to the Strategic Framework* has been put in place. From design to final approval, pipeline projects are screened for alignment with the Strategic Framework and its Strategic Objectives. Renewed emphasis was also placed on gender, a cross-cutting theme of the Strategic Framework. All TCP projects are required to undergo a gender analysis during project formulation. In addition, gender markers are used by FAO Representatives to track the contribution of TCP projects in the advancement of gender equality at country level.
- c) *TCP procedures were simplified and harmonized* with the corporate project cycle guidance. Specifically, the TCP Manual was revised to simplify and harmonize procedures from project identification, formulation, appraisal, approval through to final reporting. The TCP Manual now forms an integral part of the corporate Guide to the Project Cycle, allowing users to benefit from a single corporate source of guidance.
- d) *Learning and support initiatives* were rolled out to facilitate implementation of the revised procedures by decentralized offices. These initiatives include: (i) continuous peer-to-peer support to project formulators and provision of overall advice to decentralized offices; (ii) capacity building workshops and briefing sessions at regional level to introduce the upgraded tools and guidance material, including to advance gender equality in country level planning (CPF) and in the project cycle; and (iii) design of targeted learning tools, including the development of a corporate e-learning module for the use of staff across all locations as part of the FAO Representatives Programme and Community learning platform.

Overview of funds approved and delivery

311. During the biennium, 501 TCP projects for a total of USD 145.7 million were approved, as shown in *Table 4*, compared to 438 projects for an amount of USD 119.9 million in 2012-13. Overall, the level of the approvals and number of projects approved has increased by 11% and 8% respectively as compared to the previous biennium. It should be noted that 68% of the approved budget allocation is for national projects.

Table 4: TCP Project approvals in 2014-15 by geographical scope

Type of TCP Project	Total Budget (USD million)	Number of projects	Average budget per project (USD 000)	Percentage of total approved budget
National	99.8	302	331	68
Subregional	8.8	23	384	6
Regional	12.1	34	354	8
Inter-regional	2.4	6	397	2
TCP Facility*	22.6	136	167	16
Total	145.7	501	291	100

*Includes 4 subregional and 9 regional TCP Facilities

312. The distribution of the approved TCP resources according to FAO's regions is described in *Table 5*.

Table 5: Distribution of approved TCP resources by region

Region	Total budget (USD million)	Number of projects	Percentage of total approved budget
Africa	61.1	194	42
Near East	12.7	41	9
Asia & the Pacific	30.8	118	21
Europe	14.0	47	9
Latin America and the Caribbean	24.7	95	17
Interregional	2.4	6	2
Total	145.7	501	100

313. TCP projects address both development support and emergency assistance needs. The distribution by category of project intervention is provided in *Table 6*.

Table 6: TCP project approvals in 2014-15 by category

Project category	Total budget (USD million)	Number of projects
Emergency assistance	27.4	61
Support to development	95.7	304
TCP Facility	22.6	136
Total	145.7	501

- a) *Emergency assistance*: Given the unpredictability of disasters, threats and crises, demand for emergency assistance can vary from one biennium to another. During the 2014-15 biennium 61 emergency projects for a total of USD 27.4 million were approved. This compares with 31 emergency projects for a total of USD 13.7 million in 2012-13 and 43 emergency projects for a total of USD 17.4 million in 2010-11. Projects were approved in particular in response to transboundary pests and diseases (e.g. avian influenza, Ebola virus, locust outbreaks, foot and mouth disease, peste des petits ruminants), as well as droughts and floods (e.g. El Niño, cyclones impact).
- b) *Development support*: In 2014-15, 304 projects amounting to a total of USD 95.7 million were approved for development support.
- c) The TCP Facility, which is used in response to pressing development needs of a country to provide critical technical expertise, develop project proposals and documents for interaction with resource partners and strengthen programme planning, amounted to 136 projects (USD 22.6 million).

314. During the biennium, in line with the implementation of streamlined processes, improved monitoring tools, capacity development efforts and enhanced implementation, delivery monitoring and strengthened oversight, the delivery reached USD 125.8 million, compared to USD 99.5 million during 2012-13. The distribution of the TCP assistance delivered during the biennium⁵⁴ according to category of project intervention is illustrated in *Table 7*.

Table 7 TCP delivery in 2014-15 by project category

Project category	USD million	Percentage
Emergency Assistance	26.3	20.9
Support to Development	82.5	65.6
TCP Facility	17.0	13.5
Total	125.8	100.0

An overview of TCP contribution and alignment to the Strategic Framework

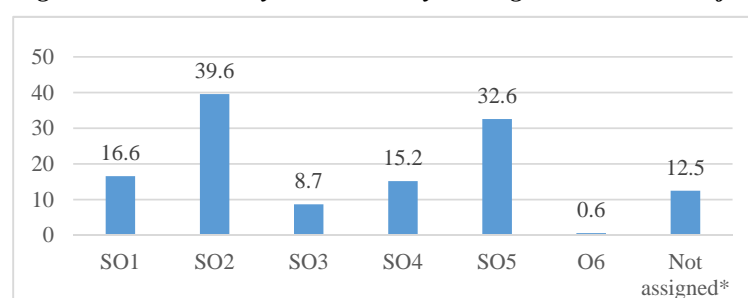
315. The distribution of TCP assistance by Strategic Objectives is illustrated in *Table 8* and *Figure 3*, with over 57% of delivery under two Strategic Objectives: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner (SO2) and Increase the resilience of livelihoods to threats and crises (SO5).

⁵⁴ Delivery of projects approved against 2012-13 and 2014-15 appropriation.

Table 8: TCP delivery in 2014-15 by Strategic Objectives

Strategic Objective		Delivery in 2014-15 (USD million)	Percentage of total delivery
1	Contribute to the eradication of hunger, food insecurity and malnutrition	16.6	13.2
2	Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner	39.6	31.5
3	Reduce rural poverty	8.7	6.9
4	Enable more inclusive and efficient agricultural and food systems	15.2	12.1
5	Increase the resilience of livelihoods to threats and crises	32.6	25.9
OB 6	Technical quality, knowledge and services, including the cross-cutting theme on gender	0.6	0.5
	Not Assigned*	12.5	9.9
Total		125.8	100.0

* Projects approved during biennium 2012-13 (with delivery in 2014-15) for which the mapping to the new Strategic Framework has not been yet completed.

Figure 3: TCP delivery in 2014-15 by Strategic/Functional Objectives (USD million)

*Projects approved during biennium 2012-13- with delivery in 2014-15, for which the mapping to the new Strategic Framework has not been yet completed.

Lessons learnt

316. During the 2014-15 biennium, with the introduction of new measures for TCP enhancement, the following trends were observed:

- TCP resources were progressively used in a more strategic and integrated manner, also allowing Regional Offices to undertake better planning of technical and operational support in response to country needs, as a result of the TCP indicative pipeline included in newly formulated CPFs.
- The TCP is increasingly used as a catalytic instrument, e.g. for developing larger scale projects supported by resource partners allowing the scaling up of support to national priorities.
- Improved project oversight and delivery, resulting from alignment of TCP and project cycle procedures, coupled with both enhanced monitoring and capacity development measures.

317. During the 2016-17 biennium, continued emphasis will be placed on the strategic planning of TCP to support priorities agreed under CPFs, the strengthening of decentralized office capacities to plan and manage TCP resources through capacity development and learning initiatives, implementation of strengthened oversight of project implementation and continuous use of the TCP to mobilize additional partnerships including through South-South Cooperation.

D. Decentralized offices network

318. More than ever before, FAO is concerned with targeting its work at country level, and increasing the impact of that work. FAO's results chain focuses on identifiable results that occur within member countries and units at all operational levels (headquarters, regional, subregional and country offices) strive together, and in coordination with other partners, to add value to the efforts of Members in achieving national and global goals.

319. FAO's decentralized offices, present in over 120 countries, are central to this endeavor. To this end, FAO has integrated them more closely into implementation of the Strategic Framework and its results chain; like other units, they now report on a common set of priority Outputs leading to Outcomes described elsewhere in this report.

320. Nevertheless, the decentralized office network requires reinforcement in order to meet these new expectations, in five main areas: (i) geographical coverage; (ii) country office programming; (iii) delegations and empowerment; (iv) accountability and internal control; and (v) recruitment and Briefing of FAORs.

Geographical coverage

321. The Organization intends to improve its presence in developing countries, provided that the current or potential programme warrants it, the member country is in agreement, and the change is cost-neutral in terms of Regular Programme budgeted resources. In response to this objective, FAO opened or strengthened four offices during the biennium in Azerbaijan, Cameroon, Equatorial Guinea and Kazakhstan.

322. FAO and its governing bodies are currently evaluating options so that the decentralized offices network as a whole has an appropriate geographical coverage, and the size, composition and funding arrangements for each office are in line with the opportunities for FAO's work in the country to contribute to the achievement of FAO's corporate and national governmental objectives. This review includes within its scope and criteria how the staffing of decentralized offices, and the location of regional and subregional offices, can be used to further develop and take better advantage of partnerships with regional economic integration organizations, civil society organizations and the private sector, and expand the use of South-South Cooperation.

Country office programming

323. FAO revised how FAO Representations set their medium-term priorities in their country programming frameworks. The revision brought greater strategic cohesion to programming in the decentralized offices by integrating planned country-level results with FAO's regional priorities and corporate results; linking these planned results more closely to UN system development efforts; creating agreed priorities and targets for country-level resource mobilization and partnerships; embedding implementation, monitoring and reporting into existing corporate processes to improve management oversight; and reducing transaction costs by streamlining and simplifying how the programmes are formulated, reviewed, agreed and documented.

Delegations and empowerment

324. To increase the ability of front line offices to respond flexibly and quickly to changes in circumstances and expectations, FAO continued the process of delegating responsibility and authority to decentralized offices. For example, decentralized offices were given greater authority and responsibility for the local recruitment of general service and national professional staff and for the decisions in the early stages of the development of extrabudgetary projects. In procurement, FAO has increased local capacity, through training, coaching and procedure development also by outposting procurement experts to high-volume, complex procurement environments.

Accountability and internal control

325. FAO reinforced the lines of accountability and the operation of internal control for decentralized offices in response to the greater delegations and their increased importance to the implementation of the Strategic Framework. In 2015, FAO issued guidance for the 2014 Country

Annual Reports, in order that the form and content of the reports better reflect the information needs of host governments and of FAO managers. The subregional and regional offices used the country reports to agree joint priorities to improve the performance of the country offices. Regional offices and headquarters also analyzed the reports for common and recurring issues at regional and global level. At the global level, the analysis identified 25 follow-up actions from the 2014 Country Annual Reports, of which 11 (44%) had been completed by February 2016.

326. FAO also increased the transparency of decentralized office operations, by making better use of corporate data to compare decentralized office performance against standards and against each other. These measures, together with targeted training, are starting to have a measurable effect on the efficiency and compliance of decentralized operations, especially in extrabudgetary activity. Outposted Finance Officers are being recruited to reinforce the ability of regional offices to supervise and support the financial activity of decentralized offices.

Using training and accountability to improve control over field projects

Analysis at the end of 2014 identified concerns over the operational management of extrabudgetary projects. Some project managers struggled to fully understand and respond to specific donor requirements; and too many projects were in need of management intervention, because of slow rate of spend, overexpenditure, overdue closure reports, or outstanding actions to administratively close a project.

Examination of the underlying causes led to a three-pronged approach. Firstly, FAO provided regional offices with data on the extent to which FAO Representations were observing corporate standards, highlighting those projects requiring urgent corrective action. This changed the point of focus from the FAO Representation to the supervisors in the regional office and so aligned accountability for ensuring corrective action with the chain of command, thereby strengthening incentives.

Secondly, a headquarters team, supported by co-facilitators in regional offices, and using workshops followed up by dedicated specialist on-site support, worked with over 400 operational and supervisory staff from across the decentralized offices network, and from headquarters, to improve their understanding of process objectives, procedures and tools, and to help them rationalize and refocus working practices. In parallel, FAO developed online training on budget holder responsibilities and the project cycle basics, which could be accessed by all staff, regardless of location.

Lastly, mechanisms were developed to answer the specific needs of decentralized offices. These included hiring a specialist to monitor and advise on compliance with the more complex project agreements, and initiating development of procedures for dealing with innovations related to cash-based projects and for managing and monitoring groups of projects.

By the end of 2015, these measures had started to improve performance: the number of projects requiring urgent corrective action had fallen by more than a third.

Recruitment and briefing of FAORs

327. The Office of the Inspector General has identified that improving the caliber of FAO Representatives was a major contributing factor to the recent strengthening of internal control in the decentralized offices. Building on this success, FAO has further refined its selection procedures for FAO Representatives. FAO complemented this by refocusing the briefing and induction process so that new FAO Representatives could more quickly identify the programmatic and strategic priorities where they needed support from the regional office and headquarters.

Lessons learnt

328. Management control over extrabudgetary projects is improving as the result of sustained effort to build expertise, simplify procedures, focus on the needs and pressures facing decentralized offices and using information to make operations transparent to supervisors and reinforce lines of accountability.

E. Multidisciplinary Fund

329. The Multidisciplinary Fund (MDF) provides a means to strengthen collaboration across disciplines and organizational boundaries to increase FAO's effectiveness in priority areas of work, and to encourage creative measures that increase the efficiency and effectiveness of delivering and monitoring FAO's programmes.

330. Resources allocated to interdisciplinary work during 2014-15 were used to develop and implement cross-cutting programmatic Regional Initiatives, provide capacity to respond to emerging issues using new approaches, and encourage innovations in business processes.⁵⁵

331. MDF expenditure of USD 9.4 million for these areas of work is shown in *Table 9*. The balance of USD 0.6 million is included in the unspent resources carried over to 2014-15 (*Section II.F*), as authorized by Conference Resolution 6/2015, for any additional expenditures of a one-time nature associated with consolidation of transformational change.

Table 9: Multidisciplinary Fund 2014-15 (USD million)

	Area of work (2014-15)	Expenditure (USD million)
1	Developing and implementing 15 Regional Initiatives in priority areas identified by the 2014 Regional Conferences cutting across the Strategic Objectives.	5.0
2	Supporting response to emerging cross-cutting issues at global and regional levels: preparation of the Post-2015 development agenda; climate change negotiations; water resources management and governance; agricultural heritage systems; preparation for World Forestry Congress; regional meetings on agricultural ecology; symposium on agricultural biotechnologies; Pacific atoll agriculture and nutrition; food insecurity experience scale (Voices of the Hungry); and the global agricultural census.	4.1
3	Developing innovations in business processes for improved effectiveness and efficiency: corporate outcome assessment process.	0.3
	Total MDF expenditure	9.4

⁵⁵ C 2013/3 PWB 2014-15 paragraph 410c and Information Note no. 2

F. Financial performance

Evolution of total resources

332. A main feature of the PIR is to report on the use of resources during the biennium in relation to the delivery of products and services. This section summarizes the evolution and use of total available resources from assessed and voluntary contributions. The analysis refers to total expenditure as reported in the financial accounts for the biennium, which for 2014-15 was USD 2,496 million, that is USD 17.5 million (1%) higher than in 2012-13.

333. The main funding sources are presented in *Table 10*, under two categories:

- a) “General and Related Funds” encompass activities funded from assessed contributions arising from the Regular Programme appropriation, and associated sources including jointly financed investment support activities, reimbursement for support costs and other items; and
- b) “Trust Funds and UNDP” comprise activities funded from voluntary contributions through projects, including those funded by the United Nations Development Programme.

334. Expenditure under General and Related Funds slightly decreased over the previous biennium by USD 2.4 million (0.2 percent), while expenditure related to Trust Funds and UNDP increased by USD 19.9 million (1 percent), as shown in *Table 10*.

Table 10: Expenditure summary by source of funds (USD million)

Funding Source	2012-13	2014-15	Difference (USD)	Difference %
General and Related Funds				
Regular Programme expenditure versus budget of USD 1,005.6 million ⁽¹⁾	996.0	1,000.1	4.1	0.4%
Jointly financed investment activities	35.8	35.5	(0.3)	(1%)
Voluntary Contributions and funds received under inter-organizational arrangements	112.2	131.7	19.5	15%
Government cash contributions and other sundry income	18.2	21.4	3.2	15%
TCP, Capital Expenditure and Security Expenditure facility adjustments (<i>Table 11</i>)	(10.7)	(28.6)	(17.9)	63%
Currency variance ⁽²⁾	(20.2)	(30.7)	(10.5)	34%
Other ⁽³⁾	(20.1)	(20.6)	(0.5)	3%
Subtotal	1,111.2	1,108.8	(2.4)	(0.2%)
Trust Funds and UNDP				
Trust Funds/UNDP (excluding emergency projects)	580.9	770.7	189.8	25%
Special relief operations (emergency projects)	786.7	616.8	(169.9)	(28%)
Subtotal	1,367.6	1,387.5	19.9	1%
Total expenditure	2,478.8	2,496.3	17.5	1%
<i>Notes:</i>				
⁽¹⁾ Regular Programme expenditure for 2014-15 excludes USD 9.4 million funded from the carryover of unspent balance of the 2012-13 appropriations authorised by the Conference Resolution 7/2013.				
⁽²⁾ Currency Variance represents adjustments to the actual to reflect the translation of Euro-denominated transactions at the budget rate of exchange rather than the UN operational rate of exchange in effect at the date of the transactions.				
⁽³⁾ Under the line “Other”, the main item represents USD 20.3 million for health insurance premiums which is recorded as a reduction of After-service Medical Coverage (ASMC) liability for financial reporting.				

Table 11: TCP, Capital Expenditure and Security Expenditure Facility adjustments 2014-15 (USD million)

Funding source	2012-13	2014-15	Difference
Prior biennium's TCP appropriation transferred to current biennium	65.5	76.8	11.3
TCP appropriation deferred to subsequent biennium	(76.8)	(79.5)	(2.7)
Prior biennium's Capital Expenditure Facility resources transferred to current biennium	4.1	-	(4.1)
Capital Expenditure Facility resources deferred until subsequent biennium	-	(15.4)	(15.4)
Prior biennium's Security Expenditure Facility resources deferred to current biennium	-	-	-
Security Expenditure Facility resources deferred to subsequent biennium	(3.4)	(10.4)	(7.0)
Net amount transferred into current biennium / (forward to subsequent biennia)	(10.7)	(28.6)	(17.9)

Programme of work - performance

335. The budget for the Programme of Work 2014-15 was planned based on the approved level of net appropriation and an estimate of extrabudgetary voluntary funding. The Programme of Work is based on the requirements to achieve the two-year output targets under the results frameworks for the Strategic and Functional Objectives, the Technical Cooperation Programme and Capital and Security Expenditure.

336. *Table 12* lays out FAO's performance, by Strategic and Functional Objectives, against the 2014-15 budgetary chapters for the Regular Programme net appropriation and the delivery estimates for extrabudgetary activity. The estimates and chapter distribution of extrabudgetary resources are those published in the Programme of Work and Budget 2014-15⁵⁶ in February 2013. The budgetary chapter distribution of the Regular Programme net appropriation was revised during the biennium due to the transformational change process, the distribution in *Table 12* is that approved by FAO Council in December 2013.⁵⁷

337. The use of net appropriation resources inevitably diverges from what was planned, as the result of factors such as shifts in priorities reflecting changing external requirements at global and country level and the measures taken to respond to Members' most pressing needs, unforeseen costs, and impact of exchange rates.

338. In 2014-15, the Organization spent 99.4% of the net appropriation of USD 1,005.6 million, resulting in an overall underspending of USD 5.6 million. This balance will be used in 2016-17 to cover additional expenditures of a one-time nature associated with consolidation of transformational change, as authorised by Conference Resolution 6/2015.

339. In accordance with Financial Regulation 4.5 (b), the budgetary performance was presented to the Finance Committee at its November 2015 session to take note of the overall forecasted budgetary outturn for 2014-15 and chapter transfers.⁵⁸ Any unspent balances in the Technical Cooperation Programme, Capital Expenditure and Security Expenditure are transferred for use in the subsequent financial period, in line with the Organization's current financial regulations, and are therefore shown as fully spent in *Table 12*.

⁵⁶ C 2013/3

⁵⁷ CL 148/3, CL 148/REP paragraphs 7-8.

⁵⁸ FC 160/7

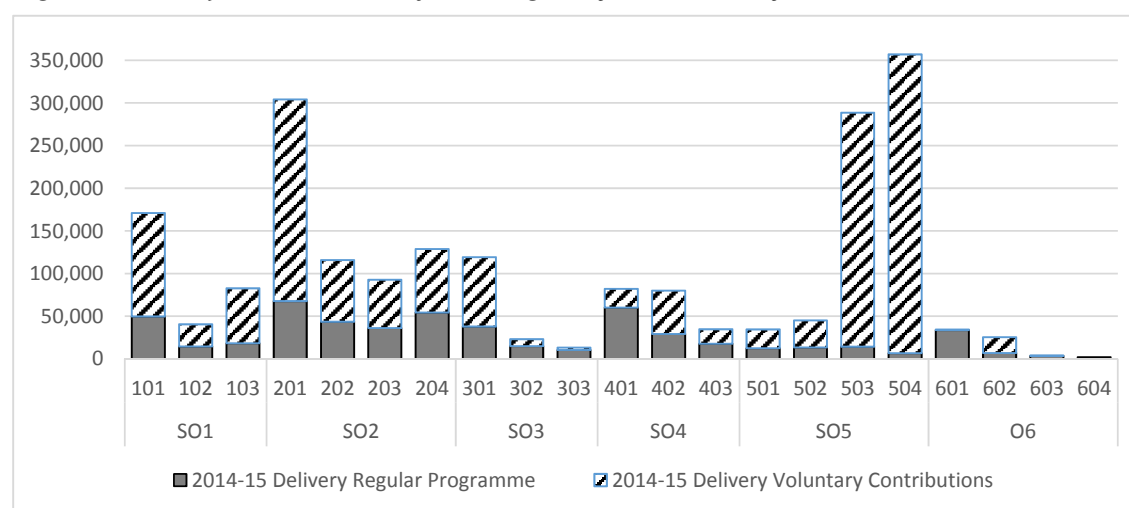
340. Under extrabudgetary implementation⁵⁹ the expenditure was USD 1.5 billion, 7% higher than the amount estimated in the Programme of Work and Budget. This is a consequence of prudent assumptions used to forecast such resources, given the unpredictability of such fund flows.

Table 12: Programme of Work performance in 2014-15 (USD 000)

Ch	Regular Programme Implementation			Extra-budgetary Implementation			Total Implementation		
	PWB Net Appropriation	Net Appropriation Budget Rate Expenditure	(Over)/ Under Expenditure	PWB Extra-budgetary Planned	Extra-budgetary Expenditure	(Over)/ Under Expenditure against Planned	Total Planned Budget	Total Expenditure	(Over)/ Under Expenditure against Planned Budget
1	94,617	82,664	11,953	152,759	211,625	(58,866)	247,376	294,289	(46,913)
2	198,681	201,831	(3,150)	271,160	439,965	(168,805)	469,841	641,796	(171,955)
3	62,142	63,281	(1,139)	54,450	92,025	(37,575)	116,592	155,306	(38,714)
4	115,217	107,192	8,025	130,846	89,602	41,244	246,063	196,794	49,269
5	37,905	46,720	(8,815)	795,287	678,583	116,704	833,192	725,303	107,889
6	54,746	45,881	8,865	92	19,746	(19,654)	54,838	65,627	(10,789)
7	134,721	134,721	0	0	0	0	134,721	134,721	0
8	64,712	73,738	(9,026)	1,445	3,695	(2,250)	66,157	77,433	(11,276)
9	35,501	34,876	625	4	0	4	35,505	34,876	629
10	80,213	86,768	(6,555)	23,861	1,707	22,154	104,074	88,475	15,599
11	81,691	77,507	4,184	7,278	5,867	1,411	88,969	83,374	5,595
12	600	0	600	0	0	0	600	0	600
13	21,886	21,886	0	0	0	0	21,886	21,886	0
14	23,017	23,017	0	181	0	181	23,198	23,017	181
Total	1,005,649	1,000,082	5,567	1,437,361	1,542,815	(105,454)	2,443,010	2,542,895	(99,887)

341. Figure 4 shows financial performance by Outcomes for the Strategic Objectives and Objective 6. The expenditure by Outcome is shown in Web Annex 5 for each budgetary Chapter.

Figure 4: Delivery at outcome level for Strategic Objectives and Objective 6 (USD 000)

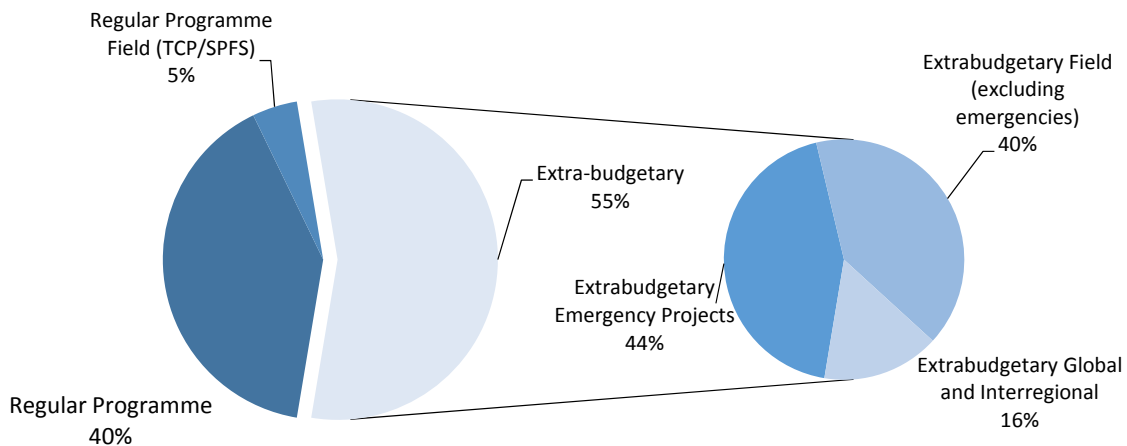


⁵⁹ Expenditure in the extrabudgetary column includes income earnings credited to the General Fund. This is in line with the presentation in the PWB 2012-13, where income earnings were included as part of extrabudgetary resources.

342. *Figure 5* shows the expenditure of Regular Programme and extrabudgetary resources during the 2014-15 biennium as a share of total expenditure. The figure also includes the extrabudgetary expenditure breakdown by type: field, emergencies and support to the Regular Programme. In 2014-15, Regular Programme expenditures accounted for 45% of the total, including 5% for the Technical Cooperation Programme (TCP). Compared to 2012-13, the Regular Programme share of total expenditure decreased by 1%, from 46% due to the increase in extrabudgetary expenditure.

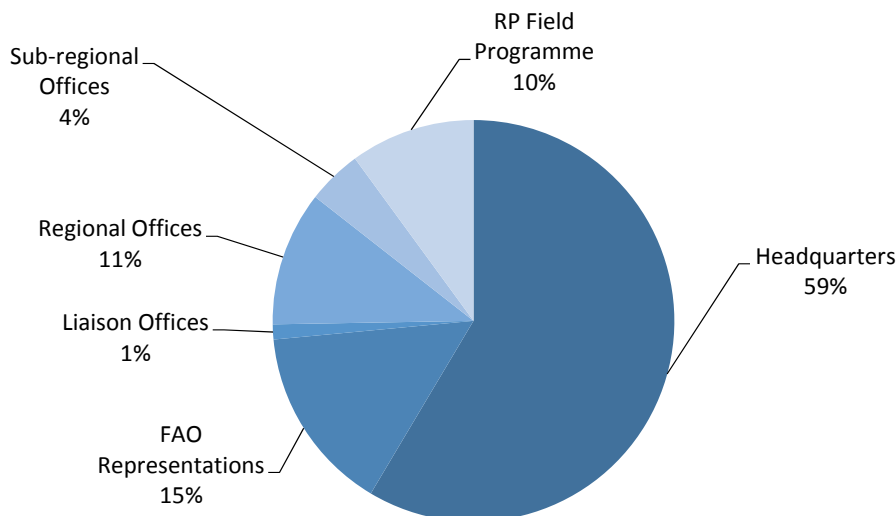
343. Emergency assistance projects accounted for the largest share of extrabudgetary expenditures (44% percent), followed by non-emergency field projects (40%), and extrabudgetary support to global and inter-regional projects (16%).

Figure 5: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2014-15, and breakdown of extrabudgetary expenditure by type



344. Regular Programme resources were mostly spent at headquarters, accounting for 59% of expenditures (*Figure 6*). This is however 6% lower than in 2012-13, demonstrating the anticipated financial consequences of the increasing decentralization of activity within FAO. In particular, the share of expenditure incurred in Regional Offices increased from 9% to 11% and in FAO Representations from 12% to 15% between 2012-13 and 2014-15.

Figure 6: Regular Programme expenditure at headquarters and decentralized offices, 2014-15



Use of 2012-13 carry-over

345. As authorized by the Conference in 2013⁶⁰, the unspent 2012-13 balance of USD 9.4 million, including USD 0.3 million for the IPA, was used in 2014-15 to fund any additional expenditures of a one-time nature associated with the transformational change. The entire amount has been utilized to fund three areas of such one-time expenditure:

- a) USD 6.9 million to fund separation and redeployment costs arising in 2014-15 from 2012-13 and ongoing transformational change measures;
- b) USD 2.3 million to fund on a one-time basis the portion of FAO's cost share of the UN Resident Coordinator system that in the future is funded from efficiency savings measures and resource reallocations.⁶¹ The enhanced collaboration with the UN Resident Coordinators is closely associated with new ways of working in the decentralized offices;
- c) USD 269,000 for the one-time cost of the Independent Review of Governance Reforms related to IPA action 2.74.

Savings and efficiency gains

346. The pursuit of efficiency gains and savings remains a high priority for the Organization. The Director-General's transformational change for FAO, starting in 2012, included as a prime element the need to institute a mind-set of value-for-money within the Organization and accordingly to continuously seek greater efficiency and effectiveness in the manner in which it operates. This has already resulted in an unprecedented level of USD 71.6 million in efficiency savings achieved in the 2012-13 biennium while delivering the approved Programme of Work.⁶²

347. In approving the Budgetary Appropriations and Programme of Work for 2014-15, the Conference took note of USD 14 million in programmed efficiency savings and requested the Director-General to put in place measures to achieve further savings of USD 22.6 million while delivering the approved Programme of Work.⁶³ The total amount of savings to be found in 2014-15 through efficiencies was USD 36.6 million, which was achieved.

348. The Conference stressed the importance of reducing the increases in staff costs of the Organization and emphasized that identification of further efficiency gains and savings should be driven by the goal of ensuring the most efficient and effective use of resources within a renewed FAO, and not at the expense of the delivery of the Programme of Work. Accordingly, the approach taken in identifying efficiency gains and savings was framed by the overarching principle of minimizing the impact on decentralized offices and the technical departments of the Organization.⁶⁴

Review of Professional and General Service posts in non-technical offices (savings of USD 25 million)

349. The main exercise in identifying savings from staff-related costs was a critical review of established posts in 17 non-technical offices located at FAO headquarters, particularly within the Apex and the Corporate Services, Human Resources and Finance Department. This critical review led to the net abolition of 100 positions in 2014-15, on top of the 135 positions abolished in 2012-13, and yielded savings of USD 25 million per biennium. The exercise included the modernization of the Information Technology Division (CIO), and the rationalization for greater effectiveness of the Office for Corporate Communication (OCC) and the Office for Partnerships, Advocacy and Capacity Development (OPC).

⁶⁰ CR 7/2013 paragraph 3

⁶¹ C 2015/3 PWB 2016-17 paragraphs 72-74

⁶² C 2015/8 paragraphs 424-426

⁶³ C 2013/3, paragraphs 262-271, Information Note no. 9, CR 7/2013 paragraph 3

⁶⁴ CL 148/3 paragraphs 8-38

Review of Director-level posts (savings of USD 1.3 million)

350. A review of Director-level posts was undertaken, driven by the goal of seeking more effective management. The review identified a number of areas for managerial improvement, and resulted in the abolition or downgrading of seven D-1 level positions at headquarters, yielding savings of USD 1.3 million per biennium.

Staff Benefits (savings of USD 3.9 million)

351. The Conference recognized that most of FAO staff benefits and entitlements are determined under the United Nations Common System and approved by the International Civil Service Commission (ICSC) or the United Nations General Assembly in New York. The Organization closely followed the ICSC comprehensive review of the compensation package for staff in the professional and higher categories during the biennium, and measures were approved by the ICSC and the UN General Assembly at the end of 2015 with possible future financial implications.⁶⁵

352. Meanwhile, the ICSC freeze of staff remuneration in the Professional and General Service categories in 2014 and 2015, and unchanged basic medical insurance premiums (BMIP) in 2015, resulted in staff savings across all budgetary chapters compared with budget. The decline in actual staff costs incurred was partly counterbalanced by the impact of the increase in the current service cost of the After-service Medical Coverage (ASMC), resulting in a net biennial savings of USD 2.7 million.

353. Benefits under the control of the Director-General were also reviewed. The decision to reduce the maximum number of accrued annual leave days to be paid to staff on separation from 60 days to 30 days resulted in biennial savings of USD 1.2 million.

Savings from non-staff costs (USD 6.4 million)

354. A review in non-staff related operating costs was undertaken and recurrent biennial savings were achieved in the amount of about USD 6.4 million. These operating savings resulted primarily from efficiencies in the use of official travel, internal services, and contracts with external providers. Specifically, changes have been introduced to the duration criteria for determining the class of travel for all FAO staff and non-staff travellers; extension of the Preferred Hotel Programme scheme; greater emphasis on e-learning in staff development; use of automatic hand dryers in restrooms; streamlining of temporary assistance; and renegotiation of contracts with external providers of cleaning and portering services, as well as maintenance of IT equipment.

Resource mobilization

355. FAO relies heavily on securing voluntary contributions in addition to assessed contributions to deliver its Programme of Work and help Members to achieve their goals. In 2014-15, FAO mobilized USD 1.8 billion in voluntary contributions, a 6% increase compared with 2012-13. Almost half of the resources mobilized in the biennium were through agreements originated in decentralized offices.

356. The top 20 resource partners provided around 75% of the total voluntary contributions in 2014-15 as shown in *Table 13*, compared with 71% in the previous biennium. The top five resource partners accounted for about 50% of all resources mobilized, compared with about 43% in 2012-13.

⁶⁵ CL 153/3 paragraph 13

Table 13: Resources mobilized - top resource partners in 2014-15

Resource Partner/Funding Type	2012-13	2014-15
European Union	327	334
USA	145	212
GEF	47	139
UK	124	120
UN Office for the Coordination of Humanitarian Affairs	83	79
Japan	68	65
UNDP Administered Donor Joint TF	59	52
Brazil	24	39
<i>of which UTF Projects</i>	<i>0</i>	<i>13</i>
Germany	43	38
Norway	49	38
Switzerland	24	29
Mexico	17	25
<i>of which UTF Projects</i>	<i>17</i>	<i>9</i>
Italy	33	25
Canada	11	24
Netherlands	23	23
World Bank	19	22
The Common Fund for Humanitarian Action in Sudan (CHF)	17	22
UNICEF	1	22
Belgium	33	21
Sweden	27	18
Other UTF Projects*	156	98
Multilateral	188	177
<i>of which African Solidarity Trust Fund</i>	<i>0</i>	<i>34</i>
<i>of which FMM⁶⁶</i>	<i>1</i>	<i>23</i>
Other resources partners	183	178
Total approvals	1,701	1,800

*Excludes Brazil and Mexico, included in the corresponding rows above

357. Multipartner trust funds and global and regional trust funds accounted for around 10% of all resources mobilized and have remained stable compared with last biennium. FAO has actively promoted lightly earmarked funding through the FMM, which enables FAO's resource partners to allocate their contributions to areas of the Programme of Work where resources are most needed. In 2014-15, USD 23 million, or 13% of all multidonor trust funds, were mobilized in support of the FMM with contributions from Belgium, the Netherlands and Sweden.

358. The Africa Solidarity Trust Fund is an innovative Africa-led fund to support development initiatives by African countries and regional organizations to eradicate hunger and malnutrition, eliminate rural poverty and manage natural resources in a sustainable manner. Actions are undertaken in the framework of the African Union's CAADP, with USD 40 million pledged to date (Angola and

⁶⁶ FAO Multipartner Programme Support Mechanism (FMM)

Equatorial Guinea) of which USD 34 million mobilized in the biennium and reaching 19% of all resources mobilized through multidonor trust funds.

359. Unilateral Trust Funds (UTF) are the main funding modality for engaging countries in their own development processes. On the one hand, UTFs allow countries to benefit from the Organization's technical expertise while fully funding the programmes themselves. On the other hand, a growing share of UTFs allow countries to exchange knowledge through South-South Cooperation. UTFs represented 7% of overall voluntary contributions mobilized for 2014-15, with over USD 120 million approved in more than 40 countries. The countries which have shown greatest engagement through UTF projects in 2014-15 were Brazil, Colombia and Chad, and the top five accounted for almost half of the total UTF resources mobilized. Other important UTF resource partners included Azerbaijan, Cameroun, Kazakhstan and Turkey.

360. FAO's resource partner base was expanded through South-South Cooperation (*Section II.B*). A total of USD 70 million was mobilized in the biennium for South-South Cooperation, including new agreements with Brazil, Mexico, Morocco and Venezuela. Particularly notable is China's new commitment in 2015 of USD 50 million over five years for the FAO-China SSC Programme in support of FAO's strategic priorities.

361. During 2014-15, FAO improved the format and content of country programming frameworks to better focus FAO's in-country work and resource mobilization, including targets (*Section II.D*). Besides helping to engage partners in-country, the new CPFs facilitate mobilization of resources and also investment through International Financing Institutions, including regional development banks and the large global funds.

362. During the biennium FAO through its Investment Centre has assisted Members to programme over USD 7.5 billion of investment financed by International Financing Institutions for projects to address the challenges of food insecurity, malnutrition, rural poverty reduction, sustainable production, and to strengthen food systems and resilience. A strategy for FAO's work in investment was developed as a means to help countries upscale results under the Strategic Framework.

363. In 2006, FAO received full access to financing for member countries from the Global Environment Facility (GEF). The synergy between FAO and GEF priorities contributed to building momentum in the growth of the FAO-GEF portfolio from 2006 forwards. This is apparent in the increased number and value of FAO GEF projects approved in two successive four-year tranches of GEF funding known as GEF-4 (26 projects approved during July 2006- June 2010) and GEF-5 (69 projects approved during July 2010- June 2014).

Cost of field programme support

364. The provision of technical assistance is part of FAO's mandate, as specified under Article I.3.a) of the Constitution. Technical assistance is provided from the Regular Programme and from voluntary contributions or other arrangements (e.g. South-South Cooperation and partnerships). Essential contributions to technical assistance and support to activities include (i) technical support services, generally provided directly to Members, and (ii) administrative and operational support services to ensure effective delivery of activities through projects.

365. The Organization has made consistent efforts to measure and report in a transparent manner the cost of supporting the field programme and other extrabudgetary activities. This is achieved through the annual work measurement survey, which involves the completion of a detailed questionnaire, by relevant staff at headquarters and decentralized locations.

366. The resulting data has been used: (i) in the case of technical support services (TSS), to provide an estimate of the extent of staff time and associated cost under the Regular Programme devoted to the provision of these services; and (ii) in the case of administrative and operational support (AOS) services, to provide a factual basis for the establishment of project servicing cost reimbursement rates and to facilitate actions aimed at reducing such costs or improving cost recovery.

367. This is the last biennium in which FAO will be reporting the cost of field programme support in this format. The new FAO Cost Recovery Policy approved in 2015 is based on the principle of full

proportional cost recovery. This entails that the monitoring and reporting of the support costs of the Organization will change, and the work measurement survey will be discontinued.

Technical support services

368. Between 2012-13 and 2014-15, the total cost of technical support services, representing the estimated cost of budgeted staff time devoted to providing technical support to projects, increased from USD 99.4 million to USD 111.3 million (*Table 14*). Of this amount, USD 20.6 million was covered by project budgets (18.5%), significantly lower than the previous biennium (27.8%), indicating an increased reliance on the Organization's budgeted technical capacity for TSS. The costs of technical support services as a percentage of total project delivery increased from 6.9% to 7.3%, showing increasing demand of FAO's technical capacity and skills in the field.

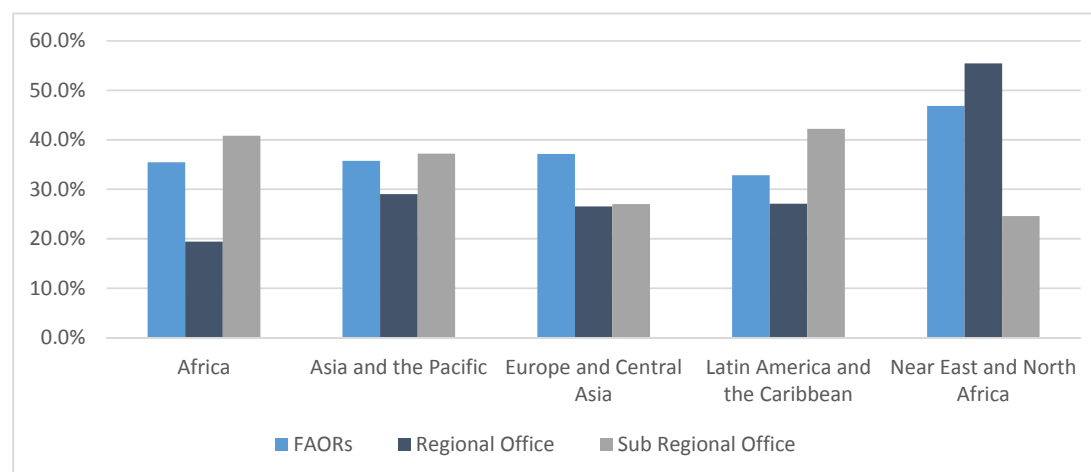
Table 14: Technical support services*

	2012-13 (USD millions)	2014-15 (USD millions)
Total project delivery (voluntary contributions and TCP)	1,450.1	1,520.9
Total cost of technical support services to projects	99.4	111.3
Total as a percentage of total project delivery	6.9%	7.3%

* The figures include the impact of staff cost variance to reflect actual costs at budget rate of exchange between the Euro and the US Dollar

369. The main source of technical support services is professional staff in decentralized offices, who provided 51% of technical support services, with 49% provided by staff from technical divisions at headquarters. The regional distribution of technical support services in terms of percentage of professional staff time is shown in *Figure 7*. Regional, subregional and country offices devoted an average of 34.5% of their professional staff time to technical support services in 2014-15.

Figure 7: Percentage of professional staff time devoted to field programme support, 2014-15



Administrative and operational support (AOS) services

370. Under the FAO support cost policy in force during 2014-15, administrative and operational support costs represent variable indirect costs incurred under the Regular Programme which are associated with project delivery that have to be recovered from project budgets.⁶⁷ As shown in *Table 15*, administrative and operational support costs totalled USD 143.3 million in 2014-15. About 88.4% of these costs were recovered from project budgets, slightly less than the previous biennium.

⁶⁷ FAO is committed by Financial Regulation 6.7 to recover the full cost of Regular Programme support to extrabudgetary projects.

Table 15: Administrative and operational support costs and extent of reimbursement received from project budgets compared to total delivery

	2012-13 (USD million)	2014-15 (USD million)
Total project delivery (voluntary contributions and TCP)	1,450.1	1,520.9
Administrative and operational support costs	139.4	143.3
Cost recovered from project budgets*	125.4	126.6
Under-recovery of support costs	14.0	16.7
Net percentage of cost recovered	90.0%	88.4%
Total AOS costs as a percentage of total delivery	9.6%	9.4%

* Includes administrative and operational costs recovered as direct costs

371. The cost of administrative and operational support has increased by 3% at a lower rate than project expenditure (up by 6%). As a result, administrative and operational support costs relative to total project expenditure have slightly decreased from 9.6% to 9.4% from 2012-13 to 2014-15. The improved efficiency of several internal processes that took place in the biennium contributed to this favourable result.

Annex I. FAO language policy

Introduction

372. Since the FAO Conference has been advanced from November to June on the second year of the biennium, technical units have had less lead time to plan their meetings. As a consequence, the number of planned sessions in the Programme of Work of Budget has gone down, with an increasing number of unscheduled sessions during the biennium. The total number of sessions held in 2014-15, while slightly reduced, is in line with the previous biennium.

373. In 1999, the 30th FAO Conference reaffirmed the imperative of ensuring parity and balance in the use of FAO languages and the need for supervision of the quality of translation and interpretation. In looking forward to further improvements in the future, the Conference agreed that Members needed to monitor progress closely through periodic follow-up and evaluation. The Joint Meeting of the Programme and Finance Committees in 2014-15 considered two detailed reports on progress on language balance in FAO products.⁶⁸ The 151st session of Council welcomed improvements in language balance and underlined the importance of continuing efforts, particularly for those languages for which progress lagged behind.

FAO meetings

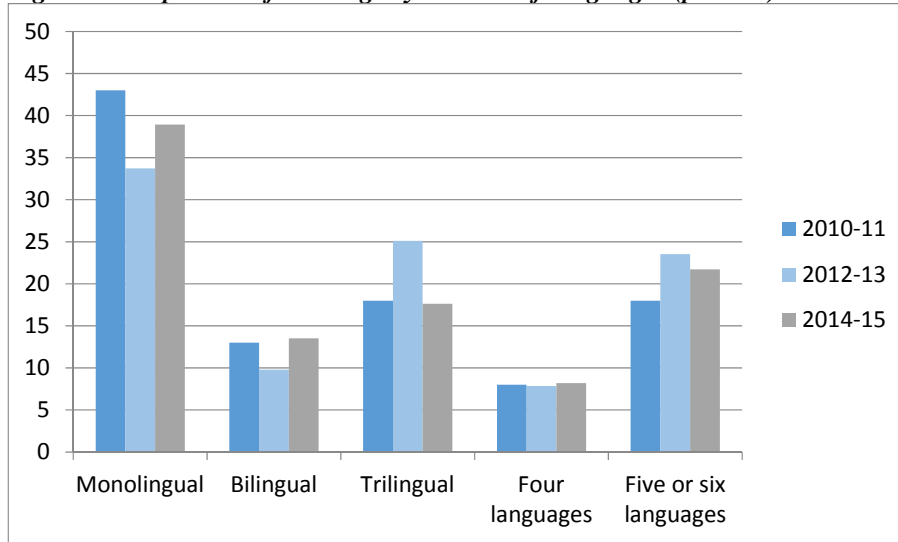
374. The number of PWB approved sessions in 2014-15 (133) was lower than in 2012-13 (157). There were 135 unscheduled sessions (68 sessions under the Regular Programme and 67 financed by Trust Funds) and 24 cancelled sessions (as summarised in *Table 16* and listed in *Web Annex 3* at www.fao.org/pir), resulting in a total of 244 sessions convened in 2014-15, a 4% decrease from the previous biennium.

Table 16: Sessions held at headquarters and in decentralized locations

Description	2010-11	2012-13	2014-15
Sessions approved in PWB	171	157	133
Cancelled sessions, Regular Programme	(15)	(11)	(24)
Unscheduled sessions, Regular Programme	55	35	67
Unscheduled sessions, Trust Funds	57	74	68
Total	268	255	244
Headquarters	134	147	134
Decentralized locations	134	108	110
Total	268	255	244
Percentage decentralized meetings	50%	42%	45%

375. An indicator of language balance is the percentage of meetings held in several FAO languages (*Figure 8*). In 2014-15, 21% of meetings were held in five or six FAO languages, while the percentage of meetings in four languages was maintained at 8%. The percentage of meetings held in three languages was 18%.

⁶⁸ JM 2014.2/3; JM 2015.1/2

Figure 8: Proportion of meetings by number of languages (percent)**Publications**

376. During 2014-15, a total of 2,367 publications in FAO languages was prepared for release, representing a 35% increase over the 1,745 publications of the previous biennium. The increase in the volume of publications recorded during the biennium relates both to the increase in production of publications and the improved traceability through the Publications Workflow System (PWS), which was introduced in mid-2014. Of the total, 56% were in English, 12% in French, 18% in Spanish, 3.8% in Arabic, 4.1% in Russian and 3.7% in Chinese (including those funded by the Chinese Publications Programme). The remaining 2.4% was issued in multiple language versions. Given the importance attributed to publications and the dissemination of knowledge, the PWS was designed as a tool to set quality control standards by monitoring publications throughout the Organization. This system has been systematically used since January 2015 for all FAO information products.

Electronic material

377. The language coverage of FAO.org continued to improve during 2014-15, thanks to the strict implementation of the related corporate policies. All new Web sites released during the biennium complied with mandatory language coverage as appropriate. Regarding the FAO Document Repository (FDR), additional efforts were made to increase the coverage of documents prepared in headquarters, decentralized offices and in support of the FAO.org policy. During the biennium, approximately 25,000 documents were published in the FDR in all languages (with 77 languages represented). As a result, the FDR now contains more than 80,000 documents.

378. The number of documents published in all languages - and especially non-Latin languages - has significantly increased over the previous biennium. Compared to 2012-13, there has been a 340% increase in the number of Arabic documents published. The increase for the other languages is as follows: Chinese 350%, English 269%, French 235%, Russian 370%, Spanish 224%. Notwithstanding the fact that the majority of technical reports are published in English only, the breakdown by languages is comparable with the previous biennium. However, a notable additional accomplishment is the improvement of Russian availability, from 2% to 5.3% of the total content of the FDR.

Terminology and language support

379. A new version of the Term Portal, the platform used to create, store, manage and maintain concepts, terms and definitions, was launched in Autumn 2014 and additional functions were created in order to accommodate a variety of new requirements, such as enhanced speed, user-friendliness, possibility of sharing records with other users, mobile compatibility and a more advanced workflow system. The Term Portal Web site is now receiving around 2,700 visits per month from all over the world.

380. The Term Portal, was further cleaned, enhanced and enlarged (*Table 17*). It received the additions of the ICN2 Glossary and the FAO Fisheries Glossary in all languages, with full workflow in order to ensure wider dissemination, streamline maintenance and ensure long-term sustainability. Initial work was carried out in order to absorb and distribute the IFAD Glossary in collaboration with IFAD. FAOTERM, the biggest of the 16 collections contained in the Term Portal, underwent a thorough cleaning and update in some key areas. Some successful internships/partnerships contributed to the improvement of the data contained in the terminology databases and raised the visibility of our work with external partners.

381. Translation and related work continued to rely on computer-assisted translation technologies and special efforts were made to upgrade to the latest generation technology and to streamline related processes and work methods. In particular, automatic monthly exports from the terminology databases were created for integration in the computer-assisted translation tools, facilitating the search and retrieval of equivalents to improve consistency of FAO's documentation and expedite delivery of meeting documents.

Table 17: Terms in the Term Portal by language

	English	French	Spanish	Arabic	Chinese	Russian	Italian	Latin
2006-07	72,000	71,000	70,000	50,000	52,000	500	11,000	8,000
2008-09	83,000	79,000	76,000	55,500	54,000	2,400	11,000	9,000
2010-11	100,000	97,000	94,000	70,000	60,000	5,500	11,000	19,500
2012-13	167,051	144,046	110,188	71,715	64,452	20,659	11,429	19,247
2014-15	126,800 ⁶⁹	113,100 ¹⁶	111,800	91,000	77,000	33,100	16,000	20,200

⁶⁹ The reduction in numbers is the result of the consolidation and cleaning operated in some terminology areas that affected mostly English and French.

Annex 2. Gender and geographical distribution

Gender balance of staff

382. The Organization continued to be committed to the principle of achieving and maintain balance in the proportion of male and female staff. At the end of 2015, women accounted for just over half of all FAO staff, and the corporate gender targets (Professionals 38% and Director and above levels 20%) were met.

383. The number of female and male staff by grade at the end of 2015 is shown in *Table 18*. Overall, women constitute 52% of the Organization's total staff, 66% of general service staff (G1-G7); 40% of professional officers (P1-P5); 42% of other professionals (National Professional Officers and Associate Professional Officers); and 22% of director and higher-level staff (D1-DDG). Within the Professional officers, the proportion of females varies from 63% at P2, 53% at P3, to 24% at P5 level. The greater number of women at the P2 and P3 grade levels reflects the increasing number of qualified women in the technical fields of the Organization. As senior staff progressively retire, it is expected that a number of these women will move into more senior positions.

Table 18: Female and male staff by grade as at 31 December 2015

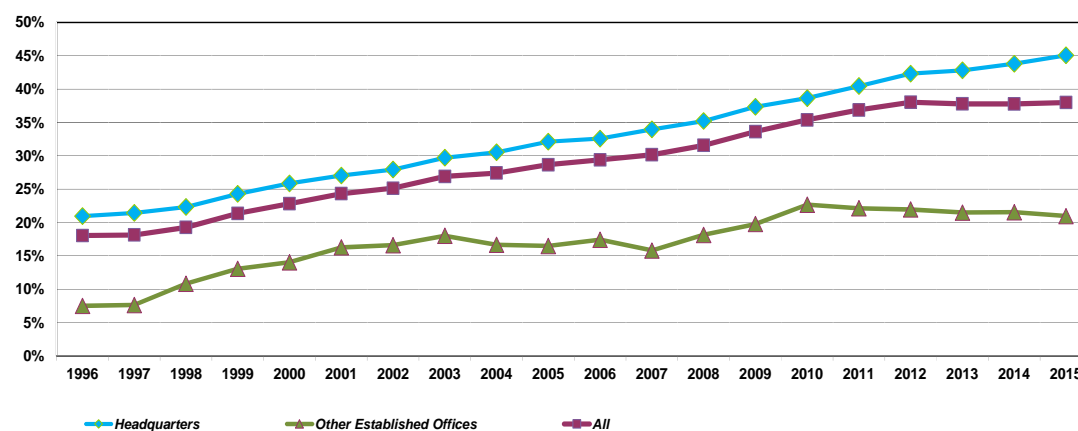
Grade	Female	Male	Total	Percentage Female
DDG	1	1	2	50%
ADG	2	8	10	20%
D-2	8	27	35	23%
D-1	16	61	77	21%
Director	27	97	124	22%
P-5	81	250	331	24%
P-4	172	324	496	35%
P-3	169	152	321	53%
P-2	72	43	115	63%
P-1 *	17	12	29	59%
Professional	511	781	1,292	40%
NPO	74	118	192	39%
APO	20	12	32	63%
Other Professional	94	130	224	42%
G-7	14	8	22	64%
G-6	129	42	171	75%
G-5	298	72	370	81%
G-4	337	125	462	73%
G-3	170	133	303	56%
G-2	23	114	137	17%
G-1	1	1	2	50%
General Service	972	495	1,467	66%
Total	1,604	1,503	3,107	52%

* Including Junior Professional Officers (JPOs)

384. With regard to the professional category, efforts during the last biennia have resulted in the steady increase of women in professional posts at headquarters from 21% at the end of 1996 to 45% at the end of 2015 and an increase in all locations from 18 to 38% (*Figure 9*). These figures are based upon the total number of professional and above staff on both Regular Programme and extrabudgetary posts with fixed-term or continuing contracts at headquarters and other established offices. Whilst the

percentage of women in professional posts in offices outside headquarters is significantly lower, the rate of increase has been relatively high, growing from 8% in 1996 to 21% in 2015.

Figure 9: Percentage representation of female professional staff



385. Additionally, the implementation of the Junior Professional Programme in 2010, with the objective of improving both geographical representation and gender balance, has yielded excellent results in terms of gender representation. As shown in *Table 19*, the proportion of female staff at P1 (JPO) level is 59% in 2015.

Progress on geographic representation

386. The need to increase the number of equitably-represented countries continues to be a priority. While the paramount consideration in the appointment of staff remains the necessity to secure the highest standards of efficiency, competence and integrity, FAO's recruiting managers are encouraged to pay due regard to the importance of selecting personnel recruited on as wide a geographical basis as is possible, in line with the spirit of Article VIII paragraph 3 of the FAO Constitution.

387. FAO's methodology for calculating the geographic distribution representation was adopted by the Conference at its 32nd session in November 2003. Under this methodology, 40% of posts are distributed on the basis of membership, 5% on the basis of member country population and 55% in proportion to the scale of assessments.

388. As at 31 December 2015, countries that are equitably-represented are 123 out of a total of 194, i.e. 63%, which represents a decrease from 2013 where the portion of equitably represented countries stood at 68% and falls short of the 75% target for 2014-15. This target is proving particularly challenging since many countries are at the lowest end of the desirable range, so can easily become under- or non-represented should one staff member resign or retire. As reported in the Mid-term Review 2014,⁷⁰ three factors contributed to this fall: a stricter definition of the staff to be included in calculating geographical distribution, three additional countries becoming Member States, and the number of vacant posts.

389. At the end of 2013, the number of over-represented countries was 4; 17 countries were under-represented; and 40 were non-represented. At the end of 2015, there were 6 over-represented; 22 under-represented; and 43 non-represented countries. Countries that are not within the range of equitable representation of as at 31 December 2015 are shown in *Table 20*. *Table 21* shows the number of staff subject to geographical distribution policy by nationality and grade as at 31 December 2015.

390. Adjustments for cyclical factors coupled with existing measures, in particular substantially reduced recruitment times, will partly remedy this situation. The Organization is pursuing various outreach efforts to improve geographical representation by publishing technically specialized posts in partnership with professional institutes and universities as well as targeted measures to attract

⁷⁰ PC 117/5 – FC 157/7 paragraph 122

qualified candidates from under- and non-represented countries. Efforts are being made through the JPO programme to target non- and under-represented countries, and a number of selections underway will lead to an increase of equitably represented countries, thus bringing FAO ever closer to the target.

Table 20: Countries not within range by region as at 31 December 2015

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
Africa	Ethiopia, Morocco, Tunisia		Central African Republic, Chad, Eritrea, Lesotho, Sao Tome and Principe, South Sudan, Swaziland
Asia		China, Indonesia, Japan, Republic of Korea, Malaysia, Singapore, Thailand	Brunei, Cambodia, DPR Korea, Laos, Maldives, Myanmar, Sri Lanka, Timor Leste
Europe	Italy	Israel, Norway, Poland, Romania, Russian Federation, Slovakia, Slovenia, Switzerland, Turkey	Belarus, Estonia, Latvia, Monaco, Montenegro
Latin America and Caribbean	Chile	Cuba, Mexico, Venezuela	Antigua and Barbuda, Bahamas, Barbados, Belize, El Salvador, Grenada, Suriname
Near East	Lebanon	Iran, Oman	Bahrain, Kuwait, Libya, Qatar, Saudi Arabia, United Arab Emirates
North America		United States	
South-West Pacific			Cook Islands, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Samoa, Solomon Islands, Tuvalu

Table 21: Professional and above staff subject to geographical distribution policy by nationality and grade as at 31 December 2015

Nationality	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Afghanistan						2			1	3
Albania						2	1			3
Algeria						3	2			5
Andorra									1	1
Angola				1		1				2
Argentina		1			1	3	2			7
Armenia						2				2
Australia			2		6	2	4	1		15
Austria				1	2	4		1		8
Azerbaijan						1				1
Bangladesh					1	2				3
Belgium			1	1	6	2				10
Benin						5				5
Bhutan					1					1
Bolivia				1		2	1	1		5
Bosnia Herzegovina						1		1		2
Botswana					2					2
Brazil			2	1	5	6	5	2		21
Bulgaria						2	2			4
Burkina Faso				1		2	2			5
Burundi						1	1			2
Cameroon				1	2	1	2			6
Canada			1	3	8	5	5	2		24
Cape Verde	1									1
Chile			1		2	1	2		1	7
China		1	1	3	4	7	6	1	3	26
Colombia			1	1	1	2	1			6
Comoros					1					1
Congo					1	2				3
Congo Democratic Rep.					2					2
Costa Rica						2	1	1		4
Cote d'Ivoire					2	2				4
Croatia						2	1			3
Cuba						1				1
Cyprus									1	1
Czech Republic						3		1	1	5
Denmark				1	2	5				8
Djibouti					1					1
Dominica					1					1
Dominican Republic					1					1

Nationality	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Ecuador					3		1			4
Egypt						1	2			3
Equatorial Guinea					1					1
Ethiopia			1	1		2	3			7
Fiji					1					1
Finland				1	1	3				5
France		1		2	22	13	6			44
Gabon					1		1			2
Gambia					2	1				3
Georgia						3	2			5
Germany			3	4	16	26	7			56
Ghana			1		1					2
Greece			1		1	1	3			6
Guatemala					1	2		1		4
Guinea					1	1				2
Guinea-Bissau					1					1
Guyana			1				1			2
Haiti					1	1				2
Honduras				1	2					3
Hungary					2			1	1	4
Iceland		1			1	1				3
India		1		1	3	5	5	3		18
Indonesia						1	1			2
Iran					1	2				3
Iraq						2				2
Ireland						6		1		7
Israel					2					2
Italy		1	1	4	15	31	10	4		66
Jamaica					1	2	1			4
Japan			2	1	4	9	11	2		29
Jordan					2	1				3
Kazakhstan					1	1				2
Kenya					2	3		1		6
Korea, Republic of			1	1		1	1	1	1	6
Kyrgyzstan						2				2
Lebanon				2	2	2	1			7
Liberia						2				2
Lithuania							1		1	2
Luxembourg					1	1				2
Madagascar							2			2
Malawi				2		1				3
Malaysia		1				1				2

Nationality	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Mali					1	1	1			3
Malta						1				1
Mauritania		1				2	1			4
Mauritius							1			1
Mexico			1		5	3	2	1		12
Moldova					2	1	1	1		5
Mongolia							2			2
Morocco			1	1	3	2				7
Mozambique			1	1		1				3
Namibia				1						1
Nepal				1	1			1	1	4
Netherlands			1		6	7	1			15
New Zealand			1			2	1	1		5
Nicaragua					1	1	1			3
Niger					3	2	1			6
Nigeria		1		2	2					5
Norway				1	1	1	1	1		5
Oman						1				1
Pakistan						2	2		1	5
Panama						1				1
Papua New Guinea					1					1
Paraguay						1				1
Peru						3	1			4
Philippines						5				5
Poland								2	1	3
Portugal			1		2	1			1	5
Romania							1		1	2
Russian Federation		1	1		1	2	6	3	2	16
Rwanda				1	2	3				6
Saint Kitts and Nevis					1					1
Saint Lucia					1					1
Saint Vincent and Grenadines						1				1
San Marino							1			1
Senegal				1	2	3				6
Serbia							1	1		2
Seychelles					1					1
Sierra Leone			1		1		1			3
Singapore						1				1
Slovakia							1			1
Slovenia							1			1
Somalia						1				1

Nationality	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
South Africa					1	2	1			4
Spain			1	1	3	6	6	7		24
Sudan					2					2
Sweden					1	5	1			7
Switzerland					6	1				7
Syrian Arab Republic						2	1			3
Tajikistan						2	1			3
Tanzania, United Republic				1	1	1	2			5
Thailand					1		1			2
The FYR of Macedonia						2				2
Togo						2				2
Tonga				1			1			2
Trinidad and Tobago						1	1			2
Tunisia			2	1	1	1	2			7
Turkey				1	1	2	2	1	1	8
Turkmenistan					1					1
Uganda						2	1			3
Ukraine						4				4
United Kingdom			1	4	16	10	9	2		42
United States	1		1	5	33	28	27	5		100
Uruguay			1			4			1	6
Uzbekistan						1	1			2
Vanuatu						1				1
Venezuela						1	2		1	4
Viet Nam					2					2
Yemen						1				1
Zambia						1	1			2
Zimbabwe					1	1	2	1		5
Grand total	2	10	34	58	251	334	187	52	21	949

List of Acronyms

AFRACA	African Rural and Agricultural Credit Association
AGIR	Global Alliance for Resilience Initiative
AGORA	Access to Global Online Research in Agriculture
AIMS	Agricultural Information Management Standards
ALIDE	Latin American Association of Development Financing Institutions
AMIS	Agricultural Market Information System
AMR	Antimicrobial resistance
ASEAN	Association of Southeast Asian Nations
ASIS	Agriculture Stress Index System
ASMC	After-service Medical Coverage
ASTF	Africa Solidarity Trust Fund
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CAC	Central American Agricultural Council
CARICOM	Caribbean Community Secretariat
CAS	Southern Agricultural Council
CCP	Committee on Commodity Problems
CCRF	Code of Conduct for Responsible Fisheries
CDR	FAO Corporate Document Repository
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CELAC	Community of Latin American and Caribbean States
CFS	Committee on World Food Security
CFS-FFA	CFS Framework for Action for Food Security and Nutrition in Protracted Crises
CGRFA	Commission on Genetic Resources for Food and Agriculture
CILSS	Permanent interstate committee for drought control in the Sahel
COAG	Committee on Agriculture
COFI	Committee on Fisheries
COFO	Committee on Forestry
CSA	Climate-smart agriculture
DDO	Deputy Director-General (Operations)
DIMITRA	Rural Women and Development (FAO/King Baudouin Foundation)
DRR	Disaster risk reduction
ECLAC	Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
ECTAD	Emergency Centre for Transboundary Animal Disease Operations
EMPRES	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases
EMRES-i	Global Animal Disease Information System
EPIC	Economics and Policy Innovations for Climate Smart Agriculture Programme
EPT	Emerging Pandemic Threats
EWEA	Early Warning Early Action
FAOSTAT	Corporate Database for Substantive Statistical Data
FAOTERM	FAO Terminology Database
FCC-EMPRES	Food Chain Crisis Emergency Prevention System
FFS	Field farmers schools
FIES	Food Insecurity Experience Scale
FIRST	Food and nutrition security impact, resilience, sustainability and transformation
FLW	Food loss and waste
FMM	FAO Multipartner Programme Support Mechanism
FNSSA	Food and nutrition security and sustainable agriculture

FRA	Global Forest Resources Assessments
FSN	Food security and nutrition
GACSA	Global Alliance for Climate-Smart Agriculture
GEF	Global Environment Facility
GEMP	Good Emergency Management Practices
gFSC	Global Food Security Cluster
GHG	Greenhouse gas
GIAHS	Globally Important Agricultural Heritage Systems
GIEWS	Global Information and Early Warning System on Food and Agriculture
GIZ	German Agency for International Cooperation
GLEWS	Global Early Warning and Response System for Major Animal Diseases, including Zoonoses
GLRD	Gender and Land Rights Database
HFA	Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters
HLTF	UN High-Level Task Force on Global Food and Nutrition Security
IAMO	Leibniz Institute of Agricultural Development in Transition Economies
ICARDA	International Center for Agricultural Research in the Dry Areas
ICBA	International Centre for Biosaline Agriculture
ICN2	Second International Conference on Nutrition
IDWG	Interdepartmental Working Group
IFAD	International Fund for Agricultural Development
IFI	International financing institution
IFPRI	International Food Policy Research Institute
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
IMF	International Monetary Fund
INFOSAN	International Food Safety Authorities Network
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IPPC	International Plant Protection Convention
IPSAS	International Public Sector Accounting Standards
LAT	Legislation Assessment Tool for gender-equitable land tenure
LEGS	Livestock Emergency Guideline and Standards
MAFAP	Monitoring and Analysing Food and Agricultural Policies
MDG	Millennium Development Goal
MERCOSUR	Southern Common Market
MODIS	Moderate-Resolution Imaging Spectroradiometer
NEPAD	New Partnership for Africa's Development
NERC	Regional Conference for the Near East
NGO	Non-governmental organization
OIE	World Organisation for Animal Health
PAA	Purchase from Africans for Africa Programme
PARLATINO	Latin American Parliament
PFH	Parliamentary Fronts Against Hunger
PPR	Peste des petits ruminants
PSMA	Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing
PtoP	From Protection to Production
PWS	Publications Workflow System
PWB	Programme of Work and Budget
RAI	Principles for Responsible Investment in Agriculture and Food Systems

REACH	Renewed Effort Against Child Hunger
REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
REIO	Regional Economic Integration Organization
RESOLAB	West and Central Africa Veterinary Laboratory Network for the Control of Avian Influenza and other Transboundary Animal Diseases
RIMA	Resilience Index for Measurement and Analysis
SAARC	South Asian Association for Regional Cooperation
SADC	Southern African Development Community
SCN	Standing Committee on Nutrition
SDG	Sustainable Development Goal
SFDRR	Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework)
SICA	Central American Integration System
SIDA	Swedish International Development Cooperation Agency
SME	Small and medium-sized enterprise
SSF	Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication
SUN	Scaling Up Nutrition
TCP	Technical Cooperation Programme
TECA	Technologies and practices for small agricultural producers
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNICEF	United Nations Children's Fund
UNIDROIT	International Institute for the Unification of Private Law
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
VETLAB	Veterinary diagnostic laboratory network
VGGT	Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security
VGSSF	Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the context of food security and poverty eradication
WCDDR	World Conference on Disaster Risk Reduction
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization
WOCAT	World Overview of Conservation Approaches and Technologies
WTO	World Trade Organization
ZHC	Zero Hunger Challenge

