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# CONFERENCE

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### Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System

#### Executive Summary

The Quadrennial Comprehensive Policy Review (QCPR) is the mechanism through which the UN General Assembly (UNGA) “establishes key system-wide strategic policy orientations and operational modalities for the development cooperation and country-level modalities of the United Nation development system”.

On 21 December 2016, the General Assembly (GA) adopted a new resolution (71/243) on the QCPR of United Nations (UN) operational activities for development, which guides the UN development system in supporting the implementation of the 2030 Agenda for Sustainable Development, and continues the work of the 2012 QCPR resolution (67/226) towards an effective, efficient and coherent UN development system.

The Conference has requested the Director-General to take action for the implementation of the UNGA resolutions on QCPR. This is the sixth progress report presented to the Conference, addressing: (a) funding of operational activities for development; (b) efficiency, effectiveness and FAO's participation in the UN System coordination mechanisms; (c) other areas of relevance to FAO; and (d) emerging trends from the new QCPR.

The present report focuses on FAO's implementation of the 2012 QCPR, while also presenting initial trends related to the implementation of the 2016 QCPR.

#### Suggested action by the Conference

The Conference is invited to take note of FAO's progress in the implementation of the QCPR Resolution.

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## Introduction

1. The QCPR is the primary policy instrument of the UNGA defining the way the UN development system operates to support programme countries in their development efforts. The UNGA resolutions on the “Comprehensive Policy Review of Operational Activities for Development of the United Nations System”, issued in 2004, 2007, 2012 and 2016,<sup>1</sup> are cumulative in nature. In December 2016, the GA adopted a new resolution (71/243) on the QCPR. The resolution is the culmination of intensive intergovernmental negotiations over the longer-term positioning of the UN development system.
2. The FAO Conference Resolutions 13/2005 and 2/2007 requested the Director-General to take action for the implementation of these UNGA Resolutions. The Conference reviewed progress reports at its regular sessions in 2007, 2009, 2011, 2013 and 2015.<sup>2</sup> The present report covers the main FAO milestones and achievements in 2012 QCPR implementation during **the period from June 2015 to June 2017**. The report also includes a final section on initial trends related to the implementation of the 2016 QCPR.
3. The period covered by the report saw significant changes in FAO’s strategic focus and ways of working. The quadrennial review of the FAO Strategic Framework,<sup>3</sup> for approval by the Conference in July 2017, is the result of a consultative strategic thinking process in 2016 that has involved Member States, partners and staff in order to bring into fruition the vision of a sustainable and food secure world.
4. At the same time, a set of far-reaching transformational changes was put in place, making the Organization more efficient and fit for purpose in order to rise to the challenges outlined by the QCPR. FAO has aligned its strategy and work with the 2030 Development Agenda for Sustainable Development (hereafter referred to as the 2030 Agenda) and the Sustainable Development Goals (SDGs). The essence of the zero hunger vision permeates FAO’s work. The same spirit is also embodied in the 2030 Agenda, which emphasizes the integrated and indivisible nature of the SDGs. By following its reviewed Strategic Framework, FAO remains true to its mission and, in doing so, gives a focused, relevant and needed contribution to the global sustainable development agenda.

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<sup>1</sup> 59/250 (TCPR 2004), 62/208 (TCPR 2007), 67/226 (QCPR 2012), 71/243 (QCPR 2016)

<sup>2</sup> C 2007/17; C 2009/14; C 2011/26; C 2013/28; C 2015/29

<sup>3</sup> C 2017/7 (Reviewed Strategic Framework)

## **A. Funding of FAO's Operational Activities for Development**

*[Paragraphs 24-56 and 74-79 of GA resolution 67/226]*

### *Diversification and improvement of the donor base*

*[Paragraph 35 of GA resolution 67/226]*

5. FAO's results framework, set out in the four-year Medium Term Plan (MTP) and two-year Programme of Work and Budget (PWB), guides the work of the Organization under all funding sources. It comprises a set of Objectives, Outcomes and Outputs with performance indicators and the resources required from both assessed and voluntary contributions. All contributions are subject to the same planning and oversight arrangements.
6. During the 2014-2015 biennium, FAO mobilized USD 1.8 billion in voluntary contributions, exceeding its biennial resource mobilization target of USD 1.6 billion. The trend continued in 2016, when USD 852 million in voluntary contributions were mobilized. Notwithstanding a number of constraints, such as continued strong USD exchange rate, low oil prices affecting emerging partner contributions, and continued stagnation or decline in Official Development Assistance from traditional partners, the Organization has secured strong donor's confidence in its ability to deliver. FAO's image has been strengthened by its clear strategic direction, the streamlining of business processes, organizational changes and the reinforcement of management capacity in the field.
7. Resource mobilization remains highly concentrated, with 66 percent of voluntary contributions coming from 10 partners. This has shown an upward trend over the past six years, even though the composition of the top 10 partners has changed, often significantly.
8. FAO continues its efforts to diversify its voluntary contribution funding base, placing emphasis on the role of Middle Income Countries (MICs), both as current and future resource partners, as well as promoting their engagement to meet growing South-South and Triangular Cooperation (SSTC) demands. Partnership Programmes have been successfully concluded since 2015 with Azerbaijan, Cameroon, Côte d'Ivoire, Equatorial Guinea and Kazakhstan. In 2016, emerging resource partners provided 9 percent of all voluntary contributions, down from the 11.3 percent average over the past seven years.
9. FAO is also significantly increasing its engagement with climate-related financial instruments; in 2016 the Global Environment Facility was the second largest provider of voluntary contributions. Following its accreditation in 2016, FAO is also strengthening capacity and efforts to support Members through the Green Climate Fund.
10. FAO-facilitated SSTC is also on the rise, and an increasing number of Southern Providers are offering technical and financial resources to meet country demands, as further illustrated below.
11. In line with the QCPR principle of strengthening national capacities for better sustainability of results, FAO has also developed new contractual models of Operational Partnership (OP) to allow greater flexibility with nationally-executed programmes.
12. The Organization encourages reduced earmarking of voluntary contributions through funding mechanisms such as the Africa Solidarity Trust Fund for Food Security, through which African nations pool funding in support of African initiatives; multi-donor programmes such as the Global Soil Partnership, the Global Strategy to Improve Agricultural and Rural Statistics Trust Fund (GSTF) and the FAO Multi-Partner Funding Mechanism (FMM).

### *Enhancing transparency and accountability of funding flows*

*[Paragraph 31 of GA resolution 67/226]*

13. In 2016 FAO joined IATI, the International Aid Transparency Initiative, which aims to improve the transparency of aid, development, and humanitarian resources in order to increase their effectiveness in tackling poverty. FAO published information on its programmes to the IATI portal in April 2017.

*Defining principles for a “critical mass” of assessed contributions and improving the adequacy and predictability of resource flows*

*[Paragraphs 39 and 46 of GA resolution 67/226]*

14. FAO’s Programme of Work and Budget (PWB) presents an integrated view of total resource requirements to carry out the biennial programme of work, with assessed contributions and an estimate of extrabudgetary resources. The latter reflect the preliminary estimates for voluntary contributions, comprising about 61 percent of overall resource requirements.

15. While the level of assessed contributions is known at the beginning of each biennium, the amount, timing and earmarking of voluntary contributions are subject to some level of risk and uncertainty, creating challenges with regards to levels of funding and programmatic allocations.

16. In the Organization’s planning process, this risk is systematically assessed and partially mitigated by deriving the status of extrabudgetary projects with two levels of assurance: i) higher level of assurance for estimates of operational projects; and ii) lower level for prospects based on project ideas and positive donor contacts. The trend shows that the majority of estimates are based on lower level assurance prospects.

17. The risk that the actual programmatic allocations during implementation significantly differ from what was planned has important implications on results reporting at year- and biennium-end, including to some extent on the relevance of the targets set.<sup>4</sup>

*Ensuring full cost recovery*

*[Paragraphs 47-56 of GA resolution 67/226]*

18. From 2013 to 2015, FAO developed a Comprehensive Financial Framework (CFF) for cost recovery, as the basis for preparing a more transparent and equitable cost recovery policy for treatment of extrabudgetary resources in support of FAO’s Programme of Work in an integrated budget.

19. In 2015, the FAO Finance Committee and the FAO Council endorsed a new FAO Cost Recovery Policy, effective as of 1 January 2016. The policy is based on full proportional cost recovery with attributable support costs, and new cost recovery categories of Direct Operational Costs (DOC), Direct Support Costs (DSC) and Indirect Support Costs (ISC). The policy was approved with an ISC rate of 7 percent, subject to review every two years.<sup>5</sup>

20. Starting in 2016, the Secretariat has been applying the new policy to selected projects during formulation in close collaboration with the resource partners involved, aiming for full implementation by end of 2017.

*South-South Cooperation (SSC)*

*[Paragraphs 74-79 of GA resolution 67/226]*

21. FAO is recognized as a leading facilitator of South-South and Triangular Cooperation (SSTC) for food security and agricultural development. Countries are increasingly requesting support, recognizing the Organization’s role as a neutral broker and seeing SSTC as a cost-effective and highly relevant means for agricultural development. FAO’s new corporate SSTC strategy sets out a broad vision to mainstream SSTC as a key mechanism to deliver development results at regional and country levels.

22. FAO intends to engage more countries as SSTC providers and upscale programmes with existing partners to meet growing demands to support achievement of SDGs. Leveraging more financial resources is critical and the engagement of Middle-Income Countries (MICs) and triangular partners is key. To date, FAO’s main providers have been Brazil and China, which focus on Latin America and the Caribbean, Africa and Asia, including Central Asia and the Pacific.

<sup>4</sup> C 2017/8 Programme Implementation Report 2014-15

<sup>5</sup> FC 157/10, CL 151/3 paragraphs 22-23, CL 151/REP paragraph 11e

23. Since 2015, SSTC partnerships have been growing, although funds mobilized were affected by the drop in oil prices. The renewed USD 50 million China Trust Fund Phase II is underway, and key partners such as Brazil, Morocco, South Africa, Turkey and Venezuela continue to provide support. FAO SSTC portfolio comprises 41 ongoing projects and 47 ongoing partnership agreements. From 2015 to 2017, the FAO China SSC Programme alone supported 10 projects (global, regional and country), benefitting more than 80 developing countries; additional 14 projects are in the pipeline for an overall total of USD 41.6 million. Triangular Cooperation partnerships with traditional donors and international financial institutions have also begun.

24. A growing number of countries partner with FAO through in-kind contributions: Israel and Singapore signed Memoranda of Understanding (MoUs) in 2015 and are now engaged in Triangular Cooperation initiatives. MoUs were also signed in 2016 with China, Mongolia and Peru, and others are under negotiation with Uganda and Uruguay. The FAO's South-South networking platform, the SSC Gateway,<sup>6</sup> has 11 countries and 35 institutions uploaded. The Africa, Caribbean and Pacific (ACP) Group of States is another potential partner. Seed funds from FAO's Strategic Programmes (SP) and Technical Cooperation Programmes (TCPs) are used to catalyze SSTC partnerships at all levels.

25. FAO is a member of the recently established UN Development Group (UNDG) Task Team on SSTC. A joint cooperation framework for SSTC is being reviewed amongst the Rome-based agencies (RBAs).

## **B. Improved Functioning of the United Nations Development System and FAO's Participation in the Un System Coordination Mechanisms**

### *United Nations Development Assistance Framework (UNDAF) and FAO Country Programming Frameworks (CPFs)*

*[Paragraphs 113-121 of GA resolution 67/226]*

26. The importance of FAO's participation in UN Country Teams (UNCTs) has been reinforced with the introduction of the updated Country Programming Framework (CPF) guidelines which facilitate greater alignment of FAO activities with the UN Development Assistance Framework (UNDAF). FAO Representatives (FAORs) are expected to identify UNDAF outcomes in the CPF results matrix contributing to the achievement of agreed government priorities and country outcomes and to describe linkages with the UN system, including FAO's involvement in the UNDAF.

27. FAO actively participated in the preparation of the new UNDG 2017 UNDAF guidance which, together with FAO's reviewed Strategic Framework, will increasingly direct FAO activities at country level towards the achievement of SDGs (see Section C below). In addition, FAO reserves the possibility to undertake normative and standard-setting activities in support of global public goods when requested by Member States, even if outside the UNDAF.<sup>7</sup>

28. The CPF is implemented through a mix of FAO projects (funded through voluntary contributions and TCP), and inputs from Strategic Programmes and technical units under the FAO regular programme (funded through assessed contribution). FAORs can prepare an indicative TCP pipeline which links CPF outputs to TCP resources, thus facilitating a more strategic use of TCP funds.

### *Involvement in the UN System coordination and the Resident Coordinator System (RCS)*

*[Paragraphs 122-131 of GA resolution 67/226]*

29. FAO is a proactive member of the UNDG which, as one of the pillars of the UN Chief Executives Board (CEB), designs system-wide guidance to harmonize UN operational activities for development.

<sup>6</sup> See <http://www.fao.org/south-south-gateway/en/>

<sup>7</sup> FAO and other Specialized Agencies ensured that this principle was recognized in the 2014 UNDG SOPs for "DaO".

30. In pursuing its commitment to the creation of a “participatory, collegial and mutually accountable” RCS owned by all components of the UN development system, as called for by the QCPR, FAO has:

- a) participated at global level in relevant UNDG working mechanisms related to operational activities for development, as well as in the Inter-Agency Standing Committee (IASC) addressing the role of the Resident Coordinators (RCs) as Humanitarian Coordinators;
- b) taken part in regional UNDG teams and other related consultative mechanisms;
- c) ensured that FAORs and staff fully participate in UNCTs.

31. Within the leadership group, FAO has encouraged its Country Offices (COs) to actively participate in and provide inputs to the Assessment of Results and Competencies (ARC) based on mutual accountability and whereby individual UNCT members provide feedback and agree on development plans.

*Financial support for the RCS*

*[Paragraphs 124 and 128 of GA resolution 67/226]*

32. FAO is providing continuous financial support, with timely payments of its cost-share (budgeted at USD 4.3 million in 2016-17), and has confirmed its commitment to achieving greater financial sustainability to support RCS operations.

33. The UNDG is currently conducting an independent review of the cost-sharing agreement, with the support of the Dalberg consultancy firm. FAO is concerned about escalating RCS costs. It will be important that this review carefully analyses the context in which contributing UN Organizations and Specialized Agencies’ budgets are prepared, and that what is approved considers the principle of a flat nominal budget with no change in the level of assessed contributions.

*“Delivering as One” (DaO)*

*[Paragraphs 132-143 of GA resolution 67/226]*

34. The UN Secretary-General and 18 UN Agency Heads, including FAO, signed the Standard Operating Procedures (SOPs) for DaO countries in 2014. With the SOPs, the number of countries adopting the DaO approach<sup>8</sup> has been steadily increasing, though it remains a voluntary option.

35. FAO offices in DaO countries have been actively participating in UN Country Teams (UNCTs), and FAO has also been active as a non-resident agency in some instances. FAO actively contributed to the formulation of the SOPs and related UNDG guidance. FAO as Co-Chair of the UNDG Joint Funding Task Team between 2014 and 2017 co-led the preparation of key UNDG joint funding guidance.

36. FAO is contributing to the 2017 review of the UNDG structure, which will lead to the establishment of new UNDG results groups.

37. The SOPs respond to the mandate of Resolution 67/226 which “*recognizes that the individual UN funds, programmes and agencies have specific experience and expertise, derived from, and in line with, their mandates and strategic plans*” and which FAO strongly supports as a means of improving coordination and coherence at the country level.

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<sup>8</sup> The definition of DaO as indicated by the Development Operations Coordination Office (DOCO) is “countries that have formally requested the UNDG to adopt the ‘DaO’ approach”

*Simplification and harmonization of business practices*  
*[Paragraphs 15 and 152-163 of GA resolution 67/226]*

*Business operations harmonization*

38. The QCPR resolution 67/226 encouraged agencies to seek efficiencies in country business operations by increasing collaboration. In 2015, an assessment of cost savings and efficiency gains of the Business Operations Strategy (BOS) pilot was conducted. Several recommendations were made which will inform future joint harmonization efforts and directions in the business operations area, including the new QCPR. During 2016-2017, FAO has continued to participate in BOS implementation in a number of countries.

39. FAO applies the 2014 UNDG Harmonized Approach to Cash Transfers (HACT) Framework adopted by UNICEF, UNDP and UNFPA with due consideration for the specificity of FAO's business model and business processes as recommended by the Framework. The core characteristics of the Framework have also been incorporated into FAO's new policy for implementing projects through OPs.

*Harmonization in management of human resources*

40. In 2014, IFAD, WFP and FAO signed a Framework Agreement for collaboration on recruitment, selection and appointment of General Service (GS) staff at Rome headquarters. A Central Roster for the recruitment of temporary/short-term staff in the GS category was created and since then vacancies for positions are mutually open to candidates from each of the RBAs.

*Harmonization in procurement processes*

41. FAO is a member of the UN High-level Committee on Management Procurement Network (HLCM PN) and was actively involved in redrafting the UNDG guidelines for common procurement, developing related training and publicizing their use, as well as implementing a vendor sanctions policy. The guidelines have also been incorporated into the FAO rules on procurement.

42. FAO is a main actor in the Common Procurement Team (CPT) of the RBAs which jointly procures for headquarters when possible, shares best practices and promotes optimization of procurement activities, generating savings and other benefits. Benefits from procurement cooperation are also being generated in decentralized offices.

*Harmonization in treasury management practices*

43. FAO continues to participate actively in the UN Working Group on Common Treasury Practices. During 2016, FAO participated in global and regional requests for proposals for banking services that enabled FAO to reduce significantly the management effort required for these processes. Negotiation for banking services on a UN system-wide basis also enables more secure, efficient and cost-effective services.

*Facilities management*

44. FAO is an active member of the UN Issue Management Group (IMG) on Environmental Sustainability Management and has made significant progress in reducing emissions in its daily activities. The operational areas involved, both at headquarters and decentralized offices, are facilities management, travel and procurement. Since 2009, the projects implemented resulted in annual emissions reduction of over 10 000 kg of CO<sup>2</sup> equivalent and more than USD 1 million in cumulative annual savings. Unavoidable emissions have been offset by purchasing Certified Emissions Reduction credits, which have made FAO climate neutral since 2014.

45. Furthermore, through the Inter-Agency Network of Facilities Managers (INFM), FAO benefits from streamlining and cost optimization.

### **C. Other Areas of Implementation of the QCPR of Relevance to FAO**

*The 2030 Agenda for Sustainable Development, strengthened integrated approaches to poverty and hunger eradication*

*[Preamble and operative paragraphs 69-73 and 136 of GA resolution 67/226]*

46. The 2030 Agenda requires better coordinated support across the UN system and better alignment of individual entities' support to SDGs. Since the approval of the 2030 Agenda in 2015, FAO has been preparing for its implementation. FAO engaged in the UN Economic and Social Council (ECOSOC) Dialogues on the longer-term positioning of the UN system, which informed deliberations on the new QCPR. FAO has also contributed to coordination efforts in the CEB and its three pillars.

47. In this regard, during 2016 FAO developed with IFAD and WFP a common vision and guiding principles for collaboration among the UN Rome-based Agencies on delivering the 2030 Agenda, which was endorsed by the FAO Council in December 2016 as a useful reference for future joint activities.<sup>9</sup>

48. The SDGs have been mainstreamed into FAO strategic planning documents. The Medium Term Plan 2018-2021 and Programme of Work and Budget 2018-19<sup>10</sup> (MTP/PWB) will measure progress based on relevant SDGs indicators and their targets at SO level, and integrates relevant SDG indicators as part of its results framework at Outcome level. More details are provided in the section on results-based management below.<sup>11</sup>

49. Through its continued engagement in the UNDG Sustainable Development Working Group (SDWG), FAO participates in the development of guidelines and dedicated tools for UNCTs. Of particular relevance for FAO is the Mainstreaming, Acceleration and Policy Support (MAPS) approach and guidance to UNCTs. The MAPS are complementary to the UNDAFs and recognize the need for specialized agencies' expertise on norms, policy, standards and monitoring of progress.

50. Internally, FAO disseminated MAPS to all DOs, with information on the 2030 Agenda. Guidance to country offices on how to incorporate SDGs into their country programming frameworks and ensure FAO's contribution to UN coordinated work was also disseminated.

51. The SDWG consolidated and disseminated to UNCTs the guidelines for monitoring SDGs at country level, to which FAO contributed. The guidelines were distributed to decentralized offices, with additional material on the roles of FAO and national officials responsible for SDG monitoring. Through an FAOR survey, countries reported increased collaboration with the UN system, and increased demands of governmental support on integration of SDGs in country planning and the monitoring of progress.

#### *National capacity development*

*[Paragraphs 57-68 of GA resolution 67/226]*

52. FAO's core functions include advice and support for capacity development at country and regional levels to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes, as well as the dissemination and uptake of knowledge, technologies and good practices within FAO's mandate.

53. FAO promotes inclusive, nationally-led approaches for capacity needs' assessments and capacity development projects/programmes, as well as developing learning materials on relevant topics.

54. The Organization plays a leadership role for open access and open data on agricultural information, and has developed methodologies and tools, common standards of practice

<sup>9</sup> CL 155/12 (rev.2) Collaboration among the Rome-based Agencies: Delivering on the 2030 Agenda.

<sup>10</sup> C 2017/3

<sup>11</sup> The detailed report on FAO's engagement in the 2030 Agenda for Sustainable Development, including its support to countries' efforts in achieving the SDGs, is provided to the Conference in document C 2017/30



and protocols, for agricultural information exchange. The Access to Global Online Research on Agriculture (AGORA) programme managed by FAO, with a number of publishing partners, provides developing countries access to scientific information on food, agriculture and related social sciences. The Organization also collaborates with other UN agencies to share good practices.

### *Results-based management*

#### *[Paragraphs 164-172 of GA resolution 67/226]*

55. FAO has carried out the quadrennial review of its Strategic Framework during 2016 in light of the 2030 Agenda and other important developments as a basis for the preparation of the MTP 2018-21 and PWB 2018-19.

56. FAO's Reviewed Strategic Framework and MTP 2018-21<sup>12</sup> sets out its Members' Goals, confirms the relevance of FAO's five Strategic Objectives (SOs), a sixth Objective focusing on technical quality, statistics, and cross-cutting themes (climate change, gender, governance and nutrition), and Functional Objectives as a means of delivery of the Organization.

57. The PWB 2018-2019 presents outcomes, outputs and measurable indicators of achievement with targets in a results framework, and required resources, with progress reported in the Programme Implementation Report (PIR). FAO will measure progress on achieving results exclusively against SDG indicators and targets at SO level, contributing to the achievement of 40 targets under 15 SDGs. The incorporation of SDG targets and indicators and the refinements to the SO results framework have sharpened the focus of the SO programmes and improved the quality of the result chain.

58. To implement the Strategic Framework, FAO has joined other UN agencies in adopting a Managing for Results (MfR) approach. An MfR Orientation Guide and e-learning course have been developed for use by all staff, along with a corporate Dashboard for monitoring operations and results against plans, milestones and targets.

### *Evaluation function in FAO*

#### *[Paragraphs 173-182 of GA resolution 67/226]*

59. During 2015-2016, the FAO Office of Evaluation (OED) carried out: i) 11 country programme evaluations; ii) 38 project evaluations covering 61 countries; and iii) four thematic evaluations of FAO's contributions to the resilience of livelihoods to threats, climate change adaptation and mitigation, knowledge in food and agriculture, and genetic resources conservation and utilization. The FAO's OED was also subject to independent evaluation.

60. In 2015, OED introduced a mechanism to strengthen engagement with national governments at all stages of its country-level evaluations to promote their national ownership and to better reflect national perspectives. OED also prioritizes the use of national consultants and experts in its evaluations to maximally use their knowledge of culture and context, as well as for their capacity development.

61. OED continues to participate in the UN Evaluation Group (UNEG) and Inter-Agency Humanitarian Evaluations. In 2015, OED jointly organized with IFAD and WFP Evaluation Offices, an international technical seminar on enhancing the evaluability of SDG 2 "*End hunger, achieve food security and improved nutrition and promote sustainable agriculture*".

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<sup>12</sup> C 2017/7 and C 2017/3

*Gender equality and women's empowerment*

*[Paragraphs 80-92 of GA resolution 67/226]*

62. FAO contributes to, and reports against the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). In 2016, FAO met or exceeded 12 performance indicators out of 15.<sup>13</sup> This result shows an above average high performance.

63. The cross-cutting theme on gender enables the Organization to mainstream gender equality and women's empowerment dimensions in all its Strategic Objectives at global and country level. Institutional mechanisms for gender mainstreaming are in place as a result of the implementation of the FAO Policy on Gender Equality and its minimum standards. These include a network of gender experts and focal points, based at headquarters and decentralized offices, who provide technical advice for the programming and implementation of gender-related work in FAO-mandated areas.

64. The corporate monitoring and reporting system includes gender-sensitive indicators to track progress in each SO. At the end of 2016, more than 100 decentralized offices reported on gender-related achievements.

65. Capacities of member countries to formulate and implement gender-responsive policies were strengthened through sector-specific learning initiatives and by providing technical advice. In partnership with other agencies, FAO developed knowledge and capacity development materials. The Organization also continued to improve the availability of gender statistics related to agriculture and rural development.

66. FAO is actively engaged in interagency coordination mechanisms on gender equality and the empowerment of women (e.g. Inter-Agency Network on Women and Gender Equality/IANWGE), UNDG Task Team on Gender Equality, Interagency Task Force on UNCT CEDAW Reporting (Convention on the Elimination of All Forms of Discrimination against Women), as well as donor mechanisms (e.g. Global Donor Platform for Rural Development) and those dealing with gender in humanitarian situations (e.g. OCHA).

*Transition from relief to development*

*[Paragraphs 93-112 of GA resolution 67/226]*

67. FAO's Strategic Programme on increasing resilience of livelihoods to threats and crises (SP5) is articulated around bridging humanitarian-development work. FAO has continued to provide its decentralized offices with the necessary resources to develop effective resilience programmes linked to national, subregional and regional humanitarian and development objectives. FAO's country support process within SP5 provides intensive support from headquarters and regional offices to 40 countries that are highly exposed to disasters and crises to build country-based capacities for quality resilience programming and emergency response.

68. Partnerships to improve coordination are active between FAO and various humanitarian and development actors. Interagency coordination is improved through bodies such as the IASC in which FAO is actively engaged.

69. Furthermore, FAO continues to be an active partner in the IASC Task Team on Humanitarian-Development Nexus and the UNDG Transitions Working Group.

70. RBAs continue efforts to improve joint situation analysis and needs assessment, planning and programming tools for resilience as a means of building complementary alignment and ensuring cost-effective RBAs collaboration. A joint conceptual framework has been developed to inform the understanding, scope and modalities.

71. The WFP-FAO co-led global Food Security Cluster (gFSC) is active in 30 countries and regions plus the Pacific Islands Region (14 countries).

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<sup>13</sup> PC 121/3 – FC 166/6 Mid-Term Review Synthesis Report 2016, Annex 4

72. As part of its New Way of Working engagement, FAO will contribute to ensure that all parts of the UN System, based on comparative advantage, work towards jointly defined collective outcomes. In the field, FAO continues to champion good practices in its resilience building and emergency response activities.

#### **D. Trends Emerging from the 2016 QCPR**

73. The primary aim of the resolution (71/243) on the QCPR is to provide guidance on adjustments needed at system-wide and entity levels to improve the impact of support provided to Member States to deliver on the 2030 Agenda. Amongst the main aspects, the resolution focuses on:

- a) **Funding:** a more efficient and sustainable funding approach is required for the UN system, leveraging financing in support of programme countries' needs and priorities, ensuring adequate funding of normative functions, and creating an enabling environment for the UN development system to operate as one.
- b) **Governance:** concrete steps are required to improve the governance architecture and the existing internal coordination mechanisms of the UN development system to enhance system-wide coherence and efficiency, reduce duplication and build synergy across the governing bodies and UN development entities.

74. The resolution includes three 'tracks' of recommendations: the first covers the follow-up "requests" to the UN Secretary-General;<sup>14</sup> the second covers the mandates to be addressed at a system-wide level;<sup>15</sup> and the third covers the mandates to be followed-up by UN entities individually.

75. In relation to the first track, FAO will act on the UN roadmap of the implementation of QCPR operative paragraphs (OPs) number 19, 20, 45 and 58. Of particular relevance will be FAO's engagement in the preparation of the System-wide Outline by 2017 of present functions and existing capacities of the UN Development System for 2030 Agenda implementation.

76. Regarding the second track, FAO will be working in UNDG working groups to support implementation.

77. FAO is also progressing on the mandates included in the third track, in particular with the call for UN entities to reflect their contribution to the implementation of the 2030 Agenda in their strategic plans.

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<sup>14</sup> Namely: to carry out a system-wide outline of present functions and existing capacities to identify gaps and overlaps in coverage and provide recommendations for addressing them (OP 19); develop and present a system-wide strategic document, translating these recommendations into concrete actions as well as options for aligning funding modalities with the functions (OP20); present a comprehensive report containing options on how to improve the accountability and overall coordination of the entities of the UNDS system and their oversight by Member States (OP45); present a comprehensive proposal on further improvements to the RC system (OP 58).

<sup>15</sup> Mainly by UNDG