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Programme Implementation Report 2016-17

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Director-General's Foreword

Building on the results-based, efficient and responsive foundation put in place since 2012, the second Programme of Work Budget (PWB) under the reviewed Strategic Framework has enabled the Organization to deliver results for Members as planned, contributing to national and global efforts to the benefit of the world's vulnerable populations.

Operating in a challenging global environment during 2016-17, FAO reached 82% of the planned Outputs under a more rigorous target setting and measurement approach, meaning that the Organization delivered the assistance it committed to in the PWB. 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 new ways of working put in place since 2012, such as Regional Initiatives and Strategic Partnerships, have continued to evolve to provide flexibility to focus our programmes on specific needs and extend our reach. Only joint efforts can meet the challenges we face, and we are forging the alliances for moving forward.

At the same time, we continue to give special attention to the technical quality of FAO's work and the cross-cutting issues of climate change, gender, governance and nutrition. 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.

In 2016-2017, FAO utilized nearly all of its Regular Programme budget, and increased total expenditure, including voluntary contributions, thanks to higher delivery of Trust Funds and TCP. And 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. We have continued to emphasize strong internal control measures and effective risk management, culminating in the

Director-General's Statement of Internal Control to accompany the 2017 Accounts.

During the last biennium FAO found additional USD 37 million in efficiency savings, while strengthening the delivery of our programmes. We remain committed to increasing efficiency so that we can do more with the resources you entrust us with. But it is my duty to reiterate that the continued flat budgets since 2012-13 put FAO in a very delicate situation that may, in the near future, impact our delivery of results.

In aligning the indicators of our Strategic Objectives with those of the SDGs, it is all the more clear that much needs to be done to totally eradicate hunger, reduce poverty and make agriculture, forestry and fisheries more sustainable and productive. For example, the slow rate of decrease in undernourishment combined with rising child overweight and adult obesity, as measured by the SDG indicators, highlight the continued need to foster high-level political commitment on these issues, as well as to address the underlying factors in the food system.

At the same time we have increased our efforts to explore emerging approaches to make progress on sustainable agriculture, food security and nutrition such as agroecology, agricultural biotechnologies and globally important agricultural heritage systems, as highlighted in the PIR.

As the 2030 Development Agenda says, no one can be left behind. These are not empty words and FAO continues playing a relevant role in addressing humanitarian crises including refugees and the drivers of migration, and investing in resilience building.

Together we have the capacity to overcome the immense challenges we face. FAO is doing its part. That is what the PIR shows us. And we must all build on this effort in our commitment to end hunger.

José Graziano da Silva
Director-General

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Executive Summary

1. The Programme Implementation Report (PIR) 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 2016-17 for all sources of funds.

2. This is the second PIR to be produced under the results framework of the reviewed Strategic Framework and Medium Term Plan 2014-17. It includes reporting on SDG-based indicators of progress on achieving the Strategic Objectives, as well as refinement of reporting on Outcomes and Outputs, and provides key programmatic and operational lessons learned for each Objective to help improve future.

Major policy developments - highlights

3. Over the biennium, FAO continued to keep hunger, food insecurity and malnutrition at the forefront of the development agenda. The 2030 Agenda for Sustainable Development constitutes a unifying element for FAO's work, driving FAO's actions in member countries and underlies the measurement of progress in the achievement of FAO's Strategic Objectives. FAO, as custodian or contributing agency for 25 SDG indicators, contributed to the development of methodologies and collection of data, and has built awareness and strengthened processes for making commitments within the 2030 Agenda. FAO has actively engaged in the global process leading up to the Paris Agreement on climate change and the subsequent Conference of Parties (COP) meetings. FAO has been instrumental in advocating and supporting efforts underlining the crucial role agriculture plays in tackling both climate change and hunger, and has promoted innovative approaches to sustainable agricultural production including GIAHS, agroecology, and biotechnology. The 2009 Port State Measures Agreement (PSMA), which entered into force as a binding international treaty in June 2016, has become a key driver for the international community's fight to prevent, deter and eliminate illegal, unreported and unregulated (IUU) fishing. The Rome-based Agencies have continued to collaborate at the global, regional and country level, on thematic issues, and on the provision of joint corporate services.

Making a difference: Outputs, Outcomes and Strategic Objectives

4. 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).

5. 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.

6. A more stringent approach was applied during the 2016-17 biennium to measure results. In 2014-15, if the indicator value scored 75% or more against the target, it was considered as achieved. For 2016-17, however, this percentage was raised to 100%, where targets needed to be fully met in order to be considered as achieved. Under this more rigorous measure of performance, 82% (45) of the Output indicator targets were met in 2016-17. If the 2014-15 criteria for measurement of performance had been applied,¹ FAO would have met 96% of the Output indicator targets in 2016-17 compared with 88% in 2014-15. Approximately 81% of Output results were delivered at country or regional level.

7. 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 extent to which countries have made the necessary changes and

¹ i.e. the Output was considered achieved when the indicator value scored 75% or more against the target.

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. Movement in outcome indicator values are the result of policies and programmes implemented by all key stakeholders – FAO, Member States and development partners.

8. For the 2016-17 biennium, 82% of the Outcome indicators for which data were available show progress with targets met. This performance exceeded the target of 80% (10.3.A), and was better than performance in 2014-15 when 77% of the Outcome indicator targets were fully or partially met.

9. Furthermore, to assess the *level* of performance, the values for each Outcome indicator were distributed into five performance categories, namely low, medium-low, medium, medium-high and high. The performance trend is generally positive, with 82% of the indicators showing a higher percentage of countries in the medium to high performance categories in 2017 than in 2013.

10. To measure progress at the level of FAO's Strategic Objectives, FAO aligned its results framework to the SDGs, by identifying and using exclusively the SDG targets and indicators that relate to each FAO Strategic Objective. This process, undertaken during 2016, has resulted in a new set of 39 SDG-based SO indicators to measure progress at the level of FAO's Strategic Objectives used in this report. To assess recent trends, values for each SDG-based SO indicator in 2013 were compared with the values for the most recent year available

11. For each Strategic Objective, the results as measured by the indicators are presented at Strategic Objective, Outcome and Output levels, 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.

Managing resources wisely: improved means of delivery

12. 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 climate change, gender, governance and nutrition; 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 (KPIs) and targets. For the 36 KPIs in Chapters 6 through 14 for which data was available, 86% (31) reached their target.

13. Total expenditure amounted to USD 2.6 billion in 2016-17, 4% higher than in 2014-15, reflecting an increase in expenditure under Trust Funds. Budgetary management remained sound, with FAO spending 99.6% of the net budgetary appropriation of USD 1 005.6 million.

14. FAO continued to focus on generating efficiency savings, with USD 37 million in recurrent efficiency savings achieved in 2016-17 through streamlining and restructuring in administrative areas, and downward adjustments in personnel costs.

15. Mobilization of extrabudgetary resources for current and future work increased by 16% to USD 2.1 billion. Factors such as the growing centrality of the Organization's Strategic Programmes that bring together technical and field offices to design and deliver programmes, are increasingly helping to focus the engagement of partners. Country, subregional and regional projects attracted 78% of all approvals in 2016-17.

16. Efforts to reinforce the country office network continued, leading in 2016-17 to the development of a new country office model adapted to the regional and national specificities. Continued emphasis was placed on strong internal control and effective risk management, including the launching in 2017 of the Internal Control (IC) Reporting process across the Organization, culminating in the Director-General's Statement of Internal Control to accompany the 2017 Accounts.

**Suggested action by the Joint Meeting of the Programme and Finance Committees,
and the 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 2016-17 to the Conference with their observations and recommendations on achievements, operational and financial performance.

Suggested action by the Conference

The Conference is requested to endorse the Programme Implementation Report 2016-17, providing such guidance as it deems appropriate.

About this Report

17. The Programme Implementation Report (PIR) 2016-17 (www.fao.org/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,² and building on the Mid-term Review Synthesis Report 2016³ (www.fao.org/mtr), it provides information on delivery, targets and indicators of results of the Strategic Objectives, as well as key performance indicators for Objective 6 and the Functional Objectives and Special Chapters, as planned in the Programme of Work and Budget 2016-2017 (PWB)⁴ (www.fao.org/pwb) for all sources of funds.

18. This is the second PIR to be produced under the results framework laid out in the Medium Term Plan 2014-17. It includes an update on progress in achievement of the Strategic Objectives and Outcomes against indicators, as well as the usual reporting on delivery of outputs and financial performance.

19. FAO's results framework for 2014-17 guides the planning and monitoring of the Organization's work on a biennial basis in the PWB. The results framework was updated and the monitoring process was elaborated in the Adjustments to the PWB 2016-17⁵ in December 2015.

20. The results framework is based on a 'results chain' model that links the Objectives, Outcomes and Outputs as illustrated in *Figure 1*.

21. It comprises:

- a) five Strategic Objectives with indicators, Outcomes with indicators for the medium-term 2014-17, and Outputs with indicators and annual targets for the 2016-17 biennium; and
- b) for Objective 6, the Functional Objectives and Special Chapters, Outcomes with key performance indicators and targets (two- and four-year) and Outputs.

22. While the framework has been designed from the top down – i.e. the outcomes needed to achieve each objective and the outputs to attain each outcome - the links as they relate to delivery of results are planned and implemented from the bottom up. This results chain provides the link between FAO's work and the different levels of results produced. It also demonstrates the logic underlying these linkages: if particular FAO products/services are completed as planned, then the output will be delivered; if the outputs are delivered and the assumptions hold true, then that should lead to the desired outcome; if the outcomes are achieved, then the conditions are in place to result in the objective's development impact.

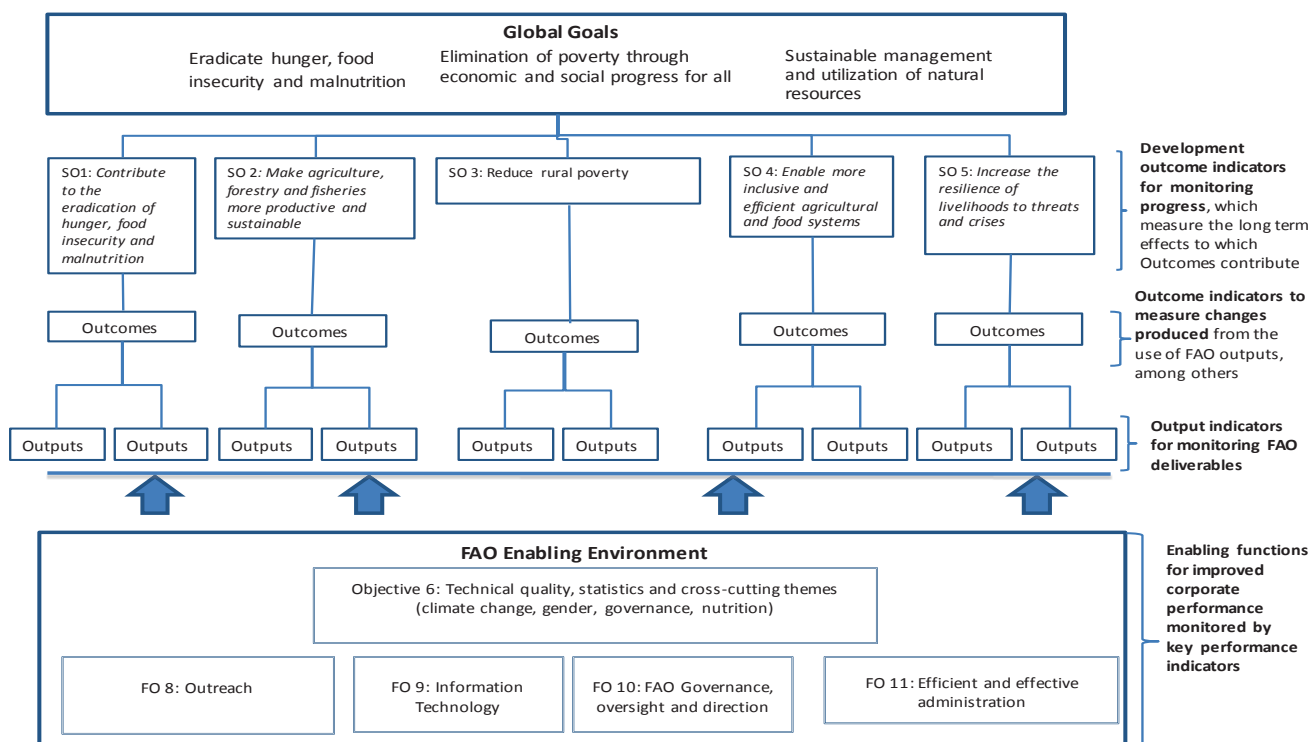
23. FAO produces, controls and is fully accountable for delivery of Outputs in the Strategic Objective results chain. Indicators and targets have been established and are measured at the output level for each Strategic Objective. Key performance indicators and targets have been established and are measured for Objective 6, the Functional Objectives and the Special Chapters, which Heads of Business Units are responsible for monitoring. The Strategic Programme Leaders are responsible for monitoring Output indicators of the Strategic Objectives. The monitoring process for Outputs, Outcomes and Strategic Objectives is elaborated in *Chapter II, Section B*.

² Basic Texts Section II.F (CR 10/2009)

³ PC 121/3 – FC 166/6

⁴ C 2015/3

⁵ CL 153/3

Figure 1: FAO's results chain model

24. *Chapter I, Results* provides highlights of policy developments (*Section A*); 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 4*); and gives the regional dimensions of results achieved through Regional Initiatives (*Section C* and *Web Annex 7*). *Annex 3* describes the monitoring methodology for results.

25. *Chapter II, Managing resources wisely and delivery improvements* 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 4*); reports on performance of the Technical Cooperation Programme (*Section C*); decentralized offices network (*Section D*); Multidisciplinary Fund (*Section E*); and presents the biennial financial performance (*Section F*).

26. Special annexes provide standard reporting on implementation of the FAO language policy (*Annex 1*), gender and geographical distribution (*Annex 2*) and unscheduled and cancelled sessions (*Web Annex 6*).

I. RESULTS – MAKING A DIFFERENCE

A. Global Development Context - Highlights

27. Over the biennium, FAO continued to keep hunger, food insecurity and malnutrition at the forefront of the development agenda. The following highlights FAO's contributions to the 2030 Agenda for Sustainable Development and other global developments during 2016-17, which are further elaborated in *Section B*.

2030 Agenda for Sustainable Development

28. The *2030 Agenda for Sustainable Development*, which encompasses the Sustainable Development Goals, Addis Ababa Action Agenda, and the Paris Agreement on Climate Change entered into effect on 1 January 2016. The 2030 Agenda constitutes a unifying element for FAO's work, driving FAO's actions in member countries and underlies the measurement of progress in the achievement of FAO's Strategic Objectives.

29. In March 2016, the UN Statistical Commission (UNSC) agreed to a global indicator framework for the *Sustainable Development Goals* (SDGs) with 230 unique indicators "as a practical starting point". FAO is custodian or contributing agency for 25 of these indicators, and FAO contributed to the development of the methodology and collection of data. In addition, FAO has fully engaged at all levels (through Regional Conferences and country- and regional-level workshops) to build awareness and strengthen processes for making commitments within the 2030 Agenda. A better understanding of the SDG indicators has also paved the way for more informed and evidence-based policy-making.

30. The *Addis Ababa Action Agenda* builds on the two previous conferences on Financing for Development, and constitutes the financing element of the 2030 Agenda. It addresses all sources of finance and covers cooperation on a range of issues, including technology, science, innovation, trade and capacity-building. While domestic resource mobilization is central to the Agenda, commitments to official development assistance were reaffirmed, particularly for the least developed countries, including pledges to increase South-South and Triangular Cooperation (SSTC).

31. The *Paris Agreement on Climate Change*, the third element of the 2030 Agenda, was signed in April 2016 and entered into force in November 2016 at the 21st meeting of the Conference of Parties (COP) of the United Nations Framework Convention on Climate Change (UNFCCC), rendering the signatories' Nationally Determined Contributions binding. FAO has actively engaged in the global process leading up to the Paris Agreement and the subsequent COP meetings. FAO has been instrumental in advocating and supporting efforts underlining the crucial role agriculture has in tackling both climate change and hunger.

32. The *UN High-Level Political Forum (HLPF)* convened in July 2017 and reviewed a subset of the SDGs. FAO actively participated in the thematic reviews of the SDGs and the HLPF, and was actively engaged throughout the various follow-up and review processes together with IFAD and WFP.

33. The Conference *Our Ocean* held in October 2017 was the third in a series of high-level international events on the importance of oceans in 2017, which started with the High-level UN Conference to Support the Implementation of SDG14 in June 2017 and the HLPF. FAO provided technical advice and support to Members in the lead-up and during these events. The publication *Healthy oceans for food security, nutrition and resilient communities*, highlighted the importance of seas to food, employment and prosperity, while helping to ensure that fisher folk and fishing communities sat high on the agenda.

34. Following the adoption of the 2030 Agenda, the Secretary General has engaged in an ambitious *UN Reform agenda* to better meet today's complex and interlinked challenges, releasing in December 2017 his proposal "Repositioning the UNDS to delivery on the 2030 Agenda". FAO actively participated throughout 2017 by providing relevant data to support the Secretary General's preliminary assessments at global, regional and national levels. FAO Senior Management engaged throughout the consultations with the UN Secretariat and followed the ECOSOC briefings, and FAO

has been requested to be a member of the UNDG Core Group. FAO also engaged in consultations with the RBAs and other specialized agencies to highlight specificities of specialized agencies relating to governance, mandates and capacities, which were taken into considerations in the December report.

Other global developments

35. In June 2016, the *Port State Measures Agreement* (PSMA) of 2009 surpassed the 25 parties needed to enter into force as a binding international treaty designed to prevent, deter and eliminate illegal, unreported and unregulated (IUU) fishing and has become a key driver for the fight against the scourge of IUU fishing. The Committee on Fisheries identified the capacity development needs of developing countries in the effective implementation of the PSMA. Instruments such as the PSMA are key to achieving targets under SDG14.

36. Following the *New York Declaration for Refugees and Migrants* adopted in 2016 at the UN Summit for Refugees and Migrants, FAO has actively contributed to the consultation and stock-taking phases of the process of preparing a Global Compact for Safe, Orderly and Regular Migration (GCM) for adoption during 2018. FAO's contributions have focused on the drivers of migration, migration and sustainable development, and agriculture and rural development.

Emerging threats and opportunities

37. The rapid spread of the **Fall Armyworm (FAW)** prompted the FAO Programme for Action for Sustainable Management of the Fall Armyworm in Africa. Experts meetings were organized to share and update the state of knowledge on sustainable FAW management for smallholder family farmers, as well as reviewing key areas of management, including biological control, monitoring, economic thresholds, bio-insecticides use, and the impact of plant biodiversity on FAW ecology. FAO developed a mobile phone app (FAMEWS) to be used by farmers, community focal persons and extension agents to collect data when scouting fields and checking pheromone traps, and will continue to explore innovative technologies to monitor FAW and diagnose damage using drones, remote sensing, artificial intelligence learning, and Google Earth Engine. FAO has also facilitated the preparation of a Farmers Field Schools (FFS) field guide on Integrated Pest Management for FAW.

38. **Antimicrobial Resistance (AMR)** was addressed through FAO's Action Plan, working with WHO and OIE in the context of the One Health Approach and the Inter-Agency Coordinating Group established by the Secretary-General in 2016. The Organization provided scientific advice on AMR in support of Codex standard setting and on the role of the environment in foodborne AMR, AMR via foods of plant origin, the impact of AM use in crops, the role of biocides, and potential risks for AMR and their role in minimizing transmission of foodborne AMR. A laboratory and surveillance monitoring and capacity building tool (ATLASS) for AMR was developed and piloted in several countries in Africa and Asia with plans to extend into Eastern Europe and Latin America, and a scientific paper was published on "Drivers, Dynamics and Epidemiology of AMR in animal Production".

39. The emerging roles of three inter-related approaches to sustainable agriculture, food security and nutrition were explored at national, regional and global levels. Following the success of the 1st International Symposium on **Agroecology** for Food Security and Nutrition in 2014, regional meetings were held in Latin America, Sub-Saharan Africa, Europe, Central Asia and Asia and the Pacific, and the Near East. In the last four years, more than 1,400 participants from 170 countries, including high-level ministerial panels, have been involved in this effort to discuss and highlight the importance and potential of agroecology. FAO organized the International symposium on "The role of **agricultural biotechnologies** in sustainable food systems and nutrition" in February 2016 and two regional meetings on agricultural biotechnologies in 2017 to explore the benefits, risks, challenges and opportunities of agricultural biotechnologies and their contribution to more sustainable food systems and improved nutrition in the face of an increasing human population and climate change. The **Globally Important Agricultural Heritages Systems (GIAHS)** programme broadened its geographical coverage to nine new sites in seven countries in 2016-17, resulting in a total of 46 sites by the end of 2017. The GIAHS programme continued to recognize the accumulated experiences and the range and depth of knowledge systems of human communities and their adaptations to the potentials and constraints of the environment.

Strengthened collaboration

40. In the last quarter of 2016, the governing bodies of the UN ***Rome-based agencies*** (RBAs) FAO, the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP) considered the joint paper *Collaboration among the United Nations Rome-based Agencies: Delivering the 2030 Agenda*, presenting a common vision and guiding principles for strengthened collaboration. The RBAs have continued to collaborate at the global, regional and country level, on thematic issues, and on the provision of joint corporate services, and at the end of 2017 a Rome-based agencies (RBA) [Web site](#) was released.

B. Progress and Achievements – Strategic Objectives

41. FAO contributes to achieving progress through its results framework of Strategic Objectives (SOs), Outcomes and Outputs with indicators of progress measured on a biennial basis. This section describes the monitoring methodology and provides an overview of progress on achieving Strategic Objectives and Outcomes and delivering Outputs in the 2016-17 biennium.

Overview of indicator monitoring and progress

Strategic Objectives

42. The FAO Strategic Objectives are the global development goals that FAO and member countries aspire to achieve, in collaboration with the rest of the international community. They provide a line of sight for assessing global progress in the areas where FAO has committed to achieve results and collaborate with partners.

43. FAO is one of many development partners that assist national governments in their efforts towards achieving these objectives. Achievements at this level cannot be attributed to any one partner, but are the result of interventions of an array of stakeholders. FAO contributes to achieving progress in line with its mandate and comparative advantages, but there can be no direct attribution of causality.

44. The Medium Term Plan 2014-17 established a set of indicators to track global trends at the level of Strategic Objectives using international data sources. Following the adoption by the UN General Assembly of the 2030 Agenda for Sustainable Development at the end of 2015, FAO aligned its results framework to the Sustainable Development Goals (SDGs) by identifying and using exclusively the SDG targets and indicators that relate to each FAO Strategic Objective. This process, undertaken during 2016, has resulted in a new set of 39 SDG-based SO indicators to measure progress at the level of FAO's Strategic Objectives used in this report.⁶

45. Current data availability is poor for many of the SDG-based SO indicators, as they have been established recently. Furthermore, movements in these indicators are observed over an extended period of time because progress in the development objectives takes place a number of years after the relevant policies and programmes are implemented.

46. To assess recent trends, values for each SDG-based SO indicator in 2013 (or closest prior year for which data was available) were compared with the values for the most recent year available, as shown in the indicator pages of *Section I.B, Overview of Results* and described in the Strategic Programme narratives.

Outcomes

47. Indicators at the Outcome level measure the extent to which countries have made the necessary reforms 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, for example through the development of policy frameworks, norms, standards and agreements. Movement in outcome indicator values are the result of policies and programmes implemented by all key stakeholders – FAO, Member States and development partners. In interpreting the Outcome indicators, it should be taken into account that FAO is just one of the contributors to those changes and therefore progress cannot be attributed only to its work. Monitoring progress on the Outcome indicators is useful in assessing FAO's perceived contribution to changes at country level, and to identify gaps and areas for improvement to help make FAO's work more relevant.

48. For 2014-17, there were a total of 34 Outcome level indicators for 17 Outcomes across the five Strategic Objectives. In order to measure progress in the outcome indicators, FAO conducted a Corporate Outcome Assessment at the end of 2017, which collected both primary (survey) and secondary data (public databases and policy review) at country level for the elements of measure for each Corporate Outcome indicator. Data was collected for both the baseline year (2013) and the end

⁶ C 2017/3 PWB 2018-19, Annex 2

of the medium term period (2017). Data was not available or of very low quality for five of the Outcome indicators, which are not reported. Further detail on the monitoring methodology is provided in *Annex 3*.

49. The Outcomes are assessed and results presented in three different ways, as shown in the indicator pages in *Section I.B* and in *Annex 4*, namely: a) the percentage of countries with improved indicator scores between 2013 and 2017; b) the percentage of countries in each performance category (low, medium-low, medium, medium-high, and high); and c) the number of countries responding to the indicator as measured against the target.

50. The results of the outcome assessment show that the performance trend is generally positive, with a higher percentage of countries in the medium to high performance categories in 2017 than in 2013 for 82% of the indicators. Furthermore, 82% of the Outcome indicators for which data were available show progress with targets met. This performance exceeded the related key performance indicator target of 80% (10.3.A), and was better than performance in 2014-15, when 77% of the Outcome indicator targets were fully or partially met.

Outputs

51. Outputs are FAO's contribution - in terms of processes, products and services - to the Outcomes in the results chain. They represent the direct results of FAO's interventions at the national, regional and global levels, funded from assessed and voluntary contributions, which the Organization controls and for which it is fully accountable. The achievement of the 48 Outputs was monitored annually through 50 indicators and 55 targets, as explained in *Annex 4*.

52. Based on lessons learned in 2014-15, considerable improvements were made in setting, monitoring and reporting against output targets for 2016-17. Country offices were more significantly engaged throughout the target setting process; headquarters and Regional Offices provided additional support to help countries align results to corporate output indicators and, where necessary, to realign or reformulate Country Programming Frameworks. Furthermore, roles and responsibilities for planning and reporting were more clearly laid out and the quality assurance process and criteria for results review was more structured. These improvements led to a more robust anchoring of results from the country level to the monitoring framework and provided better information for the focus of FAO assistance.

53. In view of the more rigorous target setting process in 2016-17, a stronger test was also applied for assessing performance. In 2014-15, Output targets were considered to be met when performance reached 75% of the target. In 2016-17, however, targets were only considered met if performance was at least 100% of the target.

54. In 2016-17, FAO fully met 82% (45) of its output indicator targets, using the stronger measure of performance. If the 2014-15 criteria for measurement of performance had been applied⁷, FAO would have met 96% of the Output indicator targets in 2016-17 compared with 88% in 2014-15.. Approximately 81% of Output results were delivered at country or regional level.

55. Table 1 below provides an overview of output indicator target achievement by Strategic Objective. Indicators with targets partially met have performance rates ranging from 65% to 97%.

Table 1: Output indicator targets as at end 2017

	Number of targets fully met (100% or higher)	Number of targets partially met	Total
SO 1	6	2	8
SO 2	12	1	13
SO 3	7	3	10
SO 4	10	4	14
SO 5	10	0	10
Total	45	10	55

⁷ i.e. the output was considered achieved when the indicator value scored 75% or more against the target.

Overview of Strategic Objective performance

56. Work to *contribute to the eradication of hunger* (SO1) achieved most of the expected results, with 6 out of 8 Output indicator values meeting or exceeding their targets. Good progress was made by countries on incorporating objectives to address food insecurity and malnutrition challenges in policies, programmes and legal frameworks and on strengthening capacities as a result of FAO's support (Outputs 1.1.1 to 1.1.4). However, additional effort is required to improve adequate, efficient and effective resource allocations which, despite improvements, remains weak in many instances (Outcome 1.1). The number of policy processes with more inclusive coordination across sectors for food security and nutrition governance as result of FAO's support was on target (Output 1.2.1), and this contributed to countries performing well in the areas of governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition (Outcome 1.2). Improvements were also seen in monitoring, mapping and analysing data relevant for food security and nutrition decision-making as a result of FAO support (Outputs 1.3.1 and 1.3.2-1), contributing to the use of evidence and analytical products (Outcome 1.3). However, the evaluation of the impact of policies and programmes on food security and nutrition (Output indicator 1.3.2-2) remains an area that requires more support. Globally, the slow rate of decrease in undernourishment combined with rising child overweight and adult obesity, as measured by the SDG indicators, highlight the continued need to foster high-level political commitment on these issues, as well as to address the underlying factors in the food system.

57. Work to *make agriculture, forestry and fisheries more productive and sustainable* (SO2) met or exceeded 12 of the 13 Output indicator targets. FAO's work to promote the adoption of practices by producers that increase and improve agricultural sector production in a sustainable manner (Outputs 2.1.1 to 2.1.3) had ambitious targets, with 2 out of 3 met by the end of 2017. The adoption of such practices (Outcome 2.1), while showing good progress in some areas, is still slow in others. For example, good progress was measured in sustainable fisheries and aquaculture practices (Outcome indicator 2.1.E). However, for the human-edible protein balance in livestock production (Outcome indicator 2.1.C) and the extent of protected ecosystems lost to agricultural expansion (Outcome indicator 2.1.F), more efforts are required. Performance exceeded expectations in the area of governance for sustainable agricultural production (Outcome 2.2). Moreover, good progress was achieved in the endorsement or adoption of international and regional instruments for sustainable agricultural production (Outcome 2.3), although further attention is needed to ensure countries meet mandatory contributions to FAO's governance mechanisms (Outcome indicator 2.3.B). Significant efforts were made to support the production and dissemination of data and information for evidence-based decision-making (Outputs 2.4.1 to 2.4.3), exceeding expectations and contributing to the positive trend (Outcome 2.4). 95% of the countries showed satisfactory performance. The SDGs offer a critical entry point to making agriculture, forestry and fisheries more productive and sustainable through providing a high-level and strategic policy framework that will guide national development for the next decade. The six SDG-based SO2 indicators with initial data, show some progress in the medium or long-term conservation of plant resources, protected areas for freshwater and terrestrial biodiversity, and coverage of protected marine areas.

58. Work to *reduce rural poverty* (SO3) resulted in 7 out of 10 output indicator targets being met or exceeded. This has contributed to countries having improved strategies and policies (Outcome indicator 3.1.A) and enhanced capacities to improve equitable access (Outcome indicator 3.1.B) of the poor to productive resources, services and markets, and promote the sustainable management of the natural resource base. Good results were achieved in empowering rural poor and their organizations (Output 3.1.1), developing policies, methodologies and strategies to improve access to, and sustainable management of natural resources (Output 3.1.2), and for innovative and more efficient rural services (Output 3.1.4), while additional efforts are needed to improve access to technologies, knowledge and markets (Output 3.1.3). Advances were also made in developing, implementing and monitoring gender-equitable and sustainable rural development and poverty reduction strategies (Output 3.1.5) and this critical work will be further strengthened in the Medium Term Plan 2018-21. Progress on improved policies, institutions and interventions to generate decent rural employment was significant, with a high percentage of countries showing improvement and moving into the higher performance categories (Outcome 3.2), although the number of countries supported to draft or revise agriculture and rural development policies for the implementation of decent rural employment programmes was

lower than targeted (Output 3.2.1). Countries have steadily strengthened their social protection systems (Outcome indicator 3.3.A), and continued focus will be given to supporting countries to monitor social protection systems and their impact (Output 3.3.2). At the global level, trends to reduce rural poverty will be analysed in future Programme Implementation Reports as more recent SDG data becomes available.

59. Work to *enable more inclusive and efficient agricultural and food systems* (SO4) met or exceeded 10 of the 14 output indicator targets. Strong results were seen in the development and adoption of standards in food safety, quality and plant health, where a higher than expected number of new issues were considered for standardization and a considerably higher than expected number of new standards were adopted (Output 4.1.1). This positive result is reflected at the Outcome level, where good performance is measured for aligned national trade policies, regulations and mechanisms to conform to agreements (Outcome 4.1.A.). Work on agro-industry and agrifood chain development also progressed well, with a higher than expected number of institutions supported on strategies and public goods (Output 4.2.1), as well as a significantly higher number of countries supported on reducing food loss and waste (Output 4.2.2), and this contributed to countries performing well in reducing food losses (Outcome 4.2.B). Results fell slightly short of target for 2 out of 3 Outputs in the areas which support policies, financial instruments and investments to improve incentives for small-scale actors (Outputs 4.3.1 and 4.3.3). However, many more countries than planned received support to increase responsible investment in efficient and inclusive agrifood systems (Output 4.3.2), reflecting in part the successful partnerships with International Financing Institutions (IFIs) and others. A positive trend is also seen in countries' increasing the agricultural investment ratio (Outcome 4.3.B). At the SO level, it was not possible to assess countries' success in supporting improvements in the efficiency of their food systems due to lack of data for the three relevant SDG-based SO indicators (under SDGs 2 and 12). The indicator measuring inclusiveness of agriculture and food systems (SDG 17) suggests a marginal regression in the share of least developed countries' (LDC) exports in total global exports.

60. Work to *increase the resilience of livelihoods to threats and crises* (SO5) was delivered as planned, with all output targets met or exceeded. Support was provided to countries to develop policies, strategies and plans (Output 5.1.1) and to investment programming and resource mobilization strategies (Output 5.1.2), which contributed to 66% of countries improving their commitment and capacity for disaster and crisis risk management (Outcome 5.1.A). Strong results were also achieved in reducing risks and vulnerability at household and community level by supporting threats monitoring and early warning (Output 5.2.1) and improving capacities to undertake resilience and vulnerability analysis (Output 5.2.2). These results contributed to the strong improvement of countries' capacities to deliver regular information and trigger timely action against threats (Outcome 5.2.A), with 96% of countries showing satisfactory performance in 2017. While countries have improved their capacities to apply prevention and mitigation measures (Outcome 5.3.A), overall performance in this area remains relatively weak with only 28% showing satisfactory performance although 41% of countries improved their capacities since 2013. Continued support will be provided to improve capacities to implement good practices and access services (Outputs 5.3.1 and 5.3.2), including with a focus on gender-sensitive programmes and empowering the most vulnerable. FAO's support to countries and regions affected by disasters and crises (Outputs 5.4.1 to 5.4.3) contributed to improvements in countries' preparedness and response management capacity (Outcome 5.4.A). At the SO level, FAO is beginning to monitor progress against two indicators of SDG2 and is monitoring progress towards achieving SDG target 11.5 on building resilience and reducing vulnerability to climate-related extreme events and disasters (in particular by measuring agriculture-related components of indicator 11.5.2 on reducing direct disaster economic loss).

Presentation of Strategic Objective results

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

- a) values for each SDG-based SO indicator in 2013 (or closest prior year for which data was available) compared with the values for the most recent year available;
- b) the estimated percentage of countries which have improved their performance between 2013 and 2017, as measured by the Outcome indicators;
- c) the estimated percentage of countries for which the Outcome indicator shows medium to high performance levels in 2013 and 2017;
- d) the target and actual values of the Output indicators, as well as the assessment of performance.

62. 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 climate change, gender, governance and nutrition, performance is measured and reported by key performance indicators and targets, measured by the responsible managers for each Objective 6 Outcomes.

63. Detailed information on all SDG-based SO indicators, Outcome indicators, Output indicators and key performance indicators (KPIs) are tabulated in *Annex 4*.



Hunger Eradication

Strategic Objective 1

MEASURING THE CONTRIBUTION TO THE ERADICATION OF HUNGER, FOOD INSECURITY, AND MALNUTRITION

Strategic Objectives

SDG INDICATOR	2013 (OR NEAREST PRIOR DATE)	2017 (OR NEAREST PRIOR DATE)	
2.1.1	Prevalence of undernourishment	10.8%	10.7%
2.1.2	Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale	23.7%	25.2%
2.2.1	Prevalence of stunting among children under 5 years of age	24.5%	22.9%
2.2.2	Prevalence of malnutrition among children under 5 years of age, wasting	n/a ¹	7.7%
	Prevalence of malnutrition among children under 5 years of age, overweight	5.8%	6%
3.4.1	Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	19.8%	18.8%

¹ Data not available at global level.

Outcomes

PERCENT OF COUNTRIES WHERE INDICATOR IMPROVED (FROM 2013 TO 2017)	INDICATOR ²	PERCENT OF COUNTRIES WHERE INDICATOR SCORED MEDIUM TO HIGH (2013 AND 2017)
10%	1.1.B Countries with improved resource allocation (in terms of adequacy, efficiency and effectiveness) to eradicate hunger, food insecurity and malnutrition	2013: 1% 2017: 2%
44%	1.2.A Countries with improved governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition	2013: 48% 2017: 83%
26%	1.3.A Countries with improved evidence and high quality analytical products generated through functional information systems in support of food security and nutrition policy and programming processes	2013: 88% 2017: 90%

² Outcome indicators excluded due to lack of data: 1.1.A.

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	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	139	135	△
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	29	44	●
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	35	70	●
1.1.4	Number of countries that improved financial resource allocation and use for food security and nutrition as a result of FAO support	11	12	●
1.2.1	Number of policy processes with more inclusive coordination across sectors and stakeholders for food security and nutrition governance as a result of FAO support	39	39	●
1.3.1	Number of countries that 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	28	49	●
1.3.2.1	Number of policy processes with improved human and institutional capacities for managing mapping systems relevant for FNS decision-making as a result of FAO support	13	17	●
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	26	19	△
Achievement: Fully Achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △				

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

64. The sustainable eradication of hunger, food insecurity and malnutrition requires that governments and non-state actors work in a more coordinated and focused manner to address the root causes that keep the hungry, food insecure and malnourished trapped in a vicious cycle of chronic deprivation. FAO contributes to this Objective by working in partnership with governments and other development actors at global, regional and national levels towards the creation of an improved 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) explicit political commitment in the form of policies, investment programmes (Output 1.1.1), legal frameworks (Output 1.1.2) and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition (Outputs 1.1.3 and 1.1.4);
- b) strengthened governance, coordination mechanisms and partnerships to improve participation and coordination across sectors and stakeholders (Output 1.2.1);
- c) evidence-based policy processes supported by better information on food security and nutrition situations (Output 1.3.1), enhanced tracking and mapping of actions, and improved impact assessment (Output 1.3.2).

65. Globally, the number of undernourished has steadily decreased over the last two decades, though not at a rate sufficient to achieve the SDG2 food security and nutrition targets (SDG indicator 2.1.1). Moreover, the 2016 undernourishment data show that this trend may now be reversing and the pace of reduction in the prevalence of child stunting (SDG indicator 2.2.1) is slowing down in some regions. Additionally, nearly one in ten people in 2016 (9.3%) suffered from severe food insecurity (SDG indicator 2.1.2), corresponding to about 689 million people. Hence the continued need to foster high-level political commitment, significantly increase resource allocation and intensify action on food insecurity and malnutrition.

66. Undernourishment, child stunting and wasting often co-exist with micronutrient deficiencies, as well as with problems due to over-nutrition (SDG indicator 2.2.2). Over-nutrition has rapidly become a global health concern as shown by the increasing prevalence of overweight, obesity and the consequent emergence of diet-related non-communicable diseases (SDG indicator 3.4.1). Under a business-as-usual scenario, the number of overweight and obese people is expected to increase from 1.33 billion in 2005 to 3.28 billion by 2030. There is an urgent need to address the underlying factors in the food system that drive this epidemic.

67. These worrying trends of rising undernourishment and child overweight and adult obesity, coupled with the fact that a majority of countries continue to score low to medium in allocation of adequate human and financial resources to food security and nutrition (1.1.B); strengthened governance and coordination mechanisms (1.2.A); and evidence-based decision-making, were duly taken into consideration by FAO through the necessary change in emphasis in the Medium Term Plan (MTP) 2018-2021.

In Focus...

Myanmar

Myanmar is currently experiencing an important policy transition phase, aiming at unlocking its potential as a major economic player in the agricultural sector. The EU-FAO FIRST Programme is contributing to these efforts by: a) supporting the design of policy processes; b) connecting these efforts to resource mobilization; and c) strengthening capacities and partnerships to implement. In this regard, the Government requested FIRST to support a Land Tenure reform agenda. FIRST unpacked a complex process, provided clear strategic guidance for its operationalization and, together with several key partners, conducted relevant advocacy work, which led to the establishment of a high-level inter-ministerial National Land Use Council. In addition, the Government decided to explore its diversified agro-ecological potentials and engage in the drafting of a Food Basket policy, central to the new Agricultural Development Strategy, developed with strong facilitation support from FIRST. In this regard, a concrete success was the mobilization of a GAFSP⁸ grant that, combined with a substantial AsDB⁹ investment loan, will support both the nutrition and the land tenure reform processes.

FIRST and FAO have also supported the Ministry of Agriculture to strengthen its role in the national nutrition debate, through active engagement, capacity development and technical support. Sound investment in the agriculture sector is increasingly recognized as a genuine contribution to the reduction of malnutrition in rural areas. The Ministry of Agriculture has developed a three-tier intervention plan to complement Health, Social Welfare and Education sectoral priorities in the Government's Multi-sector Nutrition Plan of Action, the principle policy and resource mobilization process addressing the various dimensions and causes of nutrition, and is supported by all concerned stakeholders. FAO is supporting the incorporation of nutrition sensitive agriculture and food systems thinking into the plan.

Leveraging investments for food security, nutrition and sustainable agriculture in West Africa

The implementation of first generation of Regional Agricultural Investment Programmes (RAIP) and National Agricultural Investment Plans (NAIPs), as part of the Comprehensive Africa Agriculture Development Programme (CAADP), have been key to tackling insufficient agricultural productivity and production, resulting in high-energy crop production and reduction in undernourishment. Nonetheless, the West African region continues to face high levels of chronic malnutrition. Through the EU-FAO FIRST Policy Assistance Facility and support from Governments of Spain and Germany, FAO expanded its support to the Economic Community of West African States (ECOWAS) to tackle these issues from a sub-regional and national perspective.

The focus of FAO's efforts has been on capacity development interventions aimed at fostering participatory design and implementation of second generation nutrition-sensitive NAIPs, as well as the inclusion of important sub-sectors such as fisheries and aquaculture, through support to the drafting of the ECOWAS Regional Fisheries and Aquaculture Policy and Strategy.

Specifically, key elements of this integrated FAO support included the preparation of nutrition-sensitive reviews of all NAIPs' components (from diverse, safe and nutrition-dense production, to development of sectoral policies/regulations, to nutrition education) and the reinforcement of local capacities for planning, costing and preparing financial analysis of food security and nutrition interventions. Thanks to these efforts over the biennium, the validation of second generation nutrition-sensitive NAIPs was achieved across 10 countries. Additionally, national reviews of fisheries and aquaculture policies and strategies were finalized in eight countries. These concomitant processes are creating opportunities for advocacy on the inclusion of additional sub-sectors to the NAIPs and the food security and nutrition agenda more broadly. FAO and its partners are ready to support ECOWAS members to turn these nutrition-sensitive plans and strategies into action through implementation support.

⁸ Global Agriculture and Food Security Program (GAFSP)

⁹ Asian Development Bank (AsDB)

Implementation of the Strategic Programme

68. Strategic Programme 1 (SP1) has strengthened delivery at country-level by the deployment of 34 Policy Officers, through the joint FAO-EU FIRST¹⁰ Policy Assistance Facility, in high-level positions in government ministries. In the 2016-17 biennium, they continued to focus on identifying concrete windows of opportunity to strengthen institutional capacities and influence sectoral policy change through situation and policy analysis, support to policy and programme development and implementation in ways that explicitly address the root causes of hunger, food insecurity and malnutrition in all its forms. In addition, they contributed to catalysing high-level policy dialogue among the government, FAO, the EU and other development partners, including civil society, private sector, parliamentarians and academia, to promote strengthened coherence between policies and investments in support of food security and nutrition.

69. SP1 ensures that public and private sector investments are more effectively and efficiently linked to the SDGs, especially SDGs 1 and 2. Concrete results have been achieved in 2016-17 in several countries, including in Chad on the revised National Rural Sector Investment Plan (PNISR 2016-2020), and in Guatemala on the Family Farming Programme to Strengthen the Peasant Economy (PAFFEC), and on the National Strategy to Prevent Chronic Undernourishment (ENPDC) and related increased budget allocations to the school feeding programme. Furthermore, SP1 has continued to focus on ensuring coherence between policies impacting food security and nutrition outcomes and investments, and on ensuring that nutrition-sensitive investments are well reflected in National Agricultural Investment Plans in the Africa region, the Country Investment Plan in Bangladesh, and the Agriculture Development Strategy in Myanmar.

70. In the 2016-17 biennium, at regional level, SP1 has continued to strengthen partnerships with regional entities, including CELAC, AU/NPCA, ECOWAS and IGAD¹¹ to accelerate the reach and impact at country-level. Work under FAO's long-standing partnership with CELAC has led to a conducive enabling environment for the eradication of hunger in member countries. Similarly, FAO's partnership work with the African Union (AU) on the Zero Hunger pillar of the Malabo Declaration on "Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods" and with ECOWAS on sharpening the food security and nutrition focus of the Fisheries and Aquaculture Regional Policy and Strategy Framework continued to represent SP1's efforts in leveraging partnerships for greater impact. SP1 has also continued to spearhead cross-country and regional learning through South-South Cooperation on food security, nutrition and sustainable agriculture policies, programmes and governance, i.e. between Kenya and selected countries in Latin America and Asia.

Outcome assessment

71. Progress on SP1 Outcomes is tabulated in *Annex 4*.

72. Data availability and quality issues limit reporting results on the progress countries have made in adopting *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 (1.1.A).

73. The capacity for implementation, in the form of *increased human and financial resources and investments*, remains weak in many instances and represents an area for intensified support, although there has been some improvement since 2013, with 10% of countries having progressed in allocating resources to eradicating hunger, food insecurity and malnutrition (1.1.B). It is important to note, however, that most countries saw no major change in their situation (88%), and almost all continue to score low to medium-low. This is largely due to the continued global economic downturn where decision-makers are confronted with trade-offs in resource-constrained contexts that hamper efforts to turn into action the commitments made at the highest-level on food security and nutrition.

¹⁰ Food and nutrition security impact, resilience, sustainability and transformation (FIRST)

¹¹ Community of Latin American and Caribbean States (CELAC); African Union / NEPAD Planning and Coordination Agency (AU/NPCA); Economic Community of West African States (ECOWAS); Intergovernmental Authority on Development (IGAD)

74. At the end of 2017, 26% of countries improved on *evidence-based decision-making* (1.3.A), but with 72% showing no progress, more investments and efforts are needed at national level to accelerate progress in this particular area as well.

75. Very positive developments can also be seen on *governance, coordination mechanisms and partnerships for food security and nutrition* (Outcome 2). 44% of countries have improved their overall coordination mechanisms between 2013 and 2017, with 83% of countries in the medium and medium-high performance classes in 2017, compared to 48% in 2013. Furthermore, while 17% of countries were in the low performance class in 2013, no countries at the end of 2017 were scored as low against this indicator.

76. FAO's contribution to progress at Outcome level is positive. FAO is perceived as providing visible contribution across all Outcomes in all countries. In particular, countries where there is adequate and predictable resource availability and a comprehensive programme of work designed to achieving results under SO1 tend to show greater improvement than countries with more limited FAO country-based capacities to deliver on SO1 results. 24% of these countries showed improvement in human and financial resources and investments compared to 10% of all countries where FAO works and 49% showed improvements on governance, coordination mechanisms and partnerships for food security and nutrition, compared to 44% of all countries where FAO works.

Assessment of the results (Outputs) achieved in 2016-2017

77. As shown in *Annex 4*, FAO met 6 of the 8 output indicator targets.

78. While the indicator value for the Output on policies, investment plans and programmes (1.1.1) closely missed the biennial target, the indicator value for the Output on legal frameworks (1.1.2) exceeded it. This is mainly due to the continued emergence of opportunities at country level for work on the promotion of healthy diets, land tenure, small-scale fisheries, right-to-food and social protection in the context of national food security. While strong support has been provided to translate global guidelines and other instruments into national policies, programmes and legal frameworks through inclusive and evidence-based policy dialogue, including by engaging with parliamentarians, there is still scope for further intensifying such efforts at country, regional and subregional levels.

79. Results in human resources development (1.1.3) and financial resources allocation and use (1.1.4) also exceed biennial targets. In particular, the work on human resource development has benefited from opportunities that emerged during the year for strengthening organizations to further build capacities at country level to better address food insecurity and malnutrition challenges, including through greater awareness on nutrition-sensitive agriculture and its contribution to food security and nutrition outcomes. Nevertheless, more support is needed in the area of financial resource allocation and use, especially to track public expenditures for food security and nutrition and to analyse the effectiveness of resource allocation options, which remains a relatively new area of work for FAO that will benefit from stronger strategic partnerships to leverage capacities.

80. In the domain of governance, coordination mechanisms and partnerships for food security and nutrition (1.2.1), results are in line with the biennial target. FAO is supporting governments and other stakeholders to intensify dialogue and collaboration, adopt and adapt global normative and standard setting instruments for their use and implementation at country level, and raise political commitment to ensure the creation of a more enabling policy and institutional environment for the right-to-food. In 2017, FAO has furthered its engagement with other UN agencies to strengthen accountability and grievance mechanisms at national and local levels, including advocacy for promoting the participation of civil society, private sector and other stakeholders, such as parliamentarians, consumer and producer organizations in national food security and nutrition governance mechanisms.

81. Results in evidence-based decision-making are overall in line with expectation. The results on monitoring and analysis of food security and nutrition situations (1.3.1) focused on developing capacities to apply some of FAO's key normative products like the chronic scale of the Integrated Food Security Phase Classification (IPC) at country level, as well as the roll-out of indicators for measuring progress against SDG2 targets for 2017 Voluntary National Reviews, and the inclusion of the Food Insecurity Experience Scale (FIES), one of the SDG2 indicators, in national surveys. While progress has been made on the mapping and analysis of policies, programmes and legislation relevant

to food security and nutrition (1.3.2-1), the evaluation of their impact on food security and nutrition (1.3.2-2) remains an area under-resourced by governments which requires more support, especially at country level.

Highlights of achievements at global level

82. Highlights of the results of FAO's engagement together with other development partners and UN agencies in global policy processes include:

- a) finalization of the Work Programme for the Nutrition Decade (proclamation of the Decade of Action on Nutrition 2016-2025, by the UNGA) in collaboration with the Open Ended Working Group (OEWG) on Nutrition of the Committee on World Food Security (CFS) with the UN System Standing Committee on Nutrition (UNSCN), and continued expansion of the information base to support global policy discussions on sustainable food systems and healthy diets;
- b) the development of global knowledge products and information base to support regional- and country-level implementation under the auspices of the CFS on issue of Sustainable Forestry, Women's Empowerment, the 2017 High-Level Political Forum (HLPF) on 2030 Agenda for Sustainable Development (SDGs), and finalization of a series of policy guidance notes produced jointly by FAO and EU through FIRST, and other Strategic Programmes;
- c) support to urban food systems, in collaboration with Strategic Programme 4, in the implementation of the New Urban Agenda, and the Milan Urban Food Policy Pact, and expanding partnerships with city and local government networks such as C40 Cities, Local Governments for Sustainability, and United Cities and Local Governments;
- d) development of strategic inputs and active engagement in various global processes to promote the inclusion of food security and nutrition goals and considerations, including COP22 and COP23, COFI, UNSCN, the Scaling Up Nutrition (SUN) movement, the UN Zero Hunger Challenge (ZHC), and the Global Alliance for Climate-Smart Agriculture (GACSA).

Highlights of achievements at country and regional level

83. Highlights of results from collaboration during 2016-2017 with various regional and subregional intergovernmental organizations include:

- a) followed-up on the International Symposium on Sustainable Food Systems for Healthy Diets and Improved Nutrition through similar events across all five regions, with Strategic Programme 4 and in collaboration with *inter alia* WHO, UNICEF, WFP, PAHO, IFPRI,¹² the World Bank, African Union and the League of Arab States, and continued to develop capacities at country and regional levels for the implementation and monitoring of the ICN2¹³ Framework for Action;
- b) continued support to enhance capacities for the implementation and monitoring of the Malabo Declaration on "Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods" and SDG2 through a series of capacity development actions, as well as strengthened support to regional processes including the Africa Regional Nutrition Strategy, the Sustainable School Food and Nutrition Strategy, and the Africa Renewed Initiative for Stunting Elimination, in collaboration with Strategic Programme 3. Support to the drafting of the IGAD Regional Nutrition Strategy and of the SADC¹⁴ Food Security and Nutrition Strategy. The integration of food security and nutrition priorities into National Agricultural Investment Plans (NAIPs) and implementation modalities in a number of countries (Benin, Côte d'Ivoire, The Gambia, Guinea, Guinea-Bissau, Malawi, Niger and Togo), in collaboration with national governments and regional partners (such as ECOWAS);

¹² World Health Organization (WHO); United Nations Children's Fund (UNICEF); World Food Programme (WFP); Pan American Health Organization (PAHO); International Food Policy Research Institute (IFPRI)

¹³ Second International Conference on Nutrition (ICN2)

¹⁴ Southern African Development Community (SADC)

- c) supported implementation of the ASEAN¹⁵ Integrated Food Security Strategy, its Plan of Action for Food Security (2015-2020) and the Food, Agriculture and Forestry Vision (2016-2025), and increased advocacy and awareness on the role of neglected and underutilized crops in contributing to food security and nutrition in the Asia-Pacific Region;
 - d) supported implementation of CELAC Plan for Food Security, Nutrition and Hunger, endorsed in 2016. This has also included strengthening of capacities of relevant stakeholders to better promote nutritional well-being and food and nutrition education within national school feeding frameworks;
 - e) strengthened inter-regional collaboration of regional Parliamentary Fronts working on food security issues (the Pan-African Parliament, the Latin American Parliamentary Fronts, and the European Alliance “Fight Against Hunger”), leading to the global parliamentary Summit Against Hunger in 2018. This has been underpinned by the launch of Parliamentary Alliances for Food Security and Nutrition in the Pan-African Parliamentary Alliance for Food Security and Nutrition, and the establishment of national parliamentary alliances across regions in countries, such as Japan and Italy.
84. Highlights of capacities developed in over 90 countries include:
- a) over 50 countries across the five regions mainstreamed food security and nutrition in sectoral policies and investment programmes and/or developed cross-sectoral policy frameworks for food security and nutrition. In Uruguay, Paraguay, Malawi, Zambia, Cambodia, Philippines and Kenya, the capacity of the government and stakeholders was strengthened for operationalizing the linkages between climate change and food security and nutrition in policies and programmes;
 - b) through the joint FAO-EU FIRST Policy Assistance Facility, policy dialogue has gathered momentum among policy-makers and development partners on food security, nutrition and sustainable agriculture at country-level, including in Kenya, Ethiopia, Chad, Pakistan, Myanmar, Honduras, and Guatemala. The facility has further focused efforts to support implementation of policies and strategies through strengthened coordination mechanisms in the West Bank and Gaza Strip, Guatemala, Timor-Leste and Lao PDR;
 - c) over fifteen countries, including Cape Verde, Costa Rica, Dominican Republic, Lao PDR, Mongolia, Nepal, Paraguay, and Sao Tome and Principe are developing and implementing legal frameworks supportive of the right-to-food and more secure and equitable access to resources and assets;
 - d) development of national capacities in more than 40 countries to monitor, analyse, communicate and make better use of relevant food security and nutrition data and information for improved decision-making, as well as strengthening of capacities to utilize tools such as the IPC and food price monitoring tools, and specific support to the development of monitoring and evaluation frameworks and systems for national agriculture policies, strategies and plans.

¹⁵ Association of Southeast Asian Nations (ASEAN)

Mainstreaming of gender, governance, climate and nutrition

Key results were achieved during the biennium 2016-17 in developing gender analysis to inform development and revision of national food security and nutrition strategies, particularly in Botswana, Kyrgyzstan, Kenya and Guatemala. In addition, FAO successfully supported the national implementation of Article 14 of the Committee on the Elimination of Discrimination against Women (CEDAW) in Botswana, Kyrgyzstan, Tanzania and Guatemala. Important results were also achieved in Liberia and Sierra Leone in ensuring the gender-sensitive implementation of the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT).

The outcomes of COP22 and COP23 have translated to a number of nationally determined commitments with specific focus on food security and nutrition in climate-smart agriculture policies, as well as the UN Decade of Action on Nutrition declared by the UN General Assembly in April 2016 and the recommendations of the Second International Conference on Nutrition (ICN2). FAO played a key role over the last biennium in supporting countries to mainstream nutrition actions and considerations into the design of country investment plans (Ghana, Chad, Cote d'Ivoire and Djibouti), as well as in legislative frameworks to promote healthy diets. Additionally, FAO has been focusing on developing national capacities in both public and private spheres on Nutrition Sensitive Agriculture and food systems (NSA) through educational materials and collaborating with national extension services, and national universities to include NSA in curricula and training programmes (Ghana, Burkina Faso, and Lao PDR).

Key lessons learned

- 2016-2017 allowed for greater focus on accelerated implementation of the Strategic Framework. Experience in all regions shows that broad involvement in the policy agenda at national level allows FAO to go beyond its traditional relationship with ministries of agriculture to broader results through a multi-sectoral approach. More focused support to country-identified needs should continue into 2018 and will be further scaled-up.
- 2017, in particular, has seen greater focus on assessment and development of policy implementation capacities at country level, with a special focus on leveraging partnerships at regional, subregional and country levels. South-South and Triangular Cooperation (SSTC), as in the case of Kenya, were instrumental in this regard. In 2018-19, increased focus will be given to further use SSTC to stimulate exchanges on policy implementation issues.
- To achieve impact such as that required by the SDGs there is need to overcome resource limitations at country and regional levels. This is especially true for areas such as the right-to-food, small-scale fisheries, work on policy and investment, as well as on evidence-based decision-making. Additionally, ensuring timely and reliable policy support requires FAO's own capacities for producing timely and comprehensive policy intelligence to be strengthened, as included in the PWB 2018-19.



Make Agriculture more productive and sustainable

Strategic Objective 2

MEASURING THE CONTRIBUTION TO MAKE AGRICULTURE MORE PRODUCTIVE AND SUSTAINABLE

Strategic Objectives

SDG INDICATOR ¹	2013 (OR NEAREST PRIOR DATE)	2017 (OR NEAREST PRIOR DATE)
2.5.1.A Proportion of animal breeds for which sufficient genetic resources for food and agriculture are stored for reconstitution in either medium or long-term conservation facilities	7.5%	n/a ²
2.5.1.B Number of accessions of plant genetic resources secured in conservation facilities under medium or long-term conditions (thousands)	4,443	4,713
2.5.2 Proportion of local breeds classified as being at risk of extinction	24%	27%
6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources	12.7% (2014 data)	n/a
14.4.1 Proportion of fish stocks within biologically sustainable levels	68.6%	n/a
14.5.1 Coverage of protected areas in relation to marine areas	11.9%	12.7%
15.1.1 Forest area as a proportion of total land area	30.8%	30.7%
15.1.2 Proportion of important sites for freshwater biodiversity that are covered by protected areas	43%	43.2%
15.1.2 Proportion of important sites for terrestrial biodiversity that are covered by protected areas	46.3%	46.6%

¹ SDG indicators excluded due to lack of data: 2.3.1, 2.4.1, 6.4.1, 15.3.1, 15.4.2.

² Data not available at global level.

Outcomes

PERCENT OF COUNTRIES WHERE INDICATOR IMPROVED (FROM 2013 TO 2017)	INDICATOR ³		PERCENT OF COUNTRIES WHERE INDICATOR SCORED MEDIUM TO HIGH (2013 AND 2017)
5%	2.1.B Countries where the crop yield gap has decreased since the last reporting period	2013	16%
		2017	17%
1%	2.1.C Countries where the human-edible protein balance in livestock production (output/input ratio) increased or remained stable, since the last reporting period	2013	6%
		2017	5%
14%	2.1.D Countries with an increase in area of forests under Forest Management Plans, as share of total forest area, since the last reporting period	2013	27%
		2017	29%
46%	2.1.E Countries that have improved sustainable fisheries/aquaculture practices	2013	68%
		2017	65%
2%	2.1.F Countries where the area of natural vegetation and protected ecosystems lost to agricultural expansion has decreased since the last reporting period	2013	4%
		2017	3%
25%	2.2.A Countries with high-level strategic planning/policy documents that foster sustainable, agricultural production and natural resources management	2013	68%
		2017	74%
56%	2.2.B Countries with improved public service organizations and inter-organizational mechanisms for the formulation and implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management	2013	91%
		2017	96%
51%	2.3.A Countries that have demonstrated a strong level of commitment/support to selected FAO international instruments	2013	85%
		2017	93%
13%	2.3.B Countries that demonstrate a strong level of support/commitment to selected FAO governance mechanisms	2013	51%
		2017	37%
39%	2.3.C Countries that have enhanced their national legal frameworks by integrating provisions of selected FAO international (binding and non-binding) instruments	2013	68%
		2017	85%
20%	2.4.A Countries with improved response rates and/or quality of contributions to the global collection of data on agriculture and natural resources, during the reporting period	2013	40%
		2017	51%
33%	2.4.C Countries that use statistics moderately or extensively in policy-making processes pertaining to agriculture and natural resources management	2013	88%
		2017	95%

³ Outcome indicators excluded due to lack of data: 2.1.A, 2.4.B.

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	ACHIEVED
2.1.1	320	327	●
2.1.2	197	150	△
2.1.3	215	224	●
2.2.1	30	42	●
2.2.2	45	62	●
2.2.3	42	44	●
2.3.1	34	44	●
2.3.2	33	35	●
2.3.3	98	103	●
2.4.1-1	942	1,644	●
2.4.1-2	3	5	●
2.4.2	30	35	●
2.4.3	119	151	●

Achievement: Fully Achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △

Strategic Objective 2: Make agriculture, forestry and fisheries more productive and sustainable¹⁶

85. The transition to sustainable agriculture, forestry and fisheries is essential to increase production and productivity, and to address climate change and environmental degradation issues. FAO supports this transition by the formulation or review of strategies, policies and investment programmes implemented through inclusive governance mechanisms, guiding key stakeholders (government, rural communities, agricultural producers and producers' organizations, etc.) in the adoption of more productive and sustainable practices in all sectors while conserving, restoring and protecting the natural resource base, and addressing key climate change challenges.

86. Through SP2, FAO provides support to countries using the five interconnected sustainable food and agriculture (SFA) principles¹⁷ to ensure that:

- a) producers and natural resources managers adopt sustainable practices and production systems (Outputs 2.1.1 to 2.1.3);
- b) member countries strengthen governance to achieve sustainable productivity increases in agriculture, forestry and fisheries (Outputs 2.2.1 to 2.2.3);
- c) international governance mechanisms effectively integrate and implement sustainable agriculture, forestry and fisheries (Outputs 2.3.1 to 2.3.3);
- d) member countries promote the use of data, statistics and knowledge in decision-making (Outputs 2.4.1 to 2.4.3).

87. By striving to make agriculture, forestry and fisheries more productive and sustainable, SP2 contributes directly to several targets of the Sustainable Development Goals, in particular, those related to sustainable agriculture (SDG2), sustainable management of ocean resources (SDG14) and sustainable land management, including forests (SDG15). SDG2 integrates the promotion of sustainable food and agriculture into its overarching goal to end hunger, achieve food security and improve nutrition by 2030. In addition, action on closely related objectives, such as clean water and sanitation (SDG6), sustainable consumption and production (SDG12), combatting climate change (SDG13), life below water (SDG14) and life on land (SDG15) must be mobilized together to meet SDG targets.

88. Available SDG data for both 2013 and 2017 indicate the following trends: a) efforts towards conserving plant genetic resources in facilities had been progressively producing good results, as the numbers increased slowly but steadily (2.5.1); b) the percentage of marine areas that are protected increased substantially (14.5.1); c) forest areas continued to decline at global level, albeit at a relatively low rate (15.1.1); while d) the proportion of important sites for both freshwater and terrestrial biodiversity that are covered by protected areas increased slightly (15.1.2).

¹⁶ Former title in the PWB 2016-17 “Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner”

¹⁷ SFA principles: (i) improving resource use efficiency; (ii) managing natural resources and ecosystems sustainably; (iii) protecting and improving rural livelihoods and social wellbeing; (iv) enhancing the resilience of people, communities and ecosystems; and (v) promoting innovative, effective and responsible governance of both natural and human systems.

In Focus...

GIAHS

FAO supported the Globally Important Agricultural Heritage Systems (GIAHS) through various regional workshops and training sessions that were organized at national, regional and global level. Nine new GIAHS sites were designated during the biennium in China, Egypt, Japan, Mexico, Republic of Korea, Spain and Sri Lanka.

In Sri Lanka, the Cascaded Tank-Village System, a water management system which provides a practical solution for absorbing shocks from droughts, supports a production system that involves paddy fields, home gardens, upland crop fields and forests during the wet season, and provides grazing fields during the off-season. In China, the Zhagana Agriculture-Forest-Animal Husbandry Composite System gives an example of how local residents, the geographical and ecological location, as well as the alpine and barren natural conditions continuously evolve, forming a unique agricultural production system relatively compact and self-sufficient. The recycling and rational utilization of land, forest, grassland and species produce a variety of products to meet the needs of daily life and production.

Agroecology

During 2016-17, a series of regional symposia on agroecology (Europe and Central Asia, China and North Africa and Near East), were completed. FAO continued to work on agroecology through different approaches, including: technical support to countries and partners and their national and local policies and programmes, partnerships with universities and research institutes, and collaboration with farmers' organizations which have considerable agroecological knowledge.

FAO supported an ecosystem engineered by Chinese farmers through which the leaves from the mulberry trees are fed to silkworms whose bodily waste is then fed to fish. The organic material in the fishpond sludge is then used as fertilizer for the mulberry trees, thus completing a virtuous production circle.

In Nicaragua, FAO supported the establishment of community seed banks and participatory plant breeding to guarantee seed security for family farmers. The capacities of the government and extension agencies for research, participatory innovation and technology transfer are being strengthened. That includes low-cost innovative practices for production and conservation of native seeds to revitalize family farming, contributing to the consolidation and territorial implementation of the country's Productive Strategy of the National Human Development Plan.

In Mali, Angola, Niger and Burkina Faso, farmer-researcher networks on agroecology were created covering thematic areas such as climate resilience, integrated nutrient management, and integrated pest management and soil health.

Biotechnology

In February 2016, FAO organized an international symposium on the role of agricultural biotechnologies in sustainable food systems and nutrition, which was attended by over 400 delegates from member countries, intergovernmental organizations, private sector, civil society, producer organizations, and academia and research institutions. The symposium aimed at addressing issues related to the crop, livestock, forestry and fishery sectors, covering a broad range of biotechnologies, from low-tech approaches such as those involving use of microbial fermentation processes, biofertilizers, biopesticides and artificial insemination, to high-tech approaches such as those involving advanced DNA-based methodologies and genetically modified organisms. The importance of bringing this dialogue from global to regional level prompted FAO to organize two successful regional meetings on agricultural biotechnologies in September and November 2017 respectively in Malaysia, (co-organized with the Government and attendance of over 200 people from 41 countries), and Ethiopia (also co-organized with the Government and sponsored by the African Union Commission which was attended by about 160 participants from 37 Sub-Saharan countries).

WASAG

At COP22, FAO launched the Global Framework on Water Scarcity in Agriculture (WASAG) which was designed to bring together key players across the globe and sectors to tackle the collective challenge of better using water in agriculture to ensure food security for all. The initiative brings together partners from different fields and backgrounds to collaborate with supporting countries and stakeholders in their commitments and plans related to the 2030 Sustainable Development Agenda, the Paris Climate Agreement (including implementing Nationally Determined Contributions) and other programmes related to agriculture and water.

Implementation of the Strategic Programme

89. At country level, FAO facilitated the engagement of the agriculture sectors into the SDG debate, provided critical support to enhancing capacities of government organizations to strengthen policy implementation across economic sectors, as well as to enhance the involvement of stakeholders as partners, and to mobilize and align financing and investment in agriculture.

90. Funding from the Global Environment Facility (GEF) and the European Union have been instrumental in advancing more sustainable agriculture production systems. During the biennium, SP2 actively supported 13 regional and global GEF projects, 85 GEF country projects, and 59 European Union projects, while the Technical Cooperation Programme (TCP) provided crucial support to pilot initiatives, and 293 TCP projects were implemented.

91. Partnerships with civil society, private sector, academia and research institutions were further strengthened during the biennium. Several civil society and private sector partners actively engaged in FAO's initiatives on SDGs and sustainable food and agriculture, agroecology and biotechnology at global, regional and country levels. New partnerships were established in 2016-17, and 65 out of 130 corporate partners, focused on sustainable production.

92. A range of South-South Cooperation (SSC) initiatives were undertaken in 2016-17 to strengthen sustainable production of agriculture, forestry and fisheries in Africa and Asia. Under the FAO-China Trust Fund Phase II, a global capacity development project was established to offer training in SSC country institutions by FAO Reference Centers in China.

Outcome assessment

93. Progress on SP2 Outcomes is tabulated in *Annex 4*.

94. The adoption of innovative practices for sustainably increasing agricultural production (Outcome 2.1) has significantly improved in the fisheries and aquaculture sectors (2.1.E), with 46% of countries having upgraded their performance during the period 2013-17. The human-edible protein balance in livestock production (2.1.C) was stable, with the majority of countries (95%) remaining in the lowest performance classes. A similar trend was observed with respect to the extent of protected ecosystems lost to agricultural expansion (2.1.F), with 90% of countries showing no significant change and improvements in 2% of countries.

95. The assessment of changes in governance frameworks to facilitate the transition to sustainable agriculture (Outcome 2.2) shows a positive trend. In particular, 25% of countries improved the existing policies and strategies that foster sustainable agriculture production and natural resource management (2.2.A), while the adequacy of the national mechanisms to implement them (2.2.B) were enhanced in 56% of the countries.

96. Good progress was recorded on endorsement or adoption of international and regional instruments for sustainable agricultural production systems (Outcome 2.3). In particular, 51% of the countries showed an increasing commitment and support to selected FAO's international instruments (2.3.A), with emphasis on the International Plant Protection Convention, the International Code of Conduct on Pesticide Management and the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade. The provisions of FAO's binding and non-binding instruments (2.3.C) were incorporated into national legal frameworks in 39% of the countries.

97. The use of evidence for decision-making in the planning and management of the agricultural and natural resource sectors (Outcome 2.4) also showed a positive trend. In particular, the use of statistics in policy-making processes (2.4.C) improved in 33% of the countries.

98. The trends recorded under Outcomes 2.2, 2.3 and 2.4 showed that FAO's actions under the related Outputs are contributing to enhancing the enabling environment for boosting sustainable agriculture, fisheries and forestry. In this context, 59% of countries considered that FAO contributed significantly to the strengthening of governance mechanisms for sustainable agriculture production systems; 43% of countries perceived that FAO contributed significantly to the enhancement of relevant

national policies and strategies, and 42% of countries considered that FAO played a critical role in promoting the use of statistics in policy-making.

Assessment of the results (Outputs) achieved in 2016-2017

99. As shown in *Annex 4*, FAO exceeded 12 of the 13 SO2 Output indicators and partially achieved one Output indicator (2.12).

100. FAO supported 98 countries in the adoption of a broad diversity of sustainable agriculture practices through participatory approaches (Output 2.1.1). Examples include integrated approaches such as agroecology, agroforestry, agropastoralism and integrated aquaculture-agriculture; pastureland and soil management; cooperative fisheries management; or nuclear techniques for animal feed improvement.

101. Adoption of integrated and multi-sectoral approaches for ecosystem valuation, management and restoration (Output 2.1.2) are both ambitious and challenging for countries, requiring institutional capacity and coordination within the country. The target was partially met (76%), however, it is important to note that FAO supported 62 countries, and results reported in the second year nearly doubled from the first year of the biennium, showing that FAO's work increasingly integrates complex ecosystem-based approaches in its actions on the ground.

102. FAO supported over 80 countries in building organizational capacities of institutions and networks to foster innovation and the transition to more sustainable agricultural production systems (Output 2.1.3). Over 78 countries were assisted in strengthening governance on sustainable agriculture (Outputs 2.2.1 to 2.2.3); with 42 countries supported in analysing governance issues and options (Output 2.2.1) in areas such as national policies, legal and institutional frameworks, tenure-related policies and governance arrangements affecting sustainability. The number of FAO-supported policy processes with cross-sectoral dialogue (Output 2.2.2) increased, in particular in those countries that address sustainable food and agriculture more broadly or deal with land management and climate change adaptation and mitigation.

103. During 2016-17, there were many achievements related to international instruments (Outputs 2.3.1 to 2.3.3), including the accreditation as Green Climate Fund (GCF) Implementing Entity, and various countries were supported to prepare readiness projects or fully-fledged proposals; FAO launched the Global Framework on Water Scarcity in Agriculture at COP22; and supported the formulation, promotion and implementation of UN General Assembly resolutions on sustainable fisheries.

104. A new data domain on greenhouse gas emissions in agriculture as a percentage of the total economy was included as part of the agri-environmental indicators (Output 2.4.1), which was used for international reports by the Intergovernmental Panel on Climate Change (IPCC) and by FAO in SOFA 2016. FAO developed new methodologies for SDG 2.4.1, 2.5.1, 2.5.2, 6.4.1 and 6.4.2 (Output 2.4.2) and supported 88 countries on the use of data and information for decision-making on sustainable agriculture (Output 2.4.3).

Highlights of achievements at global level

105. The [Agroecology Knowledge Hub](http://www.fao.org/agroecology/en/)¹⁸ was launched, which included: 52 case studies; over 300 scientific studies on sustainable agroecological approaches for ecosystem management, restoration and climate change adaptation and mitigation; and a compilation of over 100 legislations, policies and programmes related to agroecology (Outputs 2.1.1 and 2.3.3).

106. FAO's efforts towards adopting a more integrated approach to the sustainable development of agriculture, forestry and fisheries were captured and enhanced through strengthening and promoting corporate knowledge on landscape approaches. The publication *Landscape for Life* contains several case studies documenting FAO's support in this area, including watershed management in Morocco; governance of collective lands in semi-arid pastoral systems in Angola; climate change adaptation practices in the agricultural sector in the Western Balkans; sustainable financing for forest and

¹⁸ <http://www.fao.org/agroecology/en/>

landscape restoration in Lebanon; and integrated landscape management in Asian rice systems. (Output 2.1.2).

107. The second edition of the [Climate-Smart Agriculture Sourcebook](#)¹⁹ was launched in November 2017 at the 23rd Conference of Parties (COP23) to the United Nations Framework Convention on Climate Change (UNFCCC). The CSA Sourcebook provides a wide range of knowledge, expertise and guidance to support the adoption of a climate-smart approaches in building agricultural and food systems that are productive, sustainable and profitable; resilient and adapted to climate change; and minimize or revert their contribution to climate change (Outputs 2.1.2 and 2.3.2).

108. At the 16th Regular Session of the Commission on Genetic Resources for Food and Agriculture (CGRFA) in 2017, the Commission endorsed the *Voluntary guidelines for national level conservation of crop wild relatives and wild food plants*, and discussed the drafts of the *State of the World's Biodiversity for Food and Agriculture*, the *State of the World's Aquatic Genetic Resources for Food and Agriculture*, and the *Voluntary guidelines on national level conservation and use of farmers' varieties/landraces* (Output 2.3.1).

109. The Blue Growth Initiative is making good progress in collaborating with countries to achieve the SDGs.²⁰ A global conference was held in Cabo Verde to create a multi-sectoral dialogue regarding Blue Growth. Discussions highlighted many similar challenges faced by coastal communities, and the conference produced a joint declaration for achieving SDG target 14.7, which was presented at the UN Oceans Conference in June 2017 (Outputs 2.1.2 and 2.3.3).

110. For the first time, FAOSTAT²¹ data on climate change included statistics on temperature change by country. FAO developed a database on land cover, aggregating remote sensing information to produce national statistics. A stock assessment tool for sustainable ecosystem management in fisheries was developed to estimate the fish stock level status based on patterns of fishery catch history, thereby providing a better measure for SDG target 14.4.1 and the Aichi target 6. In addition, an assessment of global fish stock status was completed and reported in *SOFIA 2016* (Output 2.4.1).

111. The 2016-17 biennium was a milestone for the GIAHS programme which has received increased political attention in international fora such as the G20 as a way to achieve sustainable food and agriculture by protecting and replicating best farming practices to use and manage natural resources more sustainably.

Highlights of achievements at country and regional level

112. Over 30 results were achieved through the Farmer Field Schools (FFS), most of which were focused on agroecology, agroforestry, agropastoral systems, integrated pest management and crop-specific good agricultural practices, often connecting producers to markets considering the post-harvest and value chain development aspects. FFS approaches also served as an entry point for cross-cutting issues, such as nutrition education, women's empowerment and climate change adaptation. The Global FFS Knowledge Platform addresses the long history, diverse topics and wide experiences of FFS from around the world, serving as a central repository for documentation, facilitating communication, knowledge sharing and strengthening networks among FFS practitioners (Output 2.1.1).

113. FAO supported the Globally Important Agricultural Heritage Systems (GIAHS) through various regional workshops and training sessions that were organized in all five regions, with particular attention to expanding the base of stakeholders that are aware and engaged in the programme. The governance and working arrangements were streamlined through the establishment of a new Scientific Advisory Group (SAG) to provide independent scientific advice and guidance on the GIAHS programme and designation procedures. Nine new GIAHS sites were designated during the biennium in China (2), Egypt (1), Japan (1), Mexico (1), Republic of Korea (1), Spain (1) and Sri

¹⁹ Climate Smart Agriculture (CSA)

²⁰ <http://www.fao.org/3/a-i7862e.pdf>

²¹ Corporate Database for Substantive Statistical Data (FAOSTAT)

Lanka (2) (Outputs 2.1.2 and 2.1.3). New partnerships have been made with Italy and Spain; and a roadmap for closer collaboration with the UNESCO²² World Heritage Centre has been defined.

114. FAO supported efficient water use in 17 countries, including in the African Sahel, the Near East, the dry corridor of Latin America, and areas of South-East Asia. Although specific details of activities differ, the central theme of maximizing production while protecting precious water resources is recognized as a global priority. The common recurrent themes are improved irrigation systems; practices for sharing water across sectors; and integrated agriculture-aquaculture, which was reported by eight countries (Output 2.1.1). The Global Framework on Water Scarcity in Agriculture, launched at COP22, and the Regional Initiative on Water Scarcity in the Near East raised visibility with partner organizations (Outputs 2.1.1 and 2.3.2), demonstrating how country level priorities are recognized at regional and global levels, as well as FAO's efforts in facilitating knowledge sharing between water scarce countries.

115. During 2016-17, a series of regional consultations on agroecology was completed with an International Symposium on Agroecology in China, a Regional Symposium on Agroecology for Sustainable Agriculture and Food Systems in Europe and Central Asia and a Regional Consultation on Agroecology in the Near East. These meetings brought together stakeholders from academia, policy-makers and civil society to better understand the role and potential of agroecology and confirmed that effective work on agroecology should be based on regional and local realities, as well as economic, social and environmental conditions (Output 2.3.2).

116. FAO supported countries to ensure the achievement of the Paris Agreement through climate action in the agriculture sectors, giving emphasis to countries' Nationally Determined Contributions (NDC). At regional level, FAO organized workshops in Africa, Asia and the Near East to support member countries with the implementation of NDCs, addressing climate finance and the transparency framework for monitoring and reporting of GHG emissions. A regional analysis of the NDCs of Eastern Africa was also carried out. In addition, FAO supported eight countries (Kenya, Nepal, the Philippines, Thailand, Uganda, Uruguay, Viet Nam and Zambia) with the integration of agriculture in their National Adaptation Plans (NAPs) as part of their efforts towards NDC implementation (Outputs 2.2.2 and 2.3.3).

117. FAO, in collaboration with UNFCCC and IPCC, developed an e-learning course on 'Building a sustainable national greenhouse gas inventory for agriculture and land use'. The course was used in capacity development initiatives in several partner countries, including Benin, Cambodia, Chile, Colombia, Côte d'Ivoire, Costa Rica, Democratic Republic of Congo, Dominican Republic, Ecuador, Georgia, Mali, Mexico, Myanmar, Nigeria, Papua New Guinea, Paraguay and Uruguay (Output 2.4.3).

118. FAO supported 56 countries in reducing greenhouse gas emissions from deforestation and forest degradation through the UN-REDD²³ programme. The focus was on the development of national forest monitoring systems (40 countries), building forest reference emission levels (10 countries), strengthening forest governance (7 countries), legal preparedness (14 countries), land tenure (9 countries) and safeguards (12 countries) for REDD (Outputs 2.2.1, 2.2.3 and 2.4.3). FAO also encouraged the application of the Self-evaluation and Holistic Assessment of Climate Resilience of Farmers and Pastoralists (SHARP) tool in 13 countries (Output 2.4.3).

119. The activities to implement the Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (PSMA) continued from its entry into force in June 2016, after the first meeting of the Parties to the PSMA. This resulted in partners joining FAO and providing resources to enable the Organization to deliver technical assistance and capacity building. A global programme for PSMA was established in 2016, and activities for gaps and needs analyses were conducted alongside awareness-raising and capacity-building activities. About 130 countries participated in the regional and country specific outreach and capacity-building activities organized at regional and country levels, leading to addressing country specific gaps and needs in the current biennium reaching up to 40 countries (Outputs 2.3.1 and 2.3.3).

²² United Nations Educational, Scientific and Cultural Organization (UNESCO)

²³ United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD)

120. In order to support the implementation of the Second Global Plan of Action for Plant Genetic Resources for Food and Agriculture (Second GPA) and SDG target 2.5, FAO provided capacity-building support for the establishment and maintenance of national databases on plant and genetic resources to ministries of agriculture, gene banks and national research centers in 20 countries (Output 2.4.3).

Mainstreaming of gender, governance, climate and nutrition

A transition towards sustainable agriculture requires changes in governance. In 2016-17, countries' efforts to implement the SDGs provided an excellent context for promoting governance changes towards sustainable food and agriculture. Following the request by Technical Committees in 2016 and 2017 for FAO to support countries in applying the five principles of SFA, the Organization held regional SDG/SFA implementation workshops in Africa, Europe and Central Asia, South Asia and North Africa. FAO also provided SDG implementation support related to SFA to around 21 countries, which promoted governance change towards a common vision of sustainability across sectors. Action involved all stakeholders, including the private sector, civil society, academia and research institutions, aiming to develop partnerships at different levels. It emphasized new ways of mobilizing and coordinating investments to promote innovation geared towards sustainable agriculture, forestry and fisheries, and the strengthening of evidence and orientation towards measurable results.

FAO supported countries in promoting and improving the systematic integration of gender-sensitive and participatory education, training, public awareness, public participation and public access to information from national to local levels, particularly into all climate change-related mitigation and adaptation activities.

FAO adopted climate-smart agriculture (CSA) approaches to develop technical, policy and investment conditions by adapting agricultural practices to the existing socio-economic context and addressing the specific needs of men and women. The training module 'How to integrate gender issues in climate smart agriculture projects' presents a comprehensive set of tools for integrating gender into the design, implementation, monitoring and evaluation of climate-smart agriculture projects. The training module highlights gender issues in stakeholder, livelihood, and situation analyses, needs assessments, and participatory methods to support gender-responsive interventions across the entire project cycle.

FAO supported countries in reducing the impacts of climate change by building adaptive capacities and resilience. Gender is an important component of the NAP-Ag Guideline and works across agriculture sectors to ensure its systematic mainstreaming to enhance the integration of adaptation into national agricultural development policies, programmes and plans. A training guide on mainstreaming gender in NAPs for agriculture, based on FAO-UNDP training events in Colombia, Kenya, Nepal, Uganda, Viet Nam and Zambia (under the FAO-UNDP Programme "Integrating Agriculture in National Adaptation Plans") is currently being developed.

The Farmer Field Schools approach has become an important way of addressing gender equality and nutrition. For instance, in Burundi, 70% of the 1 200 producers trained in 40 FFS were women. Training courses covered market gardening, micro-gardening, mushroom production, composting, fish farming and livestock integration. These courses targeted consumption of mushrooms, meat, fish and nutrient-dense foods, which directly contributed to enhanced nutrition.

Key lessons learned

- The need to address climate change and to develop sustainable land and water management policies offers concrete opportunities for more integrated approaches. It is also the case for FAO's efforts towards the development of agro-environmental policies at a regional level, which implies joint action by all natural-resources use sectors. Work performed during the biennium has shown that line policies and strategies remain necessary, but that they need to be systematically developed in a more coordinated way, understanding and addressing the cross-linkages, synergies and trade-offs between sectors and thematic areas.
- While progress is being made in the adoption of more cross-sectoral and multi-stakeholder approaches to policy development, the difficulties in cross-sector dialogue should not be underestimated. In most cases, there are few incentives and limited established mechanisms for line ministries to work in a more coordinated way.
- The SDGs offer a critical entry point to making agriculture, forestry and fisheries more productive and sustainable through providing a high-level and strategic policy framework guiding national development for the next decade. The key role of food and agriculture in achieving the SDGs is widely recognized. FAO's operational support to country implementation of the SDGs through sustainable food and agriculture was up-scaled in 2017. This helped positioning food and agriculture as integral part of national development while promoting stronger action towards sustainability within food and agriculture related sectors. FAO needs to increase efforts to enhance public organizations' capacities in policy implementation; further strengthen the involvement of stakeholders as partners; and mobilize and align financing and investments. Actions on these points are key to promoting sustainable food and agriculture and at the same time necessary to achieving the SDGs.
- As part of a capacity-building effort, NENA²⁴ countries presented at a workshop their follow-up activities and current situations of the GIAHS sites to share insights on the changes that the GIAHS designation brought to farmers' livelihoods. Attention will be given to reinforcing GIAHS monitoring of the impacts and follow up of the implementation of Action Plans for dynamic conservation associated with the designation of the GIAHS sites.

²⁴ Near East and North Africa (NENA)



Reduce rural poverty

Strategic Objective 3

MEASURING THE CONTRIBUTION TO REDUCE RURAL POVERTY

Strategic Objectives

SDG INDICATOR ¹	2013 (OR NEAREST PRIOR DATE)	2017 (OR NEAREST PRIOR DATE)
1.1.1 Proportion of population below the international poverty line	10.7%	n/a ²
8.7.1.A Proportion of children aged 5-17 years engaged in child labour, employment	16.7%	n/a
8.7.1.B Proportion of children aged 5-17 years engaged in child labour, hazardous work	6.4%	n/a
8.7.1.C Proportion of children aged 5-17 years engaged in child labour, labour	10.6%	n/a

¹ SDG indicators excluded due to lack of data: 1.2.1, 1.4.1, 1.4.2, 1.5.2, 2.3.2, 8.6.1, 10.1.1.

² Data not available at global level.

Outcomes

PERCENT OF COUNTRIES WHERE INDICATOR IMPROVED (FROM 2013 TO 2017)	INDICATOR	PERCENT OF COUNTRIES WHERE INDICATOR SCORED MEDIUM TO HIGH (2013 AND 2017)				
43%	3.1.A Countries using 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	<table border="1"> <tr> <td>2013</td> <td>85%</td> </tr> <tr> <td>2017</td> <td>84%</td> </tr> </table>	2013	85%	2017	84%
2013	85%					
2017	84%					
13%	3.1.B Countries in which relevant rural organizations, Government institutions and other relevant stakeholders have 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	<table border="1"> <tr> <td>2013</td> <td>90%</td> </tr> <tr> <td>2017</td> <td>94%</td> </tr> </table>	2013	90%	2017	94%
2013	90%					
2017	94%					
58%	3.2.A Countries with an improved set of policies, institutions and interventions aiming to generate decent rural employment, including for women and the youth	<table border="1"> <tr> <td>2013</td> <td>43%</td> </tr> <tr> <td>2017</td> <td>77%</td> </tr> </table>	2013	43%	2017	77%
2013	43%					
2017	77%					
50%	3.3.A Countries with improved social protection systems that link social protection with rural poverty reduction, food security and nutrition, and sustainable management of natural resources	<table border="1"> <tr> <td>2013</td> <td>52%</td> </tr> <tr> <td>2017</td> <td>71%</td> </tr> </table>	2013	52%	2017	71%
2013	52%					
2017	71%					

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	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	25	35	●
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	15	26	●
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	33	29	△
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	13	●
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	24	35	●
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	20	13	△
3.2.2	Number of countries in which assistance was provided to support the application of International Labour Standards in rural areas	4	5	●
3.2.3	Number of knowledge products on DRE developed and disseminated	16	19	●
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	17	18	●
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	17	9	△

Achievement: Fully Achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △

Strategic Objective 3: Reduce rural poverty

121. The challenge that the world faces to achieve SDG1 on ending poverty in all its forms has huge dimensions. Over 2 billion people still live in poverty,²⁵ of which 767 million live in extreme poverty.²⁶ While great progress in reducing absolute poverty has been achieved over the last few decades, progress was not equal for all, and in some regions, progress has stagnated, or even reversed. Inequalities remain pervasive between economic classes, rural and urban areas, regions, ethnic groups, and men and women.

122. In many low and middle-income countries, especially in sub-Saharan Africa and South Asia, population growth is outpacing job growth, leading to unemployment, lack of economic opportunities, and lack of access to productive resources and skills.²⁷ Distress migration is accelerating, and about half of the extreme poor live in fragile states, highlighting the need to address poverty across the humanitarian and development continuum.²⁸

123. FAO's Strategic Programme on rural poverty reduction starts in agriculture, and takes a broad, multi-dimensional approach to support countries to:

- a) enhance access to productive resources, services, organizations and markets for the rural poor by working with rural organizations (Output 3.1.1); promote implementation of pro-poor approaches to policies and programmes that improve access to natural resources, technologies and innovations (Outputs 3.1.2 to 3.1.4); and provide policy advice and capacity development for gender-equitable and sustainable rural development and poverty reduction strategies (Output 3.1.5);
- b) enhance decent employment opportunities through evidenced-based policy support and related capacity development, with particular focus on fostering youth and rural women's economic and social empowerment (Outputs 3.2.1, 3.2.3); and provide policy support to extend the application of international labour standards to rural areas (Output 3.2.2);
- c) strengthen social protection systems through policy advice, capacity development, information systems and evidence-based knowledge instruments for improving rural livelihoods and strengthening the ability of the rural poor to manage risks (Outputs 3.3.1, 3.3.2).

124. FAO's work in rural poverty reduction at Strategic Objective level is assessed by SDG indicator 1.1.1, which measures the proportion of people below the international poverty line, and while data availability remains limited, for the years where data is available, this proportion decreased from 28% on average from 1998-2002 to 10.7% in 2013. This represents a positive trend, which will need to be analysed in future PIRs with more recent data to compare progress for the reporting period.

²⁵ Regional Aggregation Using 2011 PPP and \$3.2/Day Poverty Line." *PovcalNet*, World Bank, iresearch.worldbank.org/PovcalNet/povDuplicateWB.aspx. Accessed April 12, 2018

²⁶ *Poverty*, World Bank, 11 Apr. 2018, www.worldbank.org/en/topic/poverty/overview#1

²⁷ *The State of Food and Agriculture*. FAO, 2017

²⁸ Laurence Chandy, Natasha Ledlie, and Veronika Penciakova. *The Final Countdown: Prospects for Ending Extreme Poverty by 2030*. The Brookings Institution, 2013.

In Focus...

Tanzania

In Tanzania, in partnership with the Rabobank/National Microbank (NMB) Foundation and the Ministry for Agriculture, FAO supported the introduction of new technologies in paddy and cassava production, promoting the use of high-yield seed varieties and labour-saving technologies, and providing training on the System of Rice Intensification, water management and post-harvest practices. As a result, production, storage, processing and marketing of paddy improved, with productivity levels increasing from 0.5 to nearly 5 tonnes per acre. Finally, village community banks were set up, and farmers registered with agricultural marketing cooperative societies.

Guatemala

In Guatemala, the Forest & Farm Facility (FFF) provided technical support to the Asociación de Comunidades Forestales de Petén to strengthen women producers that collect the ramón nut. As a result, the ramón nut was added to the list of healthy food for school feeding, creating a new opportunity to link ramón producers with public procurement. According to the forest management plans of the forest concessions of the Petén department, there is potential for the sustainable management of 800 tons of ramón nut, which would represent an additional annual income of USD 640 000 for the families.

Sub-Saharan Africa

A UNICEF-FAO partnership on national cash transfer programmes produced rigorous and timely evidence demonstrating the far-reaching impacts of unconditional cash transfers on the well-being of children, families and communities. Evidence pointed to significant positive impact on school enrolment, livelihoods, health, food security and agricultural investments. Collaboration among national policy-makers, development partners and researchers has led to the expansion of cash transfer programmes and social protection policies across sub-Saharan Africa. Most importantly, it has strengthened the idea that giving cash to the poorest and most vulnerable children, families and communities is a worthwhile investment for the future.

The work was presented in a book - *From Evidence to Action: the story of cash transfers and impact evaluation in sub-Saharan Africa* - which was launched in the context of the SPIAC-B,²⁹ in a regional event via the Mail-in-Guardian structure in South Africa, as well as in specific countries.

Implementation of the Strategic Programme

125. Strategic Programme 3 (SP3) addresses access to resources, rural services, technologies and markets, and promotes people's empowerment in the context of sustainable agricultural (crops, livestock, fisheries and forestry) production (Outcome 1). These issues are critical to poverty reduction, but on their own are not sufficient. FAO complements its work in sustainable agriculture with essential contributions to decent rural employment (Outcome 2) and social protection (Outcome 3). SP3 links these areas of work through broad-based rural poverty reduction and development strategies to maximize FAO's contribution to achieving SDG1. As stressed in the March 2017 *Evaluation of FAO's contribution to reduction in rural poverty* through SP3, in order to effectively tackle poverty reduction, FAO's engagement at country level needs to go beyond the agricultural development agenda to achieve long lasting impact.

126. SDG1 sets an ambitious target to end poverty in all its forms everywhere. FAO's work in 2016-17 has contributed towards this goal, through focused work on the close linkages between poverty, food security and agriculture, by leveraging agriculture and rural development as entry points to address issues of access, empowerment, employment, social protection, and migration. FAO contributed to increased productivity and income of smallholders and family farmers by promoting secure and equal access to land, productive resources and other rural services. Additionally, FAO worked to ensure improved access of rural dwellers to value chains and other decent rural employment opportunities, in particular for youth and women, and toward the elimination of child labour in the agriculture sectors.

²⁹ 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP)

127. FAO, in partnership with other actors, also played a key role to supporting the design and implementation of social protection systems to improve their coverage, giving due attention to rural areas, and enhanced synergies with food security, agriculture and natural resource management. Finally, FAO's experience in supporting the creation of better conditions and resilient livelihoods in rural areas, positions FAO to play a strong role on migration issues, by addressing the root causes of migration and displacement, and harnessing the developmental potential of migration, especially in terms of food security and poverty reduction.

Outcome assessment

128. Progress on SP3 Outcomes is tabulated in Annex 4.

129. By the end of 2017, 43% of countries had improved access of the rural poor to productive resources, services, organizations, and markets (3.1.A), compared to 2013. While the situation improved in many countries, the percentage of countries in the low and medium-low performance classes remained stable at about 15-16% during the four-year period.

130. Similarly, by 2017 relevant rural organizations, government institutions and other stakeholders had enhanced their capacities to improve equitable access for rural men and women to productive resources, appropriate services, organizations and markets, and to promote the sustainable management of natural resources (3.1.B) with 13% of countries showing improvement since 2017 compared to the end of 2013. While this is positive movement, it is a smaller change compared to stronger performance among other SO3 indicators.

131. Fifty-eight percent of countries had an improved set of policies, institutions and interventions to generate decent rural employment, including for women and youth (3.2.A) compared to 2013. The Outcome level data appears very successful, as do the Outputs, which exceeded the target for 2 out of 3 indicators.

132. Countries have steadily strengthened their social protection systems over time (3.3.A). 50% of them have improved since 2013, and by 2017, 71% were showing satisfactory or high performance. The percentage of countries falling into the medium-high and high performance classes is smaller than other SO3 indicators, essentially because the enabling environment for social protection started from a lower baseline than other indicators. Notably, 48% of countries fell into the lower two performance classes in 2013, and only 29% in 2017. This is reflected by the Output indicators as well. At the biennium midpoint, SP3 social protection Output indicators appeared to be lagging, however by the end of the biennium one Output was fully achieved, while the other was partially achieved.

133. In terms of FAO's contribution to the progress at Outcome level, survey respondents were extremely positive, ranking FAO's contribution to each outcome as moderate or significant by at least 95% on all SO3 outcomes.

Assessment of the results (Outputs) achieved in 2016-17

134. As shown in *Annex 4*, in the 2016-17 biennium, FAO fully achieved the targets of seven out of ten Outputs.

135. FAO actively supported rural organizations in 35 countries to provide services and engage in national policy processes, defending the interests of small-scale producers (3.1.1). In 26 countries, FAO advanced the policy agenda on equitable access by the rural poor to land and forest resources (3.1.2). Additionally, rural households in 29 countries strengthened their livelihoods through better access to knowledge, technologies, inputs and markets (3.1.3). Policies, methodologies and strategies for innovative and more efficient rural services were developed in 13 countries, emphasizing community participation in municipal planning, using producers' organizations as service providers and integrating a pro-poor, gender-sensitive approach to service delivery (3.1.4). Finally, FAO supported over 25 member countries and ten institutions in their efforts to develop, implement and monitor gender-equitable and sustainable rural development and poverty reduction strategies (3.1.5).

136. In 2016-17, with FAO's policy and technical support, 13 countries formulated and implemented policies, strategies and programmes generating decent employment in rural areas, especially targeting young rural women and men (3.2.1). FAO supported five countries in extending

the application of international labour standards, in particular supporting countries' efforts towards eradicating child labour in agriculture and exploring decent work opportunities for youth aged 15-17 (3.2.2). Finally, 19 knowledge products were completed, improving the knowledge base on decent work in agriculture and rural areas, and migration (3.2.3).

137. FAO supported 18 countries in improving social protection systems to foster sustainable and equitable rural development, poverty reduction, food security and nutrition (3.3.1). Additionally, FAO improved capacities in nine countries for monitoring social protection systems and their impact on rural poverty reduction (3.3.2).

Highlights of achievements at global level

138. Through South-South Cooperation, FAO worked on important initiatives in rural poverty reduction collaborating with China to share best practices on ending extreme poverty with developing countries. FAO also promoted South-South Cooperation between India, Ghana, Kenya, Senegal, The Gambia and Ethiopia. Additionally, work started with Paraguay and Ecuador to share their experiences on women's access to credit with the government of Bolivia.

139. FAO's work on rural women's economic empowerment has made significant progress worldwide. As the custodian agency for SDG Indicator 5.a.2 on ensuring women's legal rights to land ownership and/or control, FAO developed the methodology to support countries in reporting which was piloted in ten countries for reporting in 2018. In addition, 31 countries applied the FAO's Legislation Assessment Tool (LAT) to identify concrete areas for improvement in the legal framework to ensure that women and girls have equal tenure rights and access to land.

140. Throughout 2017, FAO actively contributed to the work of the Global Migration Group (GMG), raising worldwide awareness on the specific factors that drive rural migration and on the importance of rural and agricultural development to address migration challenges. The celebrations of 2017 World Food Day, with its theme on migration, represented an opportunity for FAO to raise awareness on the linkages between migration, food security and rural development. In addition, FAO collaborated with the International Cooperation Centre of Agricultural Research for Development (CIRAD) to develop the first atlas on rural migration in sub-Saharan Africa "*Rural Africa in motion*" which meets critical need to better understanding of migration dynamics in Africa.

141. To promote decent work in fisheries, FAO organized the Vigo Dialogue, a multi-stakeholder discussion that brings together the private sector, civil society organizations, workers unions and other important stakeholders to discuss priority issues and actions on labour conditions in the sector. The deliberations focused on the implementation of recent international fisheries and labour instruments as strategic approaches to combatting human and labour rights abuses in fish value chains.

142. FAO served as a key actor in social protection and productive inclusion through active participation in the SPIAC-B in 2016 which called for a renewed prioritization of shock responsive social protection. In addition, FAO contributed to the Inter-agency Social Protection Assessment (ISPA) Initiative, to develop a set of tools that will assist countries to improve their social protection systems in particular a tool to assess how social protection programmes contribute to food security and nutrition outcomes (FSN-ISPA tool).

Highlights of achievements at regional and country levels

143. Empowerment of both men and women is best achieved by fostering collective action. The Forest & Farm Facility, hosted by FAO strengthened producer organizations, improved dialogue between producer organizations and governments, and facilitated dialogue and networking among rural households. By the end of 2017, the FFF had strengthened 947 producer organizations at the regional, national and local levels, representing more than 30 million producers, resulting in 33 changes in policies, rules or regulations in favour of their interests; 279 producer organizations developed business plans; and 158 gained access to new finances.

144. Small ruminants are "the livestock of the poor." In two regions of Ethiopia, FAO supported an integrated programme, combining improved production practices with access to finance, capacity development and an analysis of employment creation along small ruminant value chains. The activity, in line with the Ethiopia's National Livestock Masterplan, generated interest by financial partners to

fund preparation of national business plans for the small ruminant subsector in Ethiopia, and later in Burkina Faso.

145. In Nicaragua, FAO provided capacity development to the staff of the Instituto Nacional de Tecnología Agropecuaria (INTA) and supported the development of the Participatory Innovation Model, which the INTA now uses to guide its research and technological innovation work. In addition, FAO supported the formulation of the Communication for Development Strategy and the use of ICTs to promote good practices and knowledge sharing. Forty-two television programmes on improved agricultural practices were produced and broadcasted, reaching nearly 70 000 families.

146. In India, FAO provided support in impact evaluation of large-scale investment programmes. For example, FAO evaluated the impact of the World Bank funded Bihar Rural Livelihoods Project, which aims to empower 1.5 million women in self-help groups, and federations for financial inclusion, agriculture and non-farm livelihoods, social action and entitlements. Based on this work, FAO advised policy-makers in governments and in financial institutions, built evaluation capacity in Bihar, and provided an evaluation model for India's largest poverty reduction programme, the National Rural Livelihoods Mission.

147. In partnership with IFAD, WFP and UN Women, FAO implemented the Rural Women's Economic Empowerment Programme, which benefitted almost 40 000 rural women in seven countries. Through the programme, rural women accessed financial services, received business development services, completed trainings on agricultural technologies and received nutrition advice. In addition, the programme improved rural women's capacity to influence policy processes at the national and regional levels, leading to their increased participation in policy dialogues.

148. FAO provided support at the Latin American and Caribbean Meeting of Rural Youth in Panama, where a Regional Agenda for Rural Youth was approved. Subsequently, the IV Ministerial Meeting on Family Farming and Rural Development issued a dedicated Agreement.

149. A regional workshop held in Ghana, under the auspices of the International Partnership for Cooperation on Child Labour in Agriculture, gathered representatives from 13 African countries. For the first time, rural workers' trade unions and small producer organizations were brought together to exchange experiences on organizing against child labour in agriculture. The participating organizations shared knowledge and developed a Call to Action, which was presented in November 2017 at the Fourth Global Conference on Child Labour in Buenos Aires.

150. In Lebanon, FAO and the ILO launched the first ever guide for practitioners in Arabic on child labour in agriculture. The influx of Syrian refugee families has greatly increased the incidence of child labour in the country, particularly in agriculture. Beyond Lebanon, the guide will respond to the shortage of practical information in the Arab region on how to attend to child labourers in agriculture.

151. In Tunisia and Ethiopia, FAO implemented the project "Youth mobility, food security and rural poverty reduction" which piloted innovative mechanisms for creating rural youth employment as an alternative to migration, such as providing technical support to enable youth to start their own projects. The project contributed to mainstreaming migration into agriculture and rural development policies and strategies, and generated knowledge on rural migration. Additionally, FAO co-chaired a working group on rural employment at the Ministry for Agriculture in Ethiopia, which led to the development of the Rural Job Opportunity Creation Strategy in May 2017.

152. In Rwanda, FAO participated in a high-level session in Parliament which resulted in commitments to support coherence between social protection and agriculture, as well as the implementation of an integrated project to provide productive and social support to poor households.

153. In Lesotho, the El Nino-induced drought led to the expansion of social protection as a cost-effective means to respond to a crisis. FAO supported these efforts through the provision of a complementary productive and nutrition package (cash+) to help save livelihoods.

154. In Lebanon, through the FAO Multipartner Programme Support Mechanism (FMM), FAO collaborated with the Ministry for Agriculture on the creation and implementation of a pilot farmer registry. By improving the data and maps acquisition of the Ministry, FAO supported improvements for more efficient farmers' registration.

155. In Latin America, FAO has become a strategic partner to the Central American Integration System (SICA), in the development of a regional agenda on social protection and productive inclusion and in the enhancement of national capacity across SICA member countries. The region continues to lead capacity-development processes targeted to policy-makers on the linkages and synergies between social protection, poverty reduction and food security, in partnership with SICA, and the Economic Commission for Latin America and the Caribbean (ECLAC).

Mainstreaming of gender, governance, climate and nutrition

FAO mainstreamed gender equality across all of its work in rural poverty reduction, with at least 48 countries benefiting. For example, by the end of 2017, 1 600 Dimitra Clubs were established in Africa (Niger, Senegal, Mali, DR Congo, Burundi and Ghana), with 50 000 members of which two thirds are women. One of the clubs' many benefits is increased awareness of gender inequality, especially regarding the roles of women in households and the community.

A major challenge in policy development is the lack of gender and poverty disaggregated data from rural areas. To fill this gap, FAO, together with IFAD and the World Bank, is developing a Rural Livelihoods Information System (RuLiS) to provide policy-makers with evidence to target beneficiaries more effectively and monitor indicators related to SDG1 and SDG2.

In the context of its growing work on migration, FAO has begun work to explore the nexus between migration, agriculture and climate change. Knowledge and capacity-development materials were produced to highlight existing evidence and gaps and to recommend collaborative action.

FAO worked in Kyrgyzstan and Armenia to develop capacity for strengthening food security and nutrition, under a programme funded by the Russian Federation. FAO supported cash+ pilot projects in both countries, and conducted work on nutrition education and nutrition-sensitive agriculture.

As part of its work on the intersection between climate change and SDGs 1 and 2, FAO partnered with the Red Cross Red Crescent Climate Centre to increase knowledge, outreach and capacity on how social protection programmes can be used for managing climate risks in order to increase resilience of vulnerable people and the rural poor. Additionally, FAO was involved in the Development & Climate (D&C) Days of COP22 and 23, presenting a new interactive tool on climate-related risks and social protection, also developed in partnership with the Climate Centre.

Key lessons learned

- FAO recognized the need for stronger integration of SP3 activities with the other Strategic Programmes in order to maximize its contribution to poverty reduction and SDG1. As highlighted in the *Evaluation of FAO's contribution to reduction in rural poverty*, FAO would benefit from deepening its multi-sectoral, cross-strategic programme initiatives such as Nutrition Sensitive Social Protection and Zero Hunger (SP1-SP3), shock responsive social protection (SP3-SP5), migration (SP3-SP5), inclusive value chain/food systems (SP3-SP4) and decent employment and improved livelihoods in agriculture, including family farming (SP2-SP3).
- Until now, policy-related work was embedded in the three outcomes of SP3. During the preparation of the MTP 2018-21, and in the context of the SDGs, it became apparent that a stronger, multi-sectoral effort to support countries in making progress towards SDG1 was needed. As a response, FAO added a fourth outcome to the 2018-19 SP3 framework to support countries' capacities to implement multi-sectoral and gender equitable policies, strategies and programmes for poverty reduction. Specific emphasis on addressing the political economy of rural poverty reduction through policy work, advocacy, stakeholder participation, multi-sectoral coordination, South-South Cooperation, and partnerships will be essential for success.
- Another challenge, noted in the SP3 evaluation, is the lack of capacity in both technical units and decentralized offices to conduct poverty analysis to ensure that pro-poor approaches are built into the design of CPFs, programmes and projects. FAO is therefore developing a methodological framework and capacity development programme to ensure that poverty dimensions are better integrated and mainstreamed into FAO's work.



Food systems

Strategic Objective 4

MEASURING THE CONTRIBUTION TO ENABLE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS

Strategic Objectives

SDG INDICATOR ¹	2013 (OR NEAREST PRIOR DATE)	2017 (OR NEAREST PRIOR DATE)
12.11.1 Developing countries ² and least developed countries ² share of global merchandise exports	1.1% ²	0.9% ²

¹ SDG indicators excluded due to lack of data: 2.3.1, 2.c.1, 12.3.1.

² Share of Least Developed Country merchandise exports only.

Outcomes

PERCENT OF COUNTRIES WHERE INDICATOR IMPROVED (FROM 2013 TO 2017)	INDICATOR ²	PERCENT OF COUNTRIES WHERE INDICATOR SCORED MEDIUM TO HIGH (2013 AND 2017)
8%	4.1.A Countries that have aligned national trade policies, regulations and mechanisms to conform to agreements	2013 92% 2017 94%
33%	4.1.C Countries in which the FAO Regulatory Systems Index has increased	2013 36% 2017 66%
41%	4.2.B Countries in which the FAO food loss index has decreased ⁴	2013 38% 2017 56%
18%	4.3.A Countries in which credit to agriculture has increased in real terms (inflation adjusted)	2013 60% 2017 68%
34%	4.3.B Countries in which the agricultural investment ratio has increased	2013 57% 2017 68%

² Outcome indicators excluded due to lack of data: 4.2.A, 4.3.C; data on outcome 4.1.B reported in Annex 4.

⁴ Tier II indicator, closest estimate used.

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	ACHIEVED
Number of new or revised international standards in food safety, quality and plant health			
4.1.1 - new issues considered	16	49	●
- draft standards progressed	105	93	△
- new standards adopted	34	107	●
4.1.2	39	43	●
Number of trade related agreements on which evidence, capacity development or fora for dialogue have been provided by FAO			
4.1.3	11	25	●
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			
4.1.4 - plant health	21	28	●
- animal health	18	37	●
- food control	23	47	●
4.2.1	53	94	●
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			
4.2.2	29	50	●
4.2.3	60	58	△
4.3.1	61	48	△
Number of institutions receiving FAO support to increase the availability of financial products and services to the agricultural sector			
4.3.2	13	42	●
Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agrifood systems			
4.3.3	15	13	△
Number of countries receiving FAO support to monitor, analyze and reform food and agricultural policies			
Achievement: Fully Achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △			

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

156. Effective participation of countries in shaping rapidly evolving agricultural and food 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 better reflect the different requirements of countries and 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 enterprises (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 small-scale actors and the environment in which they operate (Outputs 4.3.1, 4.3.2, 4.3.3).

157. At the SO level, progress in these three areas will support countries in the achievement of the SDGs, notably in terms of efficiency (SDG Indicators 2.3.1, 2.c.1 and 12.3.1) and inclusiveness (SDG Indicators 17.11.1) of their agricultural and food systems.

In Focus...

NADHALI

SP4, in close collaboration with SP1, introduced NADHALI (named after its pilot cities, Nairobi, Dhaka, and Lima) as the first project designed to support the New Urban Agenda signed in Quito in October 2016. The NADHALI objective is to support local governments as they work to achieve sustainable food systems in their municipalities. Since 2016, FAO has been supporting Lima and Nairobi on food systems planning, shifting from a sectorial approach that focused on urban agriculture to one that is systemic and involves multiple stakeholders. In Dhaka, the initial focus was on data collection for a comprehensive food system analysis.

The NADHALI project has been the driver for attracting seed funds and working together on other FAO initiatives on food safety, food security and nutrition and other issues. In Nairobi, the project has created synergies with the EU-FAO FIRST programme, allowing for the development of a more cohesive integration of the Nairobi food systems strategy with national policies. Additional funding from different donors has contributed to providing continuity to the assistance. In Lima, the Metropolitan Municipality is allocating funds to support food system planning as recommended by the multistakeholder group formed through NADHALI.

Antimicrobial Resistance (AMR)

FAO provided scientific advice on AMR in support of Codex standard setting and on the role of the environment in foodborne AMR, AMR via foods of plant origin, the impact of AM use in crops, the role of biocides, and potential risks for AMR and their role in minimizing transmission of foodborne AMR. It also published the scientific paper on animal health "*Drivers, Dynamics and Epidemiology of AMR in animal Production*".

A laboratory and surveillance monitoring and capacity building tool (ATLASS)³⁰ for AMR was developed and piloted in several countries in Africa and Asia with plans to extend into Eastern Europe and Latin America.

³⁰ FAO Assessment Tool for Laboratory and Antimicrobial Resistance (ATLASS)

Implementation of the Strategic Programme

158. At global level, Strategic Programme 4 (SP4) provided fora for dialogue, up-to-date global market information, capacity development and analysis to facilitate international standard setting, and promote transparent markets and enhanced trade and market opportunities. At national level, the focus was on developing institutional and individual capacities in relation to enabling environments for agricultural and food system development, engaging the private sector, designing and managing financial products and services, and improving the technical and managerial capacities of value chain actors.

159. SP4 leveraged international, regional, national and local partnerships and forged new ones at different levels to support its work and maximize its impact. Its partners included UN organizations; the Rome-based agencies; bilateral donors; philanthropic organizations; academic and research institutions; regional organizations such as Regional Economic Communities (RECs) in Africa, the Indian Ocean Commission (IOC) and the Secretariat of the Pacific Community (SPC); as well as the private sector, civil society and other non-state players acting directly or through multistakeholder platforms such as the 10YFP.³¹ SP4 also collaborated with key International Financial Institutions (IFIs), including the World Bank, IFAD and EBRD³² to develop investment projects in alignment with the Principles for Responsible Investment in Agriculture and Food Systems (RAI). In addition, SP4 fostered the exchange of knowledge, experiences and good practices in agricultural and food systems among countries through South-South and Triangular Cooperation.

160. The adoption of the 2030 Agenda and SDGs and the coming into force of the Paris Agreement on climate change have increased member countries' and partners' attention to social, economic and environmental sustainability. In response to this, SP4 worked closely with the other Strategic Programmes so as to provide the holistic, coherent and cross-sectorial solutions required for developing more inclusive and efficient agricultural and food systems.

161. The lack of data on the three SDG indicators reflecting changes in the efficiency of food systems productivity and incomes of small-scale producers (SDG2.3); functioning of food commodity markets and food price volatility (SDG2.c); and food loss and waste along the production to consumption continuum (SDG12.3) meant that it was not possible to assess countries' success in supporting improvements in the efficiency of their food systems. The indicator of the inclusiveness of their agricultural and food systems, expressed in terms of the share of global exports from developing countries and LDCs (SDG17.11), suggests a regression, with the share falling from 1.1% to 0.9% for LDCs and 44% to 43% for developing countries.

Outcome assessment

162. Progress on SP4 Outcomes is tabulated in *Annex 4*.

163. Progress made by countries in the implementation of international agreements, mechanisms and standards that promote more efficient and inclusive trade and markets (Outcome 1) was assessed against three indicators. The progress of countries that have aligned national trade policies, regulations and mechanisms to conform to agreements (4.1.A) was calculated through a desk review carried out internally in FAO that measured changes in countries' agricultural trade policies to conform to trade agreements. Overall, the review revealed that in 8% of countries policy changes were introduced in order to comply with these agreements while 92% of countries saw no major changes.

164. The percentage of low and lower-middle income countries that effectively participated in international standard setting under the auspices of Codex and the IPPC (4.1.B) reached 13.28% by the end of 2017. Codex and IPPC benefitted from the introduction of an online commenting system at the end of 2016 and although this resulted in a change in the methodology for counting the comments received from member countries, contributing to a slight decrease in the indicator value, the results confirmed the effectiveness of FAO's capacity-building support. The Regulatory Systems improved (4.1.C) in 33% of countries from 2013 to 2017 while remaining stable for the rest.

³¹ 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP)

³² International Fund for Agricultural Development (IFAD); European Bank for Reconstruction and Development (EBRD)

165. Results show that food losses decreased in 41% of countries between 2013 and 2017 (4.2.B), indicating progress in developing and implementing agribusinesses and agrifood chains that are more efficient in terms of reduced losses. Stakeholders in countries interviewed through the COA confirmed their perception of improvements at country level and the significant contribution that FAO made to the change particularly concerning policies and programmes for nutrition-sensitive food value chains. The number of countries in which agro-industry value added has grown faster than agricultural value added (4.2.A) could not be assessed due to the lack of reliable data.

166. Development and implementation of policies, financial instruments and investments that improve the inclusiveness and efficiency of agrifood systems by the public and private sector improved in 18% of countries (4.3.A). 34% of countries showed an improvement in the agricultural investment ratio, with 68% of them showing high performance (4.3.B). Secondary 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).

167. FAO's contribution to progress at Outcome level is positive. This is demonstrated by the COA's feedback of FAO's positive contribution to the overall improvement in the performance of the regulatory functions related to plant health, animal health and food safety and quality at country level, which confirms the effectiveness of FAO's work on support design and implementation of policies or regulatory frameworks. Likewise, the COA indicated FAO's positive contribution to the progress made with regard to the improvement of policies and programmes for nutrition-sensitive food value chains legislation (45% of countries rated the contribution as significant, while 54% rated it moderate), as well as to improvements in policies and programmes to reduce post-harvest losses and food waste (29% of countries rated the contribution as significant, while 70% rated it as moderate).

168. The evaluation of SP4 underscored the high relevance of taking an agricultural and food systems approach to supporting countries to achieve the majority of the 17 SDGs. Noting that the uptake of such an approach is still limited, the evaluation drew attention to the good potential to expand this area of work, including through building upon cross-SP synergies, and welcomed the multi-sectoral approach taken by SP4 and its efforts to work with new, non-traditional partners.

Assessment of the results (Outputs) achieved in 2016-17

169. As shown in *Annex 4*, FAO fully met 10 of the 14 output indicator targets for SO4.

170. 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) confirms that a higher than expected number of new issues were considered for standardization and a considerably higher than expected number of new standards were adopted.³³ Similarly, FAO provided evidence-based analysis, capacity development or fora for dialogue in relation to more trade agreements than originally planned (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 and implementation of policies or regulatory frameworks related to plant health, animal health and food safety and quality (4.1.4) confirmed achievements in many more countries and regional bodies than expected.

171. Work on agro-industry and agrifood chain development met or nearly met targets (Outputs 4.2.1 to 4.2.3). The number of institutions supported on strategies and public goods (4.2.1) was significantly higher than expected, which reflects the high interest in developing countries in promoting private sector-driven, market-oriented agrifood sectors to address challenges such as high rates of youth unemployment, rapid urbanization and migration. Similarly, the number of countries provided with support on reducing food waste and loss (4.2.2) was significantly higher than expected, reflecting FAO's success in drawing global attention to the issue and successful mobilization of extrabudgetary resources. FAO, building on strategic partnerships and successful resource mobilization efforts, just fell short of meeting the ambitious target on the number of countries provided with support to implement inclusive, efficient and sustainable value chains (4.2.3).

³³ The targets and actuals combine the Outputs of two distinct programmes within FAO (IPPC and Codex) which have different capacities and follow different work plans. Targets were rough estimates based on averages of 5-year periods.

172. The number of countries receiving support on responsible investment (4.3.2) was higher than expected reflecting in part the successful partnerships brokered with the IFIs and other partners. However, FAO's support to increasing the availability of financial products and services (Output 4.3.1) fell short of expectations. FAO's work on policy monitoring (Output 4.3.3) nearly achieved the target of 15 countries.

Highlights of achievements at global level

173. FAO supported the formulation of new and revised international standards for food safety and quality and plant health through the Secretariats of the 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. Forty-nine new issues were considered for standardization, 93 draft standards progressed through the standard setting process, while 107 new standards were adopted, making a critical contribution to protecting plant and animal resources from pests and diseases, protecting consumers and providing a basis for national standards and regulations.

174. In relation to scientific advice, JEMRA³⁴ provided advice on: source attribution and hazard characterization of *Escherichia coli* bacteria in foods; the use of microbiologically safe water in food production; and histamine in fish and fishery products. JECFA's³⁵ work covered evaluation of residue of veterinary drugs in foods; safety evaluation of food additives and updating the corresponding analytical methods; updating of the method for assessing exposure of consumers to compounds that are used as plant protection products and as veterinary drugs. Joint FAO/WHO Food Safety Expert meetings were held to support the Codex Committees on Food Hygiene, Food Additives, Contaminants in Foods, and on Residues of Veterinary Drugs in Foods (Output 4.1.1).

175. To support countries' efforts in formulating and implementing trade agreements, FAO continued to provide information and analysis, fostering capacity development and facilitating dialogue on various aspects of agricultural trade. Through training programmes and dialogue with governments and the private sector, FAO provided policy advice and guidance based on its knowledge products, for example regarding consistency of new agricultural policy measures with WTO obligations. These activities strengthened the capacities of ministries of agriculture, economy and trade to take informed decisions on changes in national agricultural and trade policies (Output 4.1.2).

176. FAO provided governments and national stakeholders with up-to-date information to help them design and implement efficient and inclusive market and trade strategies. Twenty-five FAO market information products showed an increased usage during the biennium. The increased role of one of these products, AMIS,³⁶ 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 (Output 4.1.3).

177. To support institutions in formulating and implementing strategies and providing the public with goods that enhance inclusiveness and efficiency in agrifood chains, capacity-building materials and knowledge products were developed and training workshops were delivered on agro-industry strategy development and contract farming, while peer-to-peer exchanges on contract farming were supported through South-South Cooperation. Working in partnership with UNIDO,³⁷ an innovative model was developed for facilitating public and private investments in agribusiness and agro-industries while providing growth-enhancing technical assistance, know-how and human capital development. The model was tabled at the May 2017 ECOSOC³⁸ Special Meeting on SDG9.

178. Working closely with UN-DESA and UN-OHRLS,³⁹ FAO led a participatory process involving wide-ranging consultations at global, regional, and national levels that led to the

³⁴ Joint FAO/WHO Expert Meetings on Microbiological Risk Assessment (JEMRA)

³⁵ Joint FAO/WHO Expert Committee on Food Additives (JECFA)

³⁶ Agricultural Market Information System (AMIS)

³⁷ United Nations Industrial Development Organization (UNIDO)

³⁸ Economic and Social Council (ECOSOC)

³⁹ United Nations Department of Economic and Social Affairs (UNDESA); United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLS)

development of the Global Action Programme on Food Security and Nutrition in Small Island Developing States (GAP). The GAP aims to achieve three mutually reinforcing objectives: a) create enabling environments for food security and nutrition; b) promote sustainable, resilient nutrition-sensitive food systems; and c) empower people and communities for improved food security and nutrition. During the biennium, FAO worked with Member States and development partners to develop an Inter-regional Initiative on SIDS, through which FAO will deliver its contribution to the GAP. The Inter-regional Initiative has three subregional components - the Atlantic and Indian Ocean, the Caribbean, and the Pacific; as well as a cross-regional component to promote South-South Cooperation, partnerships, and experience sharing.

Highlights of achievements at country and regional level

179. FAO provided support to the design and implementation of policies and regulatory frameworks for 28 countries on plant health, for 37 countries on animal health, and for 47 countries on food control. In the area of animal health, countries benefited from legal support to strengthen their disease control and surveillance, in particular through the revision of their national veterinary legislation in relation to Antimicrobial Resistance (AMR). FAO also contributed to the Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs) Standing Group of Experts on African Swine Fever meetings. Through this support, Belarus, Estonia, Latvia, Lithuania, Poland, the Russian Federation, and Ukraine improved various aspects of their national food control systems.

180. FAO contributed to improved capacities for trade policy development and trade negotiations through two donor-funded projects on trade-related capacity development. The following countries received support: Angola, Djibouti, Georgia, Kyrgyzstan, Malawi, Mozambique, Rwanda, Serbia, South Africa, Swaziland, Tanzania, Ukraine, Zambia and Zimbabwe. Dialogues among national stakeholders on trade topics helped the Governments to align their national policies, regulations and mechanisms to conform to regional and global trade agreements, considering the implications for trade and food security.

181. FAO provided substantial support to 50 countries in reducing food loss and waste, by undertaking assessments to estimate the levels of losses, developing policies and strategies, national awareness-raising campaigns, and capacity-building of chain actors. Illustrative of this support were the development of national guidelines for prevention and reduction of food loss and waste in Colombia and in the Dominican Republic, and capacity-building in Egypt, Iran, Laos PDR, Morocco and Myanmar. At regional level, FAO assisted the African Union Commission in its efforts to develop a strategy to reduce post-harvest losses to meet the Malabo Declaration and SDG12.3 targets, while the development of a code of conduct for the reduction of food loss and waste in Latin America was supported.

182. Forty-two countries received FAO's support to increase responsible investment in efficient and inclusive agrifood systems. Under FAO's cooperation with the World Bank, IFAD, EBRD and other IFIs, FAO supported the formulation and implementation of investment operations worth USD 2.7 billion. Examples of the support provided included the formulation of a USD 95 million agricultural commercialization project in Malawi, the USD 143 million household income diversification project in India, and the dairy sector analysis and policy dialogue in Kazakhstan.

Mainstreaming of gender, governance, climate change and nutrition

Based on lessons learnt at the field level, FAO produced a conceptual framework and implementation guidelines aimed at supporting practitioners and decision-makers in planning and implementing value chain interventions from which women and men benefit equally. This framework and related tools were implemented in Burkina Faso, Côte d'Ivoire, Ghana, Tunisia, Rwanda, Kenya, Ethiopia and Morocco through a SIDA-funded⁴⁰ programme that aimed to address specific barriers that limit rural women's participation in agrifood value chains and their access to markets. The programme adopted an integrated approach to enhance women's participation, build institutional capacity at different levels to promote gender-sensitive value chains and enterprises, and develop tools and knowledge products for policy formulation and advocacy.

As part of its efforts on climate-change mitigation and promoting environmentally-friendly practices in agricultural and food systems, FAO supported the development and testing of a methodology to assess the financial and economic costs and benefits of introducing renewable energy and reducing the dependence on fossil fuels in selected agrifood chains in Kenya, the Philippines, Tanzania and Tunisia. With funding from GIZ⁴¹, the project involved a multidisciplinary team of FAO experts, including specialists in bioenergy, gender, statistics, value chain analysis, environment and other disciplines, which ensured that the methodology took into consideration the technical, environmental, economic and social dimensions of the issue.

The project has led to the preparation of clear recommendations for policy-makers on actions needed to create a more favourable investment environment for climate-friendly energy technologies in agrifood chains and the implications of the introduction of these new technologies. As the methodology makes it easier to comprehensively assess the suitability of technologies for a specific development context and the return on investment expected, its availability will facilitate efforts to promote climate-friendly energy technologies. Some private sector players in the Philippines are already applying elements of the methodology to support investments.

FAO supported governments in Africa and Latin America in developing Home Grown School Feeding programmes, which enable the development of nutrition-sensitive and inclusive value chains that play an important role in shaping and strengthening sustainable local and national food systems through purchasing safe, diverse and nutritious food for school meals from local smallholder farmers. As an example, through the project "Strengthening School Feeding Programmes in Latin America", FAO supported such programmes in some 13 countries in Latin America in 2017. The project strengthened the capacity of decision-makers and technicians involved in national school feeding programmes, as well as school feeding policies and their coordination with other national policies. It also generated benefits across these countries in terms of improving the access and availability of nutritious food for both school children and local communities, while at the same time creating business opportunities for smallholder farmers and other vulnerable producers (including women, youth, and members of traditional communities) and promoting the adoption of climate-sensitive agriculture practices.

Key lessons learned

- There is growing demand from member countries for support to strengthening their agricultural and food systems however there is limited technical capacity in certain key areas of food systems' development such as value chain development, rural finance and food safety, which affected FAO's ability to deliver against the 2016-17 targets. The area of rural finance in particular suffered, as reflected in the under-achievement *vis-à-vis* target 4.3.1.
- Programming at country, region and global levels and strengthening the linkages between normative work/generation of knowledge could be further improved through a more consistent inclusion of country and regional technical support requirements in the work plans of headquarters units.

⁴⁰ Swedish International Development Cooperation Agency (SIDA)

⁴¹ German Agency for International Cooperation (GIZ)



Resilience

Strategic Objective 5

OUTCOME INDICATORS MEASURING THE CONTRIBUTION TO INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISIS

Strategic Objectives

SDG INDICATOR ¹	2013 (OR NEAREST PRIOR DATE)	2017 (OR NEAREST PRIOR DATE)
2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale	23.7%	25.2%
2.2.2 Prevalence of malnutrition among children under 5 years of age, wasting	n/a ²	7.7%
2.2.2 Prevalence of malnutrition among children under 5 years of age, overweight	5.8%	6%
11.5.2 Direct disaster economic loss in relation to global GDP, including disaster damage to critical infrastructure and disruption of basic services	n/a	3.8%

¹ SDG indicators excluded due to lack of data: 1.5.1, 2.4.1, 2.c.1, 13.1.2, 15.3.1, 16.1.2.

² Data not available at global level.

Outcomes

PERCENT OF COUNTRIES WHERE INDICATOR IMPROVED (FROM 2013 TO 2017)	INDICATOR ¹	PERCENT OF COUNTRIES WHERE INDICATOR SCORED MEDIUM TO HIGH (2013 AND 2017)				
66%	5.1.A Countries that have improved their commitment and capacity for disaster and crisis risk management for agriculture, food and nutrition in the form of policies, legislation and institutional systems	<table border="1"> <tr> <td>2013</td> <td>45%</td> </tr> <tr> <td>2017</td> <td>81%</td> </tr> </table>	2013	45%	2017	81%
2013	45%					
2017	81%					
78%	5.2.A Countries that have improved their capacity to deliver regular information and trigger timely actions against potential, known and emerging threats to agriculture, food and nutrition	<table border="1"> <tr> <td>2013</td> <td>73%</td> </tr> <tr> <td>2017</td> <td>96%</td> </tr> </table>	2013	73%	2017	96%
2013	73%					
2017	96%					
41%	5.3.A Countries that have improved their capacity to apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition	<table border="1"> <tr> <td>2013</td> <td>18%</td> </tr> <tr> <td>2017</td> <td>28%</td> </tr> </table>	2013	18%	2017	28%
2013	18%					
2017	28%					
36%	5.4.A Countries that have improved their preparedness and response management capacity	<table border="1"> <tr> <td>2013</td> <td>52%</td> </tr> <tr> <td>2017</td> <td>67%</td> </tr> </table>	2013	52%	2017	67%
2013	52%					
2017	67%					

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	ACHIEVED
5.1.1	43	56 (52 countries, 4 regions)	●
5.1.2	15	22 (19 countries, 3 regions)	●
5.2.1	91	122	●
5.2.2	43	48 (45 countries, 3 regions)	●
5.3.1	69	78	●
5.3.2	32	45	●
5.4.1	45	53	●
5.4.2	13: 100% 12/11: 60-100%	12: 100% 12/11: 74%	●
5.4.3	60-100%	87%	●

Achievement: Fully Achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △

Strategic Objective 5: Increasing the resilience of livelihoods to threats and crises

183. Building on lessons and experiences learned over decades of work in sudden and slow onset natural disasters, in transboundary animal and plant pests and diseases, and in protracted crises and conflict, FAO provides multidisciplinary technical and operational expertise, helping its member countries to reduce multi-hazard risks and crises – essential ingredients to fight hunger, alleviate poverty and foster sustainable development, and increase the resilience of livelihoods. Under SP5, FAO supports countries to:

- a) govern risks and crises through understanding of the nature and dynamics of risks and the implementation and adoption of legal, policy and institutional systems, including required investments for risk reduction and crisis management (Outputs 5.1.1, 5.1.2);
- b) watch to safeguard by producing and communicating early warning against potential, known and emerging threats, as well as promoting standards for analysing structural causes of food and nutrition crises (Outputs 5.2.1, 5.2.2);
- c) reduce risk and vulnerability at household and country level (Outputs 5.3.1, 5.3.2);
- d) prepare and respond to disasters and crises (Outputs 5.4.1 to 5.4.3).

184. FAO's work under Strategic Programme 5 (SP5) contributes to the achievement of SDG1 “no poverty”, SDG2 “zero hunger”, SDG11 “sustainable cities and communities”, SDG13 “climate action”, SDG15 “life on land” and SDG16 “peace, justice and strong institutions”. Under SDG2, FAO's estimates indicate an increase in the prevalence of moderate to severe food insecurity from 23.7% of the world population in 2014 to 25.2% in 2016 (SDG indicator 2.1.2), while FAO estimates that the agriculture sector, including crop, livestock, fisheries and aquaculture, and forestry, absorbs 23% of total damage and loss⁴². Globally, the economic loss associated with natural disasters and food chain crises now averages between USD 250 billion to USD 300 billion every year.⁴³

⁴² *The impact of disasters and crises on agriculture and food security 2017*. FAO, 2018

⁴³ *Ibid*

In focus...

The Global Report on Food Crises 2017, jointly prepared by the EU, WFP, FAO and other stakeholders, enhanced coordination and decision-making through a neutral analysis that informed programme planning and implementation. The key objective and strength of the report is to establish a consultative- and consensus-based process to compile food insecurity analysis throughout the work into a global public product to inform programme and resource allocation decisions at country level.

Under the USAID-funded⁴⁴ Emerging Pandemic Threats Programme, FAO was tasked to assess the risks of emergence, spill-over, amplification, spread and persistence of emerging pathogens in livestock. Key activities were around characterizing livestock production systems and agro-ecological settings, identifying drivers of pathogen emergency, amplification and spread in livestock, identifying drivers or pathogen persistence in livestock and providing common guidance to countries for conducting risk assessment addressing specific risk questions at global, regional and national levels, along value chains and at the human/animal and livestock/wildlife interfaces.

The study *The impact of disasters on agriculture and food security* analysed the nature and magnitude of disaster impacts triggered by natural hazards on the agriculture sectors in developing countries. The study aimed to increase awareness about the critical need to enhance national and international commitment and budget allocation to risk reduction for the sector, including improving data collection and monitoring systems on sector-specific damage and losses, with the ultimate goal to inform the implementation and monitoring of the SDGs, specifically SDG2, the Sendai Framework for DRR 2015-2030 and the Paris Agreement.

As part of its work on enhancing livelihoods resilience in the drylands, SP5 focused on pastoralists and their need to adapt to the rapidly changing and increasingly unpredictable arid climate. The mobility of pastoralists allows pastoral herds to use the drier areas during the wet season and more humid areas during the dry season and minimize other risks such as pests and diseases. SP5 has been working on the vulnerability context in which pastoralism currently functions. FAO's priority areas are articulated around: a) improving capacity, accountability and responsiveness in governance institutions; b) addressing the cross-border and regional dimension of pastoralism; c) developing and using a livelihoods-based information and monitoring system; e) ensuring stronger linkages between local and higher-level peace initiatives; f) reducing vulnerability by supporting livelihoods resilience programming; and g) ensuring a timely livelihoods-based livestock emergency response when crises emerge.

FAO took a leadership role in coordinating Fall Armyworm (FAW) efforts in Africa since the onset of the pest in the continent. To enable this, FAO prepared the Framework for Partnership for Sustainable Management of the Fall Armyworm in Africa, endorsed by the African Union in October 2017, and a FAO Programme for Action for Sustainable Management of the Fall Armyworm in Africa. Under the umbrella of the Programme for Action, FAO has undertaken several interventions in the continent to strengthen countries' capacities to respond to FAW, including awareness raising, strengthening farmers' pest management capacity, strengthening capacity on early identification of FAW, efficient pesticide application and best practices, monitoring and early warning, and restoring productive capacity.

FAO also organized South-South Cooperation technical meeting to transfer knowledge on FAW management from the Americas to Africa. Experts reviewed key areas of management, including biological control, monitoring, economic thresholds, bio-insecticides use, and the impact of plant biodiversity on FAW ecology. FAO IT-Solutions developed a mobile phone app to be used by farmers, community focal persons and extension agents to collect data when scouting fields and checking pheromone traps. FAMEWS has been deployed in all African countries and will incorporate a tool to diagnose FAW damage to be linked to a Web-based early warning platform.

Implementation of the Strategic Programme

185. The years 2016 and 2017 have witnessed an unprecedented number of forcibly displaced people (internally displaced people and refugees), and the threat of famine in four countries in Africa and the Near East. Conflict has undermined the resilience of millions of others to cope with disasters. Animal diseases, crop pests and food safety issues are on the rise. 2017 was the warmest non-El Niño year on record, and led to heavy rains, floods, droughts, heat waves and destructive wild fires. These occurrences risked to undermine efforts to eradicate poverty (SDG1) and end hunger (SDG2).

⁴⁴ United States Agency for International Development (USAID)

186. SP5 addressed these challenges by: a) establishing global leadership in generating relevant data, information and knowledge pertaining to disaster risk reduction (DRR), food security and resilience; b) enhancing partnerships among stakeholders; c) developing global programmes to reduce risks and to respond to crises preparedness; and d) support regional and country programmes through FAO's Regional Initiatives and the Resilience Country Support Process. By streamlining these interventions at global, regional and country levels, FAO made a difference in tackling the impacts of disasters and crises and also in building the resilience of the vulnerable in reducing their exposure to climate extremes and other economic, social and environmental shocks and disasters (SDG target 1.5).

Outcome assessment

187. Progress on SP5 Outcomes is tabulated in *Annex 4*.

188. At the end of 2017, compared to 2013, a higher percentage of countries was performing medium to high with regards to all SO5 Outcomes. Compared to 2013, 66% of countries have increased their institutional and policy capacities in terms of DRR/M (Outcome 1) and 78% of countries have significantly increased their capacities to deliver early warnings and trigger timely actions (Outcome 2). Around 41% of countries have improved their capacities to apply prevention and mitigation measures (Outcome 3) and 36% of countries have improved their preparedness and response management capacity (Outcome 4).

189. Overall FAO's impact across the four dimensions of SP5 is well recognized, in almost all countries with a moderate or significant contribution to Outcomes 1, 2 and 3 and in about 90% of countries on support to preparedness and response management (Outcome 4). In particular, RAF and RLC put a strong focus on resilience strategies, with the development of the Regional Strategy for DRM in the agriculture and food security and nutrition sectors of Latin America and the Caribbean, the development of two subregional resilience strategies for West Africa and Horn of Africa, and a third resilience strategy under development for Southern Africa.

190. FAO paid specific attention to capacity-building in early warning systems and vulnerability analysis (Outcome 2), supporting over 100 threat monitoring systems at global, regional and national levels. The implementation of the EU-FAO Partnership Programme "Information for Nutrition, Food Security and Resilience for Decision Making" (INFORMED) provided support to regional and national government institutions involved in food security and nutrition, in resilience analysis for policy and programming design purposes and FAO's Early Warning/Early Action System (EWEA), translating early warnings into anticipatory actions to reduce the impact of specific disaster events.

Assessment of results (Outputs) achieved in 2016-2017

191. As shown in *Annex 4*, all nine SO5 Outputs were achieved.

192. Results on sectoral, cross-sectoral or hazard-specific policies, strategies and plans (Output 5.1.1) show that 52 countries and 4 regional institutions formulated strategies/plans for risk reduction and crisis management as a result of FAO's support. Investment programming and resource mobilization strategies for risk reduction and crisis management (Output 5.1.2) were developed in 19 countries and 3 regions with the guidance of FAO.

193. Results on threats monitoring and early warning (Output 5.2.1) exceeded the biennial target with 122 threat monitoring systems at global, regional and national levels effectively supported. FAO's support to improve countries' and regions' capacities to undertake resilience and vulnerability analysis (Output 5.2.2) reached 45 countries and three regions. The information provided by early warning systems and vulnerability analysis (such as IPC, Cadre Harmonisé, GIEWS, FEWS NET,⁴⁵ etc.) feed the 2017 [Global Report on Food Crises](#). This report will be a basis for a discussion with the main donors through the Global Network for Food Crises to help a more strategic distribution of the response.

194. FAO's support for improving prevention and mitigation capacities and measures (Outputs 5.3.1, 5.3.2) has exceeded the biennial target: technical measures for risk prevention and mitigation have been implemented in 78 countries, and 45 countries have applied socio-economic measures that

⁴⁵ USAID's Famine Early Warning Systems Network (FEWS NET)

reduce vulnerability and strengthen resilience of communities at risk of threats and crisis. Capitalization and dissemination of resilience good practices support resilience building at community level. For example, the Kore - knowledge sharing platform on resilience supported good practices dissemination through the organization of 16 webinars, a Web platform, documentation of good practices and promotion of resilience-related activities.

195. Results in terms of emergency preparedness (5.4.1) surpassed expectations with 53 countries benefitting from FAO's support to uptake standards, guidelines and practices for emergency preparedness. During the biennium, all countries in Level 3 emergency, and 74% of countries and regions in Levels 2 and 1 emergency, have benefitting from FAO's emergency response coordination support (5.4.2). In addition, FAO provided timely and gender-responsive crisis assistance (5.4.3) in 87% of countries affected by a crisis impacting agriculture. Joint crisis response and resilience strengthening programmes with WFP have been formulated recently, particularly in the DRC, the Niger (also with IFAD), the Lake Chad Basin Region (covering Cameroon, Chad, Niger and Nigeria), Mali, Uganda, South Sudan, Somalia (also with UNICEF), Bangladesh (response to the Rohingya crisis), amongst others.

196. During the biennium, FAO provided corporate support to responses in South Sudan, Central African Republic, Yemen, Northeast Nigeria, Southern Africa and Ethiopia (El Niño response), and the Democratic Republic of the Congo.

Highlights of achievements at global level

197. Highlights of the achievements at the global level include:

- a) further to the detection and quick spread of the Fall Armyworm (FAW) in Africa in 2016-17, FAO prepared a global Framework for Partnership for Sustainable Management of the FAW in Africa to ensure coherent response by all partners based on sound principles benefitting smallholder farmers;
- b) FAO has taken a leadership role in the fight against AMR along with WHO and OIE in the context of a One-Health approach. The three Organizations developed national questionnaires, a stewardship framework and monitoring/evaluation framework to address antimicrobial use/antimicrobial resistance across human, animal, plant and environmental health. FAO is also an active member of the Inter-Agency Coordinating Group established by the Secretary-General in 2016;
- c) quarterly Food Chain Crises (FCC) Early Warning Bulletin forecasts FCC transboundary threats at the country level and is the only platform gathering forecasts of high-impact transboundary animal and plant pests diseases affecting food security and human health;
- d) FAO provided technical guidance for data collection on the performance of DRR good practices in five countries, and completed cost-benefit analyses and qualitative assessments. The study *Benefits of farm level disaster risk reduction practices in agriculture* informed policy-makers and DRR practitioners on the opportunities to reduce risk exposure of farmers;
- e) FAO completed a study on the status of development and implementation of agriculture disaster risk reduction/management plans covering 14 high-risk exposed countries. Technical support was provided to the regional Capacity for Disaster Reduction Initiative (CADRI) workshops;
- f) the Vulnerability Index methodology was finalized, and will inform GIEWS⁴⁶ analysis, particularly in relation to updating the list of countries requiring external food assistance. The methodology behind the Agricultural Stress Index System has been updated in 2017. GIEWS published crop prospects and food situation reports, and the Food Price Monitoring and Analysis bulletin;

⁴⁶ Global Information and Early Warning System on Food and Agriculture (GIEWS)

- g) FAO provided support for the preparation of a “Strategic Framework for Drought Risk Management”. UNCCD, FAO and WMO⁴⁷ jointly organized the regional conference on Drought Management and Preparedness for Latin America and the Caribbean. FAO chaired the Partner Advisory Committee of the Global Framework for Climate Services. FAO led the impact section of the WMO Statement on State of Climate 2017; the provisional report was released during the opening of the COP23 in November 2017;
- h) the Framework to support sustainable peace in the context of Agenda 2030 will guide FAO’s work in the context of the UN Secretary-General’s efforts to make conflict prevention and sustaining peace more central, and to bridge the humanitarian-development-peace divide. A series of seminars on Conflict and Hunger – a joint initiative of Italy, the Netherlands, Switzerland, FAO and WFP - were held in New York, Rome and Geneva;
- i) from early 2016, FAO has been providing regular food security updates to the UN Security Council, highlighting the links between conflict and hunger, food security and peace, and the impact on SDG2;
- j) the International Conference on Social Protection in Contexts of Fragility and Forced Displacement raised FAO’s profile in leading global-level policy discussions on the role of social protection in fragile contexts and protracted crises. FAO has been leading sessions on shock-responsive social protection in a number of global events, e.g. the ICT-ILO social security academy, SPIAC-B annual conference, WRC3 and COP23;
- k) The Global Early/Warning Early Action quarterly report identifies major risks to agriculture and food security. The report is rooted in the analysis provided by corporate information and early warning systems and external information, and provides recommendations on early actions necessary to mitigate or prevent the impact of the disaster.

Highlights of achievements at country and regional level

198. Highlights of the achievements at regional and country levels include:

- a) the “Peste des petits ruminants (PPR) Global Eradication by 2030 Programme” aims to enhance resilience of herders to PPR and reduce rural poverty. Implementation has started in more than 15 countries using local resources and funding from EU, World Bank, Japan, and the United States. FAO, OIE⁴⁸ and the EU jointly advocate for the eradication of the disease;
- b) through the USAID⁴⁹ funded programme “Emerging Pandemic Threats” FAO helped to enhance capacity to prevent, detect, and respond to high-impact zoonotic diseases in over 30 countries worldwide;
- c) the Event Mobile Application, a mobile app disease reporting tool developed to support early warning and disease surveillance, was successfully implemented in three countries. A rapid risk assessment framework and methodology was finalized for Rift valley fever, HPAI H5N8 and African swine fever;
- d) FAO supported the implementation of GEF projects with components on improving DRM to increase adaptive capacity to climate change in vulnerable communities affected by natural disasters, and provided technical support for the formulation and implementation of national plans for DRR and climate change in agriculture in five countries;
- e) GIEWS completed four Crop and Food Security Assessment Missions in 2016 and one in 2017, with WFP and national governments. Support was provided for the seed sector development, and for capacity-building for the formulation of a seed policy, with resilience components;
- f) technical support for strengthening DRM capacities was provided to Sierra Leone and to Timor-Leste. National resilience strategies were developed in six countries, in addition to two

⁴⁷ United Nations Convention to Combat Desertification (UNCCD); World Meteorological Organization (WMO)

⁴⁸ World Organisation for Animal Health (OIE)

⁴⁹ United States Agency for International Development (USAID)

subregional strategies. Canada approved a five-year Rome-based Agencies Resilience Initiative in the Democratic Republic of Congo, the Niger and Somalia. A Safe Access to Fuel and Energy strategy was finalized for two countries; and support provided to nine countries to link social protection and risk management and complementary social protection and agricultural interventions;

- g) the Regional Strategy for DRM in the agriculture and food security and nutrition sectors of Latin America and the Caribbean was approved in late 2017 by Ministers of Agriculture of the CELAC countries. The strategy is the result of a process initiated early 2016 with the technical support of FAO and UNISDR,⁵⁰ and calls for coordination and synergies with the competent authorities of environment, DRM and civil defence;
- h) the Integrated Food Security Phase Classification (IPC) and resilience index measurement and analysis (RIMA) methodologies are informing food security and resilience initiatives in over 40 countries, with support provided to CILSS⁵¹ and IGAD on RIMA, including learning exchanges. A study tour on pastoral field schools took place between the Sahel and Eastern Africa, as well as a training visit to Israel on Sustainable livestock feed development and breeding techniques in Africa; mapping of actual and potential feed supply sources in Ethiopia and Predictive Livestock Early Warning System in Kenya will allow to provide early warning on feed supply/demand.

⁵⁰ United Nations Office for Disaster Risk Reduction (UNISDR)

⁵¹ Permanent Interstate Committee for Drought Control in the Sahel (CILSS)

Mainstreaming of gender, governance, climate change and nutrition

Initiatives undertaken to assist countries in mainstreaming gender equality issues into DRR planning in agriculture include the development and dissemination of a training module, a policy brief, specific training materials and case studies related to gender-responsive DRR planning, tailored to assist Caribbean SIDS to formulate and implement gender-responsive DRR interventions and action plans in the agricultural sector. A regional training workshop was organized with the Caribbean Disaster Emergency Management Agency on gender-responsive DRR policies and programmes for Caribbean countries; and gender-sensitive needs assessments were technically supported in Myanmar, Nepal, Sudan and the Philippines to address men and women specific priorities in emergency preparedness and response.

FAO, UN Women, IFAD and WFP organized a regional share fair on “Gender and resilience”, to share and disseminate lessons learned in Africa to achieve the SDGs and further explore women’s roles in resilience building. To empower and increase the resilience of vulnerable households, the ‘caisses de résilience’ approach was successfully implemented in Uganda, Central African Republic, and Central America’s dry corridor.

A series of guidance materials were developed to enhance the capacity to address gender equality and women’s empowerment. A detailed analysis of the relationships between armed conflicts, food security and gender equality was carried out with the Institute of Development Studies. Country backstopping support and capacity development were provided to address gender-based violence and protection issues, through Dimitra Clubs and the Junior Farmer Field and Life Schools in five sub-Saharan countries and the Safe Access to Fuel and Energy initiatives in South Sudan, Somalia and Kenya.

Together with its partners, FAO as co-leader of the A2R Initiative,⁵² coorganized three high-level events to mainstream resilience into the Global Climate Action of the COP23. The events discussed how to unblock investment in climate resilience, why resilience matters and how nature strengthens resilience. There was resounding agreement that climate resilience starts with people, within their local contexts and environments.

Climate change is one of the drivers of rural migration. In 2017, a corporate booklet on ‘*Migration, Agriculture and Climate Change – Reducing vulnerabilities and enhancing resilience*’ was developed by SP5 and SP3 with examples from FAO’s projects on climate change adaptation implemented in Nepal, Uganda and other countries.

FAO has developed an analytical framework to better understand governance issues that determine DRR-CCA⁵³ integration at country level. The framework includes a practical, hands-on module to assess and validate at country level potential governance barriers to the process. The analytical tool has been proposed to the CADRI partnership and accepted for pilot testing as part of the upgraded CADRI capacity assessments tool for DRR and CCA.

Specific achievements in nutrition mainstreaming include the development of guidance materials to support FAO nutrition-sensitive programming. FAO country offices have increasingly requested technical support for nutrition-sensitive programming (e.g. Syria, Lebanon, West Bank and Gaza Strip), and the number of resilience programmes with a clear focus on nutrition is increasing, e.g. the EU-funded programme on Resilience in Syria, the RBA programme to strengthen the resilience of livelihoods in protracted crisis contexts.

The Damage and Loss Assessment Methodology which takes into account all agricultural subsectors (crops, livestock, forestry, fisheries and aquaculture) has been developed, and as a result of active collaboration with UNISDR in 2017, the methodology has been incorporated into the Sendai and SDG monitoring frameworks and will be used to measure the agricultural components of resilience-related global targets.

⁵² Climate Resilience Initiative: Anticipate, Absorb and Reshape (A2R)

⁵³ Disaster risk reduction-climate change adaptation (DRR-CCA)

Key lessons learned

- Based on experience gained in 2016-17, and taking account of the outcomes of important policy processes and dialogues, in particular the SDGs, the Sendai Framework for DRR, the Paris Agreement, and the World Humanitarian Summit, SP5 will emphasize work on extreme climate-related events, linkages between food security, peace and stability, and the adoption of a One-Health approach in its broader perspective, development of the animal feed resources in the pastoral areas, exploration of the drivers of persistent child malnutrition in fragile contexts and the linkages between livestock intervention and child nutrition.
- The development of gender-sensitive programmes that focus not only on addressing inequalities, but also on securing and building assets in ways that empower the most vulnerable, especially those affected by protracted crises and conflicts (e.g. through the provision of safe and secure access to land, cash and other productive resources for women and youth) will also require increased attention.
- In close collaboration with SP2, attention will be given to the important role agroecology can play in building resilience and adapting to climate change.

***Objective 6: Technical quality, statistics and cross-cutting themes
(climate change, gender, governance and nutrition)***⁵⁴

Purpose and scope

199. Objective 6 ensures the quality and integrity of FAO's core technical, normative and standard setting work (Outcome 1); the delivery of high-quality statistics (Outcome 2); and the coordination of the cross-cutting themes of gender (Outcome 3), governance (Outcome 4), nutrition (Outcome 5) and climate change (Outcome 6). Work and resources are planned to achieve these six specific outcomes supporting the delivery of corporate technical activities and the Strategic Objectives.

200. Eleven key performance indicators (KPIs) measure progress and achievements of the six Outcomes. By the end of 2017, FAO had met all the targets for Objective 6 KPIs,⁵⁵ as shown in *Annex 4* and elaborated below.

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

201. Fostering the quality and integrity of the technical and normative work of the Organization is essential for effective implementation of the Strategic Framework. Coordinated by the Deputy Director-General (Climate and Natural Resources), this Outcome is achieved by ensuring: a) the excellence of technical knowledge through core technical leadership of technical departments; b) Technical Networks and the delivery of adequate technical expertise to programmes across headquarters and decentralized offices; c) capacity to respond to emerging issues, including through a Multidisciplinary Fund; d) advancing on fundamental challenges in the main disciplines through the Technical Committees; and e) preparation of state-of-the art corporate flagship publications.

Achievements

202. The quality and integrity of FAO's technical and normative work is ensured through six outputs, which deliver services to Members and FAO programmes through leadership of the technical departments. Performance is measured through two surveys which assess the satisfaction with FAO's technical leadership by stakeholders, as a proxy for progress on the quality of technical leadership. One survey is addressed to delegates attending FAO Technical Committees and allows to reach a broad range of constituencies, including Permanent Representatives, other civil servants and policy-makers from line ministries, and non-state actors. The other survey is anonymous and addressed to relevant FAO staff.

203. The 2017 value of 67% (target 64%) represents the overall percentage of internal and external respondents who agreed that FAO provides quality technical leadership. The main concerns raised were the need for flexibility in responding to emerging issues provided within the planning framework and for mechanisms to leverage FAO's technical expertise to provide integrated policy advice in response to increasing governments' requests for support to national planning and policy formulation.

Highlights

204. The 17 Technical Networks continue to provide a platform for sharing technical information and standards across all levels of the Organization, and ensuring identification of good practices and consistency in policies and approaches. The Networks have also provided a channel for collaboration with the academia and the UN system. Experts from these partner organizations, in particular RBAs, have shared their research, programme or project experiences in multiple contexts and countries with FAO staff (Output 6.1.1).

205. FAO played a prominent role in major global policy fora such as the COP22 and COP23, CBD COP13, UNCCD COP13, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, HABITAT⁵⁶ III Conference, the UN General Assembly High-level Meeting on Antimicrobial Resistance (AMR) and the Conference "Our Oceans" (Output 6.1.6).

⁵⁴ Former title in "Technical quality, knowledge and services", retitled "Technical quality, statistics and cross-cutting themes (climate change, gender, governance and nutrition)" as recommended by Council at its 155th session in December 2016 (CL 155/REP paragraph 8.b).

⁵⁵ Data was not available for two KPIs (6.5.A and 6.5.B).

⁵⁶ United Nations Human Settlements Programme (UN HABITAT)

206. FAO has maintained its engagement in the 2016 and 2017 meetings of the High Level Political Forum on Sustainable Development, including for their extensive preparatory processes. The Organization led or provided technical inputs to the review of SDGs, and prepared background papers for the Regional Fora for Sustainable Development and the Our Oceans' Conference (Output 6.1.6).
207. Technical Committees (COFI, COFO, COAG, CCP) held their biennial sessions and considered cross-cutting issues on the 2030 Agenda, on nutrition and on trade (Output 6.1.4).
208. FAO flagship publications provided cross-sectoral data and analysis on emerging global issues such as climate change, food systems and blue growth. The *State of Food Security and Nutrition in the World (SOFI)* 2017 edition was aligned to the food security and nutrition indicators of the 2030 Agenda, and online readers of *The State of World Fisheries and Aquaculture (SOFIA)* have increased by almost 7 percent (Output 6.1.5).
209. FAO staff published over 600 articles in journals indexed by the Web of Science, and were cited 2 450 times (Output 6.1.6).
210. Technical departments have been at the forefront in the identification and response to emerging issues and new requests from member countries, creating and adapting capacity to address new areas of work, such as antimicrobial resistance, migration, the emergence of Fall Armyworm in Africa, the increased attention to the potential of soil organic carbon, microplastics and marine litter (Output 6.1.3).
211. As members of the Interdepartmental Working Group on Statistics, technical departments supported the development and testing of new methodologies for the 21 SDG indicators for which FAO is custodian (Output 6.1.6).
212. The Environmental and Social Standards which ensure compliance with technical policies and normative standards have been mainstreamed into the project cycle. Around 800 projects have been classified and certified, the disclosure portal has been finalized and is available online, and 70 staff from decentralized offices have been trained (Output 6.1.2).
213. 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 (*Section II.E*) (Output 6.1.3).

Key lessons learned

- Focus on measures that will ensure technical excellence, including the systematic implementation of quality assurance mechanisms, the monitoring and assessment of the quality and relevance of FAO knowledge products and services, as recommended by the Evaluation of FAO's contribution on knowledge on food and agriculture.
- Continued strengthening of collaboration across the Technical Committees (Agriculture, Fisheries, Forestry, Commodity Problems) to maximise impact of the technical and normative work of the Organization.

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

214. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty and to promote sustainable use of natural resources. This Outcome provides for strengthening countries' capacity to collect, analyse, disseminate and use data to support decision-making processes. This is achieved also through internal statistical governance which is the responsibility of the Office of the Chief Statistician (OCS), supported by the IDWG on Statistics, and includes endorsement of corporate statistical standards and review of their implementation to ensure harmonization, quality and integrity of the technical and normative work of the Organization.

Achievements

215. Two key performance indicators for this Outcome are to measure the use of statistics for evidence-based policy-making in countries, and to assess improvements in the national statistical capacity to produce and disseminate relevant data. For the 2016-17 biennium, both KPIs were met (*Annex 4*), as measured through the Corporate Outcome Assessment with 33 countries using statistics for evidence-based policy-making in FAO's area of mandate (target 30) and 54 countries showing significant progress in statistical capacity (target 45).

Highlights

216. Achievements in improving global statistical standards, aimed at enhancing the quality of statistical data, include the revision of the Classification of Individual Consumption According to Purpose (COICOP), and the development of guidelines for the collection of food data in household consumption and expenditure surveys, both endorsed at the 2018 session of the UN Statistical Commission. In the period 2014-17, FAO published on its Web site 62 new statistical methodological documents (of which 32 in the 2016-17 biennium) to be used by national official statisticians to improve the availability and quality of country data in different statistical domains. FAO also launched the Statistical Standards Series, with the publication of two documents providing guidelines on flags and questionnaire design to be used in all FAO statistics processes. The new FAO Statistical Working System was upgraded through the deployment of the revised agricultural products classification and the implementation of new methods for the compilation of the Food Balance Sheets (Output 6.2.1).

217. FAO further strengthened statistical capacity at country level. Over 100 countries received assistance in the period 2014-2017, including in 2016-17 alone 43 countries in the African and the Asian and Pacific regions through the Global Strategy to Improve Agricultural and Rural Statistics. FAO supported countries in implementing innovative methods for food and agricultural statistics and in strengthening statistics governance, coordination and the design of strategic plans. FAO also provided direct technical assistance to about 25 countries on the 21 SDG indicators for which it is custodian, including advice on the alignment between national and global SDG indicators and, in collaboration with UN Regional Commissions and other regional organizations, on the production of national SDG progress reports. Technical assistance was also provided to 16 countries for the design and implementation of agricultural censuses following the World Programme for the Census of Agriculture 2020 guidelines (Output 6.2.2).

218. FAO continued to ensure that high-quality and internationally comparable datasets are produced and made accessible to all countries. Following the 2015 evaluation of FAO's contribution to knowledge on food and agriculture, the FAOSTAT dissemination platform was improved with new datasets and system tailored changes addressing the requirements of the user community, leading to a 33% increase in users since 2016, reaching a total of 1.6 million in 2017. In addition, a new SDG Reporting Platform, was launched in September 2017 to disseminate data, methods, guidelines and relevant information on FAO's initiatives to monitor the SDG indicators for which FAO is custodian (Output 6.2.3).

219. Efforts were made to strengthen the coordination and harmonization of statistical processes within the Organization and thus the quality of FAO statistics. The FAO statistical programme of work 2016-17, with 187 activities reported by 16 units at headquarters and 9 at either regional, subregional or country level, was a key instrument for the coordination of statistical processes across the organization. The findings of the Quality Assessment and Planning Survey, resulted in the redesign of two-thirds of the statistics questionnaires despatched annually to countries, and the development of

new standards and guidelines which will help to improve internal data production consistency and quality (Output 6.2.4).

220. FAO made prominent contributions to the global statistical system. As Chair of the Committees for the Coordination of Statistical Activities and the Chief Statisticians of the UN System, the Office of the Chief Statistician coordinated the contributions of all international organizations to the development of the monitoring framework of the 2030 Agenda for Sustainable Development. As a result, FAO was designated as the custodian agency for 21 SDG indicators and a contributing agency for additional four. The Organization also provided input to international statistical platforms (UN Statistical Commission, IAEG-SDG⁵⁷ indicators, Conference of European Statisticians) and organized regional and global meetings on agriculture statistics. This work helped FAO identify directions for developing its statistical programme of work and planning technical assistance for countries (Output 6.2.4).

Key lessons learned

- In 2018-19, focus will be on providing national statistical offices with internationally recognized definitions, concepts and classifications, with particular emphasis on the SDGs, and strengthening national statistical systems and institutions to generate high-quality and relevant data.
- Attention will be given to improving the analytical skills of official statisticians and the statistical literacy of users with the aim of strengthening the links between statistics and decision-making.

Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women (Outcome 6.3)

221. Eliminating gender inequalities in agriculture and empowering rural women is crucial to achieving FAO's mandate of food security and nutrition, leaving no one behind as pledged by the Sustainable Development Goals. FAO provides technical advice to member countries and strengthens their capacities to formulate, implement and monitor policies and programmes that provide women and men with equal opportunities to benefit from agricultural and rural development.

222. As central to FAO's mandate, gender is addressed as a cross-cutting theme in the Strategic Framework, to provide quality services, coherent strategies and approaches for the promotion of gender equality and women-targeted interventions under the Strategic Programmes. The gender-related work is coordinated by a team of gender experts in the Social Policies and Rural Institutions Division (ESP) and in the five Regional Offices, and delivered through an Organization-wide Technical Network on Gender, comprising about 200 gender focal points (GFPs), who engage with SP teams, technical divisions and decentralized offices to support programming and implementation of interventions.

Achievements

223. Progress on the achievement of this Outcome is measured through two KPIs:

- a) Indicator 6.3.A monitors progress on 15 FAO gender mainstreaming minimum standards and women-specific targeted interventions, as defined in FAO's Gender Equality Policy. The target set for the biennium 2016-17 (has been exceeded and 12 minimum standards have been achieved, compared with the planned target of 10 (*Annex 5*), including standard 15 on the share of TCP projects addressing gender equality.
- 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). The target set for the biennium 2016-17 has been achieved, with 14 performance standards either met or exceeded, compared to the target of 10 (*Annex 5*).

⁵⁷ Inter-agency Expert Group on SDG Indicators (IAEG-SDG)

224. The performance against the two KPIs confirms FAO's successful efforts to establish, strengthen and maintain staff capacities and institutional mechanisms to support country initiatives aimed at addressing gender equality (Output 6.3.2). Over the biennium, FAO has systematically strengthened the capacities of the Technical Network on Gender. Global Webinars and tailored trainings with technical units were complemented in 2017 by a comprehensive training course for the GFPs, increasing capacity particularly in Regional Offices. Over 100 staff and stakeholders participated in trainings organized by REU; staff in SAP were trained on tools for gender-sensitive analysis and project design; RNE's capacity to address gender issues in technical areas, including in the response to the Syrian crisis, was reinforced; and RLC held ten initiatives strengthening the knowledge and skills of FAO staff and national counterparts on gender in priority areas for the region, including social protection, land governance and rural advisory service provision.

225. FAO engaged in extended consultations to improve the gender-sensitive monitoring framework by sharpening the focus of existing indicators and identifying additional ones. A total of 27 gender qualifiers and/or indicators were formulated at Output level across the five Strategic Programmes in the MTP 2018-21. Tools and materials for mainstreaming gender in Country Programming Frameworks and the FAO Project Cycle were also updated and widely disseminated.

226. Upgraded staff capacities and institutional mechanisms for gender mainstreaming paved the way for consolidating the technical support provided to member countries under the SPs (Output 6.3.1). The development of regional gender strategies for REU, RNE, RAP and RLC provided an excellent opportunity to engage with FAO staff and relevant partners to jointly identify priorities for gender-related work in the region.

Highlights

227. *Sex disaggregated data and gender-sensitive indicators.* Expanding the evidence base on gender in agriculture and its implications on food security and nutrition is essential for informed and targeted policy-making. In 2016-17, FAO continued to engage in the development of tools and methodologies, and assisted national institutions and counterparts in the collection and analysis of sex-disaggregated information, as highlighted below.

- a) Country and regional gender profiles on agriculture and rural livelihoods were developed. 47 Country Gender Assessments have been completed, providing governments and development partners with updated gender profiles at country-level. The ATLAS of Rural Women of Latin America and the Caribbean, presenting an in-depth exploration of the gender situation in the region, was published in 2017.
- b) New statistics on the distribution of landowners and landholders were processed. Sex-disaggregated statistics on the distribution of landholders (land managers) from 104 countries and sex-disaggregated statistics on land ownership from 26 countries are now easily accessible in the Gender and Land Rights Database.
- c) As part of its emerging work on migration, FAO in collaboration with the World Bank, IFPRI-PIM⁵⁸ and IFAD, conducted large-scale multi-topic surveys in Nepal, Senegal and Tajikistan, to assess the consequences of male out-migration on women's work and empowerment in agriculture.
- d) FAO developed a methodology to monitor progress under SDG Indicator 5.a.2 on women's land rights. Following extensive desk research and piloting in ten countries, the indicator was upgraded to "Tier II status" by the Inter-agency and Expert Group on SDG Indicators (IAEG-SDGs). Member countries' awareness and capacities in relation to the indicator have been enhanced through workshops training sessions to support reporting from 2018.

⁵⁸ International Food Policy Research Institute (IFPRI) and the CGIAR Research Program on Policies, Institutions, and Markets (PIM)

228. *Knowledge generation and capacity development.* FAO, in collaboration with a wide range of international and national partners, developed targeted knowledge products and capacity development materials to support the integration of gender equality dimensions in key areas of work of the SPs, as highlighted below.

- a) Building on the experience gained by FAO in supporting the implementation of the Convention on the Elimination of All Forms of Discrimination against Women in Guatemala, Botswana and Kyrgyzstan, a policy guidance note on facilitating dialogue between gender and food security policies at national level was developed in the context of the FAO-EU FIRST Programme, to support officers and national stakeholders in facilitating dialogue between gender and food security policies at national level (SP1).
- b) A number of case studies were carried out in Asia and the Pacific, shedding light on women's role, labour and time use in different production systems (Vietnam, Indonesia and Bangladesh, Myanmar) and offering recommendation for policy development and programme implementation (SP2).
- c) The report "*Gender Opportunities and Constraints in Land Related Agriculture Investments: Tales from the Field*" based on 11 case studies in Africa and Asia was published under the umbrella of FAO's programme on gender and agricultural investment. It identifies good practices, lessons learned and policy recommendations which have been used to facilitate multi-stakeholder and policy dialogues, such as at the second session of the ECOWAS Parliament (SP3).
- d) FAO's approach to gender-sensitive value chain development and the knowledge generated from country assessments on women's participation in the agrifood sector, especially in Africa, were widely disseminated through regional and national capacity development programmes, targeted at value chain practitioners and service providers operating the public and private sectors (SP4).
- e) Gender issues were also addressed in the context of resilience building. A package of knowledge and training products on gender-responsive disaster risk reduction tailored to Caribbean small island developing states was developed to assist the formulation of agriculture plans and strategies; and an analysis of the linkages between armed conflicts, food security and gender equality was carried out with Institute of Development Studies in three interventions implemented by FAO and partners in the field (SP5).
- f) In Northern Africa, the findings of eight country capacity assessments informed the development of a regional action plan and a roadmap for reinforcing regional and national counterparts' capacity for collecting and analysing sex-disaggregated data.

229. *Policy dialogue and advocacy.* FAO acts as a convener to support the integration of gender equality dimensions in international and national policy processes related to food security and nutrition and advocates for the empowerment of rural women, including:

- a) At global level, one of the main results achieved in 2016-17 is the adoption of the CEDAW general recommendation 34 on the rights of rural women, developed in collaboration with IFAD, WFP and UN-Women. The recommendation provides an important entry point to advocate for the inclusion of gender in national policy dialogues.
- b) A high-level conference on the promotion of socially inclusive rural development in Europe and Central Asia was organized in close partnership with the European Institute for Gender Equality (EIGE); and a consultative meeting with rural women and their related organizations and networks was organized in support of the development of the African Union Gender Strategy.
- c) At national level, achievements include facilitating policy dialogue in Rwanda among members of Parliament, top government officials and UN agencies on the National Agriculture Policy and its nexus with gender equality, in support of the formulation of the Strategic Plan for the Transformation of Agriculture.

- d) The high-level event “Step It Up Together for Rural Women to End Hunger and Poverty” led by FAO in 2016 in collaboration with the Slovak Presidency of the Council of the European Union, The European Commission, IFAD, WFP and UN-Women provided an interactive platform to discuss challenges and opportunities to move forward gender quality in the 2030 Agenda. Follow-up global events included the side event at FAO 40th Conference session “Leaving No One Behind: Achieving Gender Equality for Food Security, Nutrition and Sustainable Agriculture and the Forum on Women’s Empowerment in the Context of Food Security and Nutrition,” organized in collaboration with the Rome-based Agencies.

Key lessons learned

- FAO has an essential role to support the integration of gender equality dimensions in international and national policy processes related to food security and nutrition and advocates for the empowerment of rural women. More attention will be dedicated to this function also in view of the successful outcome of the recently concluded 62nd Session of the Commission on the Status of Women (CSW), in March 2018 which featured “Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls” where FAO was prominently active in co-organizing side-events and during the high-level interactive dialogue on accelerating implementation of the Beijing Declaration and Platform for Action. The CSW agreed conclusions are particularly encouraging in their urging governments, together with the UN system, particularly the Rome-based Agencies, and other relevant stakeholders to take action on strengthening normative, legal and policy frameworks; implementing economic and social policies for the empowerment of all rural women and girls; and strengthening the collective voice, leadership and decision-making of rural women and girls.

Quality services and coherent approaches for more effective governance issues at global, regional and national level and in the Strategic Objective programmes (Outcome 6.4)

230. Through the programmatic work undertaken for the cross-cutting theme on governance, FAO aims to enhance the effectiveness of its policy and governance work at global, regional and national levels. The programmatic work on governance includes development of concepts, methods and frameworks, provision of strategic advice and support to the five Strategic Programmes, as well as support for strengthening FAO engagement and leadership in key global governance mechanisms. Direct support is provided to FAO’s work in selected countries and through Regional Initiatives; indirect support is provided through the development and enlargement of a network of Officers across the Organization, the Governance Support Technical Network (GSTN), engaged in governance work at all levels.

231. FAO’s work under the cross-cutting theme on governance is coordinated by the Governance and Policy Support team in the Economic and Social Development Department, in close collaboration with the GSTN. Performance is measured in terms of services and leadership provided by FAO to major global governance mechanisms and support provided to regional and national stakeholders.

Achievements

232. Helping to drive results was the consolidation of FAO’s approach to governance in line with general expert opinion, and its increased use in work at global, regional and country level. FAO’s approach to governance now follows a pragmatic agenda, defined by a commitment to government-owned, bottom-up, problem-solving approaches. These approaches, while retaining the normative commitment to sustainable development, are open, non-prescriptive and analytical. At the request and in collaboration with governments, FAO supports use of political economy analyses to identify and evaluate the roles and interests of key stakeholders and institutions in the context of fostering policy change.

233. The results planned for the biennium have been fully achieved, and the targets for the two KPIs that track governance results have been met, as outlined below.

234. FAO exercised a leadership role in selected global and regional governance mechanisms (Output 6.4.1 and KPI 6.4.A) in support of Agenda 2030 follow-up and review, including the High

Level Political Forum (HLPF) on Sustainable Development, the improvement of UN system coordination in support of ICN2 outcomes, and the development in collaboration with the International Trade Centre of an innovative, flexible platform for “producer-centric” multi-stakeholder partnerships that respond to the call of the 2030 Agenda for increased reliance on multistakeholder partnerships to address coordination issues and mobilize “means of implementation”.

235. Increased focus on governance aspects in regional and country-level engagements improved the effectiveness of FAO’s support (Output 6.4.2 and KPI 6.4.B). Some 20 interventions spanning all five Strategic Programmes benefited from approaches focused on addressing governance issues, including water management and use in Morocco and Ukraine (SP2 and SP4); the draft FAO global work programme for rights-based approaches in fisheries (SP1 and SP2) endorsed by COFI; strengthening of rural institutions (SP3); and integrating disaster risk reduction and climate change adaptation in agriculture (SP5). Improved governance is seen as critical for the achievement of all SDGs, and figures as one of the key sections in the draft guidance developed by SP2 on engaging agriculture, forestry and fisheries in the 2030 Agenda for sustainable development.

Highlights

236. A global strategy was implemented for consolidating political support for the “Zero Hunger” vision embedded in SDG2 and related SDGs and targets which resulted in consistent expression of FAO’s views in ministerial outcomes on SDG2 across a wide range of fora, including the African Regional Sustainable Development Forum, HLPF and COP23 in Bonn. Presentations were made to global, regional and national fora, and work was undertaken to ensure that key stakeholders across the Organization could deliver coherent and consistent policy messages. The unit also supported efforts to frame and prioritize discussion of SDGs in all five FAO Regional Conferences and in FAO Technical Committees and CFS.

237. Focus on governance issues has increased the effectiveness of FAO’s policy support and country-level work. In the Ukraine, for example, FAO and the World Bank supported the Government in formulating the national Strategy on Irrigation and Drainage, which provides for institutional reform and transfer of irrigation and drainage to local stakeholders (water user associations).

238. The Political Economy Coaching Facility was established in May 2017 to provide a space for FAO policy officers in the field to discuss critical governance and political economy issues related to their work, share their experiences and challenges, and discuss possible solutions with their peers. The Facility operates virtually, and works with seven regional groups comprised of 32 policy officers in 28 countries and ECOWAS. Among others, the Facility has addressed specific challenges faced in FIRST Programme implementation, such as the need to strengthen engagement and ownership regarding cross-sectoral coordination structures; improve understanding of integrated approaches to food security and nutrition, and sustainable agriculture; or address incoherence between trade policy measures and agricultural policies.

239. A strong and growing GSTN continued to provide peer-to-peer technical support and input to FAO staff. At the request of SPs and technical divisions, the GSTN organized several governance dialogue series seminars on cross-sectoral coordination, pluralistic service provision, nutrition governance and FAO’s role in promoting nutrition-sensitive agriculture and food systems, reforming development cooperation for the SDGs, FAO’s role and experiences from the field, and working in protracted crises.

Key lessons learned

- Work in 2016-17 has resulted in a more coherent and consistent approach to country-level work on governance. In the 2018-19 biennium, more focused efforts will be made on facilitating linkages between the work of the five Strategic Programmes in relation to the implementation of SDGs at country level, in close partnership with FAORs and senior policy officers in the regional and country offices. Strengthening FAO capacities for integrated policy support is a top priority in the context of UN development system reform.

Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Framework and strengthening FAO's contribution in the international nutrition architecture (Outcome 6.5)

240. The establishment of nutrition as a cross-cutting theme has enabled FAO to embed nutrition in the Strategic Programmes and to engage as a leader in global initiatives and governance mechanisms for improved nutrition.

241. During 2016-17, FAO's work was aligned in a manner that gave increased attention to nutrition by addressing the long-term economic, social and environmental basis of food security and nutrition, in particular those related directly to the role of sustainable food systems and value chains. The work on value chains was transferred to a transformed Nutrition and Food Systems Division, strengthening FAO's capacity to promote inclusive approaches that improve food security and nutrition, engage as a leader in global initiatives and governance mechanisms for improved nutrition, and support countries in achieving their nutrition-related goals by mainstreaming nutrition across FAO's Strategic Programmes.

242. The Second International Conference on Nutrition (ICN2) in 2014 helped to establish a common vision for global action to eradicate hunger and end all forms of malnutrition, including undernutrition, micronutrient deficiencies, and overweight or obesity. Outcome 6.5 facilitates follow-up on these issues and gives increased attention to nutrition as a key requirement to achieve the SDGs, in addition to responding to the UN General Assembly's mandate for FAO to lead in the implementation of the UN Decade of Action on Nutrition, in collaboration with WHO, WFP, IFAD and UNICEF.

243. Work on Outcome 6.5 is coordinated by the Nutrition and Food Systems Division, with performance expected to be assessed through two KPIs, which measure support to countries in ICN2 follow-up and to the application of minimum standards for mainstreaming nutrition. The challenges encountered in data collection did not make this possible and therefore these KPIs have been adjusted for 2018-21 to better capture the Outcomes under Objective 6.5.

Highlights

244. FAO has considerably strengthened its contribution towards stronger policy coordination across the UN system, including through its support to the UNSCN and the Scaling Up Nutrition (SUN) movement, as well as through technical contributions to the CFS Open Ended Working Group on Nutrition to promote good nutrition and healthy diets through integrated approaches to sustainable food systems. Other major milestones relating to UN system coordination include the CFS decision to prioritize a work programme on nutrition, the relocation and relaunch of the UN Standing Committee in Rome hosted by FAO, and a strengthened UN Network for SUN with greater focus on the ICN2 framework for action and greater commitment to food and agricultural systems' approach. In addition, FAO and WHO played a lead role in the "Nutrition for Growth" high-level meeting held in Rio de Janeiro in 2016 and in the "Global Nutrition" Summit held in Milan in 2017 (Output 6.5.1).

245. FAO was instrumental in supporting collaboration between the Inter-Agency Standing Committee Nutrition and Food Security Clusters on integrated food security and nutrition programming at global level and in selected countries (in particular countries affected by the Syrian crisis), and supported major policy processes (e.g. CAADP, CELAC) to better promote nutrition-sensitive food systems. FAO was a key partner for the Global Panel on Agriculture and Food System for Nutrition and supported the launch of its report on diet and food systems in 2016. FAO continued to be actively engaged in the UN-SUN by participating in UN country level networks in 57 countries (Output 6.5.1).

246. The Organization facilitated practical ICN2 follow-up in countries by producing resource guides, toolkits, technical papers and learning modules on nutrition-sensitive agriculture and food systems. Country experiences on how supply-side and demand-side policies and measures in food systems can contribute to healthy diets and improved nutrition were showcased at the International Symposium on Sustainable Food Systems for Healthy Diets and Improved Nutrition in 2016 and at

five regional symposia in 2017, organized by FAO in collaboration with WHO and other UN system organizations, IFIs and regional organizations (Output 6.5.2).

247. A draft FAO Nutrition Mainstreaming Strategy was prepared as a cornerstone for common standards and corporate approach for mainstreaming nutrition in the Strategic Framework. Internal capacity is being strengthened with the establishment of a focal point network and the development of e-learning modules and guidance materials for nutrition-sensitive planning at country level. In addition, policy analysis tools and databases, technical publications, technical seminars and online consultations have been made available to inform the design and implementation of nutrition-sensitive policies, programmes and projects (Output 6.5.3).

Key lessons learned

- In view of challenges encountered in data collection in 2014-17, the KPIs for Outcome 6.5 have been revised for 2018-21. The revised KPIs track FAO's contribution to global nutrition mechanisms including reporting on progress on ICN2 follow-up, as well as the extent of mainstreaming nutrition in relevant FAO's corporate processes.

Quality and coherence of FAO's work on climate change ensured through mainstreaming across the Strategic Framework and strengthening FAO's contribution to the national, regional and international climate change architecture (Outcome 6.6)

248. Agriculture's role in climate change adaptation and mitigation has gained prominence in recent years. The cross-cutting theme on climate change, coordinated by the Climate and Environment Division, ensures technical leadership for FAO's work to enhance national capacity to address climate change and agriculture, and improve the integration of food security, agriculture, forestry and fisheries considerations into international governance.

249. Throughout the biennium, an inclusive consultation was facilitated across the Organization and through FAO governing bodies to develop a corporate Strategy on Climate Change and Action Plan. The Strategy endorsed by the Council in 2017, defines the priorities for FAO's work on climate change. Progress and results achieved are measured by two key performance indicators and related targets, both of which were met by the end of 2017.

Achievements

250. KPI 6.6.A measures the number of countries supported by FAO that report progress in mainstreaming food security and agriculture into climate change policies and processes. At national level, the actions of countries on climate change are guided by their Nationally Determined Contributions (NDCs). FAO has been providing support to member countries in addressing climate change impacts meeting the commitments of their NDCs in relation to the agricultural sectors. Moreover, FAO supported 36 countries (target 30) in: climate change impact modelling (5); formulation of National Adaptation Plans for agriculture (11); disaster risk reduction and disaster risk management (12); and establishment of systems for measurement and reporting of greenhouse gas emissions from the agricultural sectors (15).

251. KPI 6.6.B measures the number of climate change high-level policy and technical dialogues at global and regional levels where FAO exercises a leadership role that promotes progress on issues related to food security and agriculture. FAO participated in a total of 37 high-level meetings, fora and working groups (target 30), showing a high level of engagement and increased efforts to drive global climate action in agriculture. FAO played a pivotal role in COP22 and COP23,⁵⁹ and intersessional meetings. Presence and visibility were further enhanced through the Marrakech Partnership for Global Climate Action, UN system side events, and other high-profile events, where FAO emphasized the role of food security and agriculture in climate change adaptation and mitigation. As a result, agricultural sectors are receiving growing attention for the central role they play in delivering on both the Paris Agreement and the 2030 Agenda for Sustainable Development. The recognition in the

⁵⁹ 22nd and 23rd Conferences of the Parties to the United Nations Framework Convention on Climate Change (COP22, COP23)

preamble to the 2015 Paris Agreement was compounded by the 2016 Marrakech Action Proclamation endorsed at COP 22 and the adoption of the Koronivia Joint Work on Agriculture decision at COP 23.

252. To maximize the impact of the work on climate change, collaboration with the Rome-based Agencies (RBAs) and the Committee on World Food Security (CFS) was reinforced through the development of joint activities. At the CFS 44, the RBAs collaboratively delivered a side event, and joint RBA events were organized during the SB 46⁶⁰ on ‘Paris Agreement and the Agricultural Sectors: feeding the world in changing climate’, and during COP23 on land use, finance and education. These events showcased concrete examples of successfully uniting multiple solutions in agricultural sectors to bring together climate and development agendas

Highlights

253. FAO supported countries in estimating greenhouse gas emissions and mitigation potential in the agriculture and land use sectors, building capacity to estimate and track emissions and mitigation actions, developing Nationally Appropriate Mitigation Actions and preparing and implementing NDCs, National Communications and Biennial Update Reports. In 2016, FAO conducted an analysis showing that actions in the food and agricultural sectors feature prominently in all NDCs and particularly those of developing countries. The first regional NDC analysis for Eastern Africa was published, identifying gaps and opportunities to enhance climate action in the agriculture sectors. Around 20 countries participated actively in the Thematic Working Group on Agriculture, Food Security and Land Use, facilitated by FAO and established under the NDC Partnership. Furthermore, FAO in collaboration with the World Bank, organized and facilitated three negotiators’ dialogues during 2016 and 2017, to support countries in reaching agreement on issues related to agriculture at COP23, which were attended by more than 50 negotiators from developing and developed countries (Output 6.6.1).

254. FAO coordinated support to African, Asian and Latin America countries in identifying and integrating climate change adaptation measures into relevant national planning budgeting processes. In collaboration with GCF, GEF, UNDP, UNEP,⁶¹ Global NAP Network, support included online courses and webinars, guidelines, a knowledge tank with 120 adaptation tools and methods, and contributions to peer-to-peer country exchange on adaptation planning (Output 6.6.1).

255. FAO supported six countries in the development of national plans of action for disaster risk reduction and climate change adaptation in agriculture sectors, including assessments of institutional and governance structures and vulnerability and risk; strengthening of the climate information services and early warning systems; and development of guidelines and learning resources (Output 6.6.1).

256. FAO is a partner in the Global Alliance for Climate Smart Agriculture (GACSA) and hosts the Facilitation Unit (Secretariat). During the biennium, FAO provided support to the organization of GACSA Annual Forums, and launched its new digital edition of the CSA sourcebook at COP23 (Output 6.6.2).

257. Partnerships with the Green Climate Fund and the Global Environment Facility were strengthened throughout the biennium. FAO, accredited to the GCF in 2016, engaged in a strategic exchange and dialogue with the GCF Secretariat and attended GCF Board meetings. The partnership with GEF continued to grow, and FAO has participated in GEF Council meetings. Climate change was also one of the joint priorities set under the FAO Strategic Dialogue with the European Union (Output 6.6.2).

258. Following the landmark “Koronivia Joint Work on Agriculture” decision, FAO is expected to play an increased role in supporting countries. Among others, FAO has been invited to analyse where agriculture appears in UNFCCC bodies and processes; and will continue to facilitate negotiators’ dialogues.

⁶⁰ 46th session of the UNFCCC Subsidiary Bodies (SB 46)

⁶¹ United Nations Environment Programme (UNEP)

Key lessons learned

- The GACSA annual fora offered opportunities for dialogue across stakeholder groups, including non-state actors which will be further expanded.
- The recent integration of the GEF unit in the CBC division will contribute to increased synergies, efficiencies and internal coordination on global financing mechanisms.
- Countries have highlighted the need for increased knowledge sharing and exchange, and in response FAO will be developing a knowledge platform for sharing information and expertise during the 2018-2019 biennium.

C. Regional Dimensions

259. 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 2016 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, which serve as a mechanism to ensure effective delivery and impact, providing a cohesive framework for FAO's actions at country level in each of the regions, through common themes across country priorities.

260. The 15 Regional Initiatives endorsed and implemented during 2016-17 are shown in *Table 2*. The regional achievements as a contribution to SO Outputs were presented to each Regional Conference in 2018.⁶² A summary of FAO's achievements and lessons learned through the Regional Initiatives is presented in *Web Annex 7*.

Table 2: Regional Initiatives 2016-17

Region	Regional Initiatives 2016-17
Africa	Africa's commitment to end hunger by 2025
	Sustainable production intensification and value chain development
	Building resilience in Africa's drylands
Asia and the Pacific	Zero hunger challenge
	Regional rice initiative
	Regional initiative on blue growth
	Developing local value chains for food security and nutrition in the Pacific Island countries
Europe and Central Asia	Empowering smallholders and family farms for improved rural livelihood and poverty reduction
	Improving agrifood trade and market integration
	Sustainable natural resource management including climate change mitigation and adaptation
	Strengthening food security and increasing resilience of livelihoods to threats and crisis
Latin America and the Caribbean	Hunger-free Latin America and the Caribbean
	Family farming and inclusive food systems for sustainable rural development
	Sustainable use of natural resources, adaptation to climate change and disaster risk management
Near East and North Africa	Water Scarcity Initiative
	Small-scale family farming
	Building resilience for food security and nutrition

⁶² ARC/18/7; APRC/18/6; ERC/18/5; LARC/18/5; NERC/18/2

II. MANAGING RESOURCES WISELY AND DELIVERY IMPROVEMENTS

A. Improved FAO means of delivery – Highlights

261. 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 during 2016-17:

- a) Continued drive towards results, including developing a more stringent approach to the setting and measurement of targets, resulting in 82% of Output indicator targets and 82% of Outcome indicator targets fully met.
 - b) Improved financial delivery, with total expenditure reaching USD 2.6 billion, 4% higher than in 2014-15, with 99.6% (USD 1 001.8 million) of the net appropriation spent and extrabudgetary expenditure reaching USD 1.6 billion. Delivery under the Technical Cooperation Programme amounted to USD 135.6 million, a 7.8% increase compared to 2014-15.
 - c) Mobilization of extrabudgetary resources for current and future work increased by 16% to USD 2.1 billion, of which country, subregional and regional projects attracted 79%.
 - d) Over 100 strategic partnerships forged and advocacy initiatives on corporate priorities supported. The Organization also engaged parliamentarians to commit to food security through 29 new Parliamentary Alliances and brought 120 cities under the Milan Urban Food Policy Pact.
 - e) Programme management arrangements were strengthened through the appointment of Strategic Programme Leaders and their management teams under the overall direction of the Deputy Director-General (Programmes), and the designation of Regional Programme Leaders, while ensuring the technical capacity of the Organization.
 - f) Strengthening of decentralized offices network thanks to a refinement of the criteria for allocating resources, an improved integration of their results in the corporate planning framework, enhanced tools and reports for performance assessment, and the introduction of flexible office structures, adapted to the regional and national specificities.
 - g) Continued collaboration among the Rome-based Agencies at global, regional and country level on thematic issues, and on the provision of joint corporate services.
 - h) Corporate planning, monitoring, reporting and accountability for evidence-based results improved, by unifying all FAO's work into a common results chain including planning for, and reporting on country-level results.
 - i) Strengthened risk management and internal control, in particular through the launching of the Internal Control (IC) Reporting process culminating in the Statement of Internal Control to accompany the 2017 accounts; clarification of corporate risks and related management roles and responsibilities; the definition of a Custodian for the FAO policy against fraud and other corrupt practices; and the definition of Fraud Prevention Plans at country level.
- a) Streamlining of human resources selection and appointment procedures and creation of a professional roster, which will be instrumental in further reducing recruitment time.
 - b) USD 37 million in recurrent efficiency savings achieved through streamlining and restructuring in administrative areas and downward adjustments in personnel costs.

B. Key Performance Indicators

262. 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

263. 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 and Triangular Cooperation. During 2016-17, the responsible business units were, respectively, the Partnerships, Advocacy and Capacity Development Division (OPC); the Office for Corporate Communication (OCC); and the South-South Cooperation and Resource Mobilization Division (TCS).

264. Three main priorities drive the work related to this Objective: a) the engagement of a variety of non-state partners to enhance the scope and results of the Strategic Programmes, while contributing to long-term enhancement of Member States' capacities; b) flexible, strategic and targeted communications to help mobilise support for the Strategic Programmes and other initiatives; and c) an increased and diversified resource base, including South-South and Triangular Cooperation, with improved alignment of voluntary contributions to the Strategic Framework.

265. During the biennium, the functions of partnerships, resource mobilization and South-South Cooperation were placed under the new Deputy Director-General (Programmes) along with the five Strategic Programme Management Teams. This change elevated and consolidated the important linkages between Programme Management and the mobilization of external resources, both financial and institutional, thus bridging the technical and operational arms of the Organization.⁶³

Achievements

266. This was a successful biennium for FAO in outreach, with most targets achieved and several exceeded (*Annex 4*), as described below.

Partnerships, advocacy and capacity development

267. In 2016-17, FAO brokered 28 new critical partnership agreements, renewed 15 others and supported 66 advocacy initiatives on corporate priorities, far exceeding the target of 48. High-level capacities were mobilized on data, tools, technologies and on-the-ground advocacy in support of the Strategic Programmes, including in the areas of antimicrobial resistance, nutrition and food systems issues such as food loss and waste. Furthermore, the Organization promoted the establishment of 29 Parliamentary Alliances for Food Security and Nutrition in all five regions, and brought over 120 cities under the umbrella of the Milan Urban Food Policy Pact to commit to food security. The Family Farming Knowledge Platform offers a valid support to policymaking, exchanges of experiences and lessons learned among different actors worldwide. The International Year of Pulses (IYP) in 2016 also led to increased knowledge and awareness, and was implemented in close collaboration with various entities (governments, civil society, private sector, academia, UN agencies).

⁶³ CL 155/7; CL 155/REP

268. Capacity development activities in support of the Strategic Programmes reached 47 (target 35). Capacity assessments undertaken included: a) Responsible Investment in Agriculture and Food Systems (RAI); b) the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT); c) nutrition-sensitive value chains; d) open agricultural data; e) experience capitalization, and resilience and e-learning courses; and e) learning events. A suite of learning materials was also developed to support the collection, monitoring and reporting of the 21 SDG indicators for which FAO is the custodian agency.

Corporate communications

269. Communication has been stepped up to increase the dissemination and uptake of information worldwide. Over the biennium, user visits to the FAO.org Web site averaged 8.1 million per month, exceeding the target of 7 million. The level of media presence was 70% above the target at 23 900 hits per month (target 14 000). FAO's messages have reached more people than ever before through stronger partnerships and increased visibility in leading media outlets, including Thomson Reuters Foundation, TASS Russian News, Agencia EFE, Emirates News Agency WAM, National Geographic, Xinhua News Agency and El País.

270. The new integrated communications strategy streamlined efforts across several elements such as brand identity, communications products and events for the FAO Conference, exhibits and high-profile visits. A new podcast series was developed on key issues related to FAO's mandate with a strong focus on field activities. November 2017 saw the launch of the redesigned homepage and corporate Web site, optimized for use on any device. User accessibility to FAO knowledge and information has improved significantly, thanks to the consolidation of content on IT-PRGRA, APFIC,⁶⁴ Globefish and Common Oceans. FAO's overall social media presence was strengthened with the launch of an Instagram account, consolidation of its Twitter, YouTube and Facebook presence, and acquisition of the @FAO corporate handle.

271. Over 350 internal communication plans and campaigns were devised for the rollout of corporate policies, systems and tools. More than 3 500 publications were issued during 2016-17. The Organization adopted a new Editorial Strategy and strengthened its publication catalogue in all official languages.

Resource mobilization and South-South Cooperation

272. FAO mobilized over USD 2 billion, exceeding the biennial target of USD 1.6 billion. Key improvements leading to this success included: a) Strategic Programmes actively bringing technical and field offices closer together to design and deliver programmes and projects; b) more proactive outreach around key programmatic areas of work; c) investment in resource mobilization and marketing skills, particularly at country level; and d) the negotiation of several new framework agreements with important partners, such as the World Bank.

273. FAO's top 20 donors provided 79% of the total voluntary contributions (*Section II.F*). Data shows that the top set of resource partners has remained fairly stable over 2014-17, meaning that FAO is still largely dependent on a core set of resource partners. Nevertheless, some of FAO's top partners increased their contributions quite substantially, including the EU, GEF, USAID, the World Bank and unilateral trust fund (UTF) donors.

274. Results were scaled up through the South-South Cooperation programme, with the support of key partners such as China, Brazil, Morocco, Japan, Korea, and Venezuela, and in-kind contributions from Latin America (Cuba, Uruguay, Peru, Costa Rica), Africa (Ghana, Kenya, South Africa), Near East (Egypt), Central Asia (Turkey) and Asia (Indonesia and Singapore). The programme is increasingly being used as a mechanism to deliver on a wide range of results for all FAO's Strategic Programmes and is particularly focused on supporting country level initiatives. The FAO South-South Cooperation Gateway continued to provide a valuable entry point for cooperation.

⁶⁴ International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA); Asia-Pacific Fishery Commission (APFIC)

Key lessons learned

- To effectively strengthen partnerships with the private sector, increased awareness raising continues to be necessary on the objectives and expected contributions of partnerships with FAO to achieving the 2030 Agenda.
- Working more closely with the communications industry has significantly increased coverage of FAO's stories, with greater impact, and continued efforts need to be made in this regard. Internally, work will be furthered on media training, senior officers' media initiative, communication handbooks and toolkits for major campaigns, which has led to increased availability of FAO spokespeople, ensured consistent messaging and visual identity, and facilitated the coordination of national/regional campaigns.
- To further diversify and consolidate its resource partner portfolio, attract less-earmarked resources and pursue innovative forms of financing, FAO will build on the centrality of the Strategic Programmes and seek resource partnerships around thematic priorities based on country demand, while relating FAO's work to the SDGs as a common framework for action.

Functional Objective 9: Information Technology

Purpose and scope

275. Functional Objective 9 provides for timely, quality, effective and cost-efficient, customer-oriented IT solutions and services addressing organizational business needs across all locations. The responsible business unit is the Information Technology Division (CIO).

276. During the 2016-17 biennium, priority was accorded to modernizing and consolidating technologies, improving access to IT services for all FAO locations, providing timely and cost-effective delivery of IT outputs and the introduction of innovative solutions, including the introduction of cloud solutions and outsourcing of products and services.

Achievements

277. The three key performance indicators were met. 71% of clients expressed satisfaction with IT services (target 70%); 85% of the service level agreements have met their targets (target 80%); and 84% of FAO projects with IT components were delivered on time and within budget (target 80%). This results from significant work undertaken during the biennium to improve service delivery, in line with the service model introduced in 2014-15, and a restructuring exercise which clearly separated operational activities and delivery of IT solutions, allowing to quantify and consolidate the efforts needed to support and maintain the IT environment.

278. The delivery of services was further modernized with the introduction of sourcing alternatives and new technologies aimed at increasing the IT capacity while reducing operational costs. The Service Desk operations were outsourced and cloud infrastructure services were introduced, offering improved availability and performance for information systems. In addition, the use of commercial tools and platforms based on industry standards introduced performant and sustainable IT solutions which were delivered within reduced timeframes. Examples include: a) the new document management system supporting the Shared Services Centre; b) the active pursuit of Software-as-a-Service solutions, which support building and updating systems without resorting to custom development; c) the implementation of Taleo⁶⁵ for the recruitment of consultants; and d) the replacement of the records management system with the new Digital Registry expanding the use of this system to decentralized offices.

279. Work continued on improving stability, security and performance of GRMS⁶⁶ and completing planned functionalities such as the Local Travel module, which was delivered to decentralized offices. A roadmap for the evolution of the enterprise resource planning (ERP), in collaboration with RBAs, has been developed, aiming to improve effectiveness, efficiency and compliance of administration and operations worldwide.

280. In response to the continuing demand for information for corporate level control and monitoring, the integrated Management Information System (iMIS), which provides quality information for FAO operations worldwide, continued to be enhanced. iMIS was also the source of data for the International Aid Transparency Initiative (IATI) which FAO joined in 2016. The system includes an Operational Monitoring Dashboard which provides information to FAO managers in a format that facilitates analysis of performance and risk, and timely detection of issues for attention.

281. A new approach in the area of collaboration and communications was adopted with the ultimate goal of creating a uniform experience across all FAO offices worldwide. This included: a) the consolidation and modernization of e-mail; b) the introduction of Skype for Business, a unified communication platform that brings together telephony, audio and video conferencing; and c) the introduction of Office365, a cloud-based technology which provides FAO users access to their office applications and files from any location. Initial benefits include the forty-fold increase of mailbox storage for all FAO personnel, improved communications between offices and overall reduction of maintenance and support costs.

⁶⁵ Oracle Talent Acquisition Cloud (Taleo)

⁶⁶ Global Resource Management System (GRMS)

282. A data collection platform was developed in-house, which decreased the time to market by 80% and benefited work on the Fall Armyworm Monitoring and Early Warning System, the Dryland Restoration Initiative Platform, the Plant Breeding Analysis, and the Self-evaluation and Holistic Assessment of Climate Resilience of Farmers and Pastoralists.

283. FAO IT policies and standards have been strengthened to ensure that they are in line with the needs of the Organization, including a new Digital Strategy. IT architecture has been reviewed and adapted for new technologies such as cloud computing, and information security controls have been defined based on industry standards.

284. RBAs continued to work closely together in areas such as cybersecurity and cloud adoption; sharing and exchange of self-developed online content; joint e-learning initiatives; shared long-term agreements (LTAs) for IT goods and services; as well as collaboration at contractual level for hardware, video conference and other items.

Key lessons learned

- Rigorous and regular monitoring of indicators ensured the maintenance of a high level of service delivery performance, even as service and process owners changed roles within the division. As the complexity of the IT environment increases with the introduction of external contractual arrangements, further automation of service management will be needed to ensure service delivery remains aligned with the needs of the Organization.
- The success of iMIS as the corporate data repository in providing information has highlighted the need to invest more in data quality ensuring completeness, validity, accuracy, consistency, availability and timeliness.
- The Digital Strategy and the IT policies set in the FAO Administrative Manual have provided solid understanding of IT at headquarters, efforts will be needed to gain similar understanding in the decentralized office network.

Functional Objective 10: FAO governance, oversight and direction

Purpose and scope

285. Functional Objective 10 is the basis for measuring the functions concerned with FAO governance, oversight and direction. During 2016-17, the responsible business units were the Conference, Council and Protocol Affairs Division (CPA), the Office of Evaluation (OED), the Office of the Inspector-General (OIG), the Office of the Director-General (ODG), the Legal and Ethics Office (LEG), the Office of Strategy, Planning and Resources Management (OSP), and the Office of Support to Decentralized Offices (OSD).

286. These functions provide for FAO's strategy and drive its implementation, and help Members in discharging their responsibilities for the supervision of the Organization, including through establishing mechanisms to assess and take action on programmatic results and on the underlying health of the Organization; and supporting effective governance by ensuring compliance with the Basic Texts and with the policies adopted by the Members. A major focus for the biennium was the completion of the transformational change process, which put in place measures to implement the Strategic Framework and strengthen management control.

Achievements

287. Four indicators and targets measure performance for this Functional Objective, two of which were achieved: all governing body decisions were implemented within the prescribed deadlines (10.1.B, target 90%); and 82% of Outcome targets were met (10.3.A, target 80%), as described in *Section I.B* and *Annex 4* of this document.

288. There has been a significant improvement in the timely delivery of governing body documents of 82% compared to 63% in 2014-15 (10.1.A). Measures were put in place to monitor the production of documentation and ensure deadlines are respected. The main factor impeding timely submission of documentation is the tight sequence of governing body sessions and the need to provide up-to-date data and information, which is often unavailable until shortly before the start of the sessions.

289. 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 95% (10.2.A), mainly due to the increased complexity of some outstanding issues to be addressed with available resources, especially corporate areas such as non-staff human resources (NSHR), and travel and programme management.

Highlights

290. Drafting Committees of Council sessions have been significantly shortened, generating efficiency savings, and rendering Council reports more concise and action-oriented, facilitated by the conclusions drawn by the Independent Chairperson of the Council at the end of the discussion .

291. The use of paper in governing body sessions has been reduced significantly by expanding electronic despatch of communications to include letters of invitation to FAO sessions, and by limiting the number of printed pre-session documents in favour of electronic format.

292. 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. The Legal Office provided extensive legal advice on the development of new operational procedures and policies, as well as the revision of several administrative rules. It defended FAO in litigation and supported FAO headquarters units and decentralized offices in disputes with service providers. The Legal Office drafted 23 ILOAT⁶⁷ submissions, 41 Appeals Committee submissions and related appeals correspondence, and also successfully concluded one commercial arbitration.

293. The Legal Office reviewed approximately 85 draft agreements within the Organization's mandate. The Agreements Database now contains 1 156 agreements concluded in the name of FAO, 198 of which were added in 2016-17, and FAOLEX incorporated some 19 600 new legislative texts

⁶⁷ International Labour Organization Administrative Tribunal (ILOAT)

and 1 365 policy ones. A new Internet treaty database was developed and to be launched in 2018. New data-sharing agreements were concluded with external partners and internal stakeholders.

294. The Office of Evaluation completed four thematic, 12 country and 52 project evaluations on a variety of issues, including FAO's contribution to Strategic Objectives 3, 4 and 5; the performance of the Multi-partner Programme Support Mechanism; and the contribution of the Improved Global Governance Hunger Eradication Programme. Evaluations of FAO's emergency response and resilience programmes were also conducted in Sudan, Somalia, Central African Republic and the Philippines.

295. Advice from the Office of the Inspector-General strengthened FAO's accountability, internal control, risk management, integrity and fiduciary frameworks through 40 audits of decentralized offices, 25 audits or inspections of major programmes or corporate initiatives, and response to more than 80 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.

296. In 2016, FAO officially joined the International Aid Transparency Initiative (IATI) becoming one of over 70 members from across the world, including resource partners, country governments, multilaterals, foundations, private sector and civil society organizations. In 2017, FAO published its first set of data to IATI which are now published on a quarterly basis. The data comprises all FAO projects funded by voluntary and assessed contributions detailing nearly USD 2 billion of the Organization's spending. The IATI Governing Board congratulated FAO for showing a tremendous commitment to transparency.

297. Continued commitment to strengthening risk management and internal control in the Organization, particularly through increasing capabilities to prevent corporate risks, including at country level, and through continued strengthening of monitoring and reporting capabilities of country offices.

298. The management of the decentralized offices network was strengthened thanks to a refinement of the criteria for allocating resources, an improved integration of their results in the corporate planning framework, enhanced tools and reports for performance assessment, and the introduction of flexible office structures, adapted to the regional and national specificities. Additional information is provided in *Section II.D* of this document.

299. Corporate planning, monitoring, reporting and accountability for evidence-based results was improved by unifying all of FAO's work into a common results chain including planning for, and reporting on country-level results; and effective resource management continued to be enhanced, including the piloting and roll-out of a comprehensive financial framework that addresses Members' requests for improved cost recovery and better meets FAO's current needs.

300. Senior management, with the strong endorsement and support of the Governing Bodies as well as External Audit, continued to emphasize the need for strong internal control and effective risk management. In 2017, the Internal Control (IC) Reporting process was launched across the Organization to assess, discuss and report the status of control. This process integrates the Internal Control Questionnaire (ICQ) with other reporting requirements including an External Risk Assessment. On the basis of the ICQs received from offices under their supervision providing information on the functioning of internal control, DDGs and ADGs prepared a representation letter as a contribution to the Director-General's Statement of Internal Control to accompany the 2017 Accounts.

Key lessons learned

- Increased liaison between the Conference, Council and Protocol Affairs Division and the organizational units preparing the documentation will facilitate early detection of possible delays in the production process of governing body documents so as to enable remedial action.
- 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.
- The continued emphasis on strong internal control and effective risk management, including the launching in 2017 of the Internal Control (IC) Reporting process in all five regions and headquarters, helped to identify areas for improvement to strengthen the management of all offices.

Functional Objective 11: Efficient and effective administration

Purpose and scope

301. 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 five key performance indicators with biennial targets. The responsible business units are the Corporate Services Department and the Office of Human Resources.

302. The priorities for work under this Functional Objective during the biennium centred on continuing the reform of administrative business processes, through offshoring, streamlining, and providing support to decentralization; and enhancing mechanisms to monitor compliance, including through the greater use of available IT tools.

303. Capacity for human resources management was rationalized at the start of the biennium, following a realignment of accountability and reporting lines approved as part of the PWB 2016-17⁶⁸ and the implementation of improvements to HR management in decentralized offices. The Procurement Service shifted its focus to an advisory, monitoring and oversight role to support country offices, leading to the abolition of six General Service and the establishment of five new professional positions.⁶⁹ During the biennium, the Shared Services Centre reviewed its structure to further reduce administrative costs and improve service quality, leading to a reduction of 23 PWB posts and biennial savings of USD 1.9 million, approved as part of the PWB 2018-19.⁷⁰

Achievements

304. All five targets which measure performance for this Functional Objective were met (*Annex 4*).

305. The staff recruitment process, especially at shortlisting and interviewing stage, was reviewed and the central Professional Staff Selection Committee (PSSC) was replaced by decentralized PSSCs with greater capacity for selection and stronger involvement of the recruiting divisions in the selection process. The procedure for making recommendations for staff appointments was streamlined, and overall professional recruitment time is at 120 days, meeting the target for key performance indicator 11.1.A. This streamlined process has also facilitated the endorsement of shortlisted candidates for analogous positions as they become vacant, creating a professional roster instrumental in further reducing the recruitment time.

306. The percentage of equitably represented countries for the biennium was 76.8, thus fully meeting the target of 75% for key performance indicator 11.1.B. During the biennium, particular attention was accorded to outreach initiatives in order to improve geographical representation. Many countries that were chronically under-represented, such as the United States of America, Republic of Korea, Thailand, Switzerland and Iran, are now equitably represented (*Annex 2*). Furthermore, the proportion of female staff continued to improve and rose to 52% at the end of September 2017 (*Table 17*).

307. The Organization-wide geographic mobility programme introduced in 2014, was fine-tuned during the biennium. In 2016-17, 104 mobility transfers were approved, exceeding the target of 75 for key performance indicator 11.1.C. The corporate geographic staff mobility policy has provided multiple benefits including the enhancement of technical capacity of the Organization and improved knowledge sharing between headquarters and decentralized offices.

308. Staff are recruited primarily on merit - for their technical quality to meet the requirements of the Organization. In 2016-17, the Independent Assessment of FAO's Technical Capacity⁷¹ recognized the improvements made since 2012, but also pointed to the challenge for FAO of procuring the right type of expertise in a rapidly changing environment and ways of working.

⁶⁸ C 2015/3 paragraphs 98-103

⁶⁹ C 2015/3 paragraph 278 and Annex V

⁷⁰ C 2017/3 paragraphs 96 and 106

⁷¹ C 2017/26

309. In 2017, the External Auditor issued an unmodified (i.e. unqualified) opinion to FAO's IPSAS-compliant financial statements for 2016, meeting the target for key performance indicator 11.2.A.

310. A number of measures were introduced to strengthen compliance with established policies, enhance risk management and accountability, and improve the efficiency of transactions. The corporate units responsible for control-sensitive business processes analysed the responses to the annual Internal Controls Questionnaire to assess compliance levels and identify systemic issues, leading to the preparation of FAO's first-ever Statement of Internal Control to be submitted with the 2017 Accounts. A new GRMS module was implemented for managing local travel (representing 40% of total travel expenditures) that significantly strengthened its monitoring and control. The contract management and sick leave certification processes were revised, allowing FAO to recover USD 250 000 in claims. Risks associated with the maintenance of FAO headquarters premises continued to be managed in close contact with the Host Government.

311. Support to decentralized offices in the areas of administration was further improved. Staff was trained in issues related to procurement; country risk monitoring reports were developed by the Finance Division, highlighting specific risk factors and offering mitigating solutions; and a road safety awareness raising campaign was launched by Health Services to address one of the main causes of death of FAO staff in the field.

312. The level of client satisfaction with the quality of administrative services provided (KPI 11.3.A) has increased by at least 10% in all areas since 2011 (target 10%), with current levels of satisfaction ranging from 70% to 80% in each one of them. The overall level of satisfaction stands at 72%, compared to the baseline of 62%. Health Services and Infrastructures, which were not addressed in the 2011 baseline survey, also received 57% and 61% positive ratings, respectively.

Key lessons learned

- The new professional rosters can be leveraged to fill positions as they become vacant, an approach that will be instrumental in further reducing the recruitment time.
- The steps taken to improve risk management, monitoring and capacity have proven successful and will continue in 2018-19. The number of countries covered by country risk monitoring reports oversight will be increased, with high-risk countries subject to two reports per year; a capacity building strategy on procurement will be prepared, based on a needs' assessment survey; Health Services will continue to support all employees, with a special focus on those based in hardship locations, and introduce new policies and procedures in line with the road safety strategy; and business leaders will take follow-up actions to address systematic compliance issues emerging from the Internal Controls Questionnaire.

Chapter 13: Capital Expenditure

Purpose and scope

313. Conference Resolution 10/2003 established the Capital Expenditure Facility to integrate capital expenditure planning into FAO's budgeting and financial framework. The Facility serves to define and authorize expenditures on tangible and intangible assets with a useful life in excess of FAO's financial period of two years that generally require a level of resources which cannot be funded within the appropriation for a single biennium. Financial Regulation 6.11 authorizes the transfer of any balance in the Capital Expenditure Facility for use in the subsequent financial period.

314. 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 2016-17 for platforms for technical data and information; operational and administrative systems; and infrastructure and services.

315. FAO fully achieved one of the two biennial key performance indicators on Capital Expenditure (*Annex 4*). In 2016-17, all of the ongoing eleven Capital Expenditure Facility projects have defined cost-benefit analysis and benefits realization plan (Indicator 13.1.A). Eight projects were scheduled for completion in 2016-17, of which six projects were completed on time and two have been extended into 2018 (Indicator 13.1.B at 75%).

Achievements

316. *Platforms for technical data and information.* Three projects were initiated in 2014-15 to improve platforms for technical data and information sharing. The project to develop an automated document management system to provide better access to FAO's normative products and governance documents on a variety of digital platforms was completed in 2016-17, as planned. Two other projects on development of a corporate dashboard to provide management with better, real-time view of progress in delivering corporate results; and enhancement and expansion of FAO's statistical working system to cover all corporate statistical domains, including those emerging from needs of the Strategic Objectives, are expected to be completed in 2018.

317. *Operational and administrative systems.* The project to improve the IT infrastructure for human resources management was completed in early 2016, as anticipated. Two new operational and administrative systems projects were initiated in 2016-17 to provide cloud services solution for FAO recruitment and onboarding; and to extend capabilities for Electronic Funds Transfer and Automatic Bank Reconciliation in country offices.

318. *Infrastructure and services.* The project to create a unified email function for all FAO offices worldwide was completed in 2015, as anticipated, while some of the final activities related to project closure took place in early 2016. Two new infrastructure and services projects were initiated in 2016 and completed in 2017 on-time and within budget to ensure the security of the new IT delivery model meets the business requirements; and to replace the telephone exchange system at FAO headquarters and implement unified communications at FAO. Furthermore, a new project was initiated in 2017 to upgrade the technologically outdated video/camera equipment in FAO's meeting rooms in order to keep pace with evolving technology and Web-based broadcasting of video.

Highlights

319. *FAO Operational Monitoring Dashboard*. Developed through a project funded from the Capital Investment Facility, the FAO corporate Operational Monitoring Dashboard was successfully rolled out in 2016-17. Accessible by all FAO managers at all locations, the dashboard delivers timely and reliable information to FAO managers on programmatic and budgetary performance and resources mobilization in a format that facilitates analysis of progress, detection of issues and initiation of corrective actions in line with their duties and responsibilities for the Organization. Feedback and suggestions provided by managers on the tool has been very positive and was utilized to further expand the Dashboard capabilities in 2018.

Key lessons learned

- The cross-departmental nature of the Statistical Working System project highlighted the need for closer coordination between the project management unit (CIO) and resources in ESS, OCS and other technical departments.

Chapter 14: Security Expenditure

Purpose and scope

320. Conference Resolution 5/2005 established the Security Expenditure Chapter as an expenditure facility for the provision of comprehensive coverage of staff and non-staff costs directly related to security and safety of staff and assets. Security Expenditure provides the basis for measuring the provision of a safe and secure working environment at headquarters and decentralized offices.

321. The Adjustments to the PWB 2016-17 further streamlined the functions related to security by consolidating the provision of security services at headquarters and in the field into one unified *Security Service* under the authority of the Deputy Director-General (Operations).

322. During the biennium, progress under the Organization's Occupational Safety and Health programme included: the revision of the Action Plan on security measures in emergencies, the provision of awareness training to employees involved in occupational safety matters, work on addressing occupational safety and health aspects specific to decentralized offices, as well as security and safety risk assessment studies for headquarters premises.

Achievements

323. During the biennium, of the five indicators and targets that measure performance under this Chapter, four were fully, and one was partially met.

324. The percentage of staff having completed the mandatory Basic Security Training (14.1.A) has increased from an average of 45% in 2016 to 91% at the end of the biennium (target 90%). Since July 2017, authorization for duty travel for all staff is linked to compliance with the requirement for such training.

325. The Organization has been largely successful in creating a safe and secure operating environment for worldwide programme delivery (14.2). Compliance with the Minimum Operating Security Standards (MOSS) was recorded through a newly created self-assessment exercise, which indicated that 89% of FAO's decentralized offices meet the standards fully or with some limitations (target 100%), none showed an unacceptable level of compliance (14.2.A), while residential security measures are fully in place for FAO international staff (14.2.B).

326. Field security incidents, mainly related to thefts, burglary, minor assaults, property damage, and road traffic accidents were promptly addressed (14.2.C). Measures to anticipate and respond to field security incidents in the highest risk locations were accorded priority, including by deploying field security professionals to assist in security-crisis management as necessary, who arrived at destination within a 72-hour time frame in 90% of cases (target 90%) (14.2.D).

327. During the biennium, the RBA headquarters Security Units continued to work in close collaboration, on areas such as conducting joint simulations, drills and training activities and providing support during large conferences. In addition, the RBA headquarters Security representatives have jointly developed the Country Security Risk Assessment document approved by the Senior Management Team in Italy (chaired by the Designated Official in Italy / FAO Director General) and endorsed by UNDSS New York.

Key lessons learned

- Following participation in the headquarters L-3⁷² response mechanism, FAO will set-up a permanent stock of security equipment at headquarters (Personal Protective Equipment and handheld radios) ready for fast track delivery in case of emergencies in decentralized office locations.
- Following feedback from the self-assessment exercise on compliance with MOSS, special attention will be given in 2018-19 on improving the status of those decentralized offices not yet fully compliant.

⁷² The Declaration of a Level 3 Emergency Response: the timeline and sequence of the initial actions the Organization will take in response to a large-scale, sudden-onset crisis are largely dictated by the Inter-Agency Standing Committee (IASC) humanitarian response coordination mechanism and the specific circumstances of the crisis. Within 48 hours of a major emergency event, the IASC principals decide whether to declare a humanitarian system-wide Level 3 Emergency Response. Concurrently FAO will conduct its own assessment of the impact on agriculture, food security and nutrition and/or food safety, and decide internally whether to declare a Level 3 Emergency Response.

C. Technical Cooperation Programme (TCP)

Purpose and scope

328. 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.

Achievements

Enhanced TCP management and support to Members' priorities

329. While continuing to fully achieve the Programme's KPI targets (i.e. full commitment of the 2016-17 TCP appropriation and full delivery of the 2014-15 TCP appropriation), the 2016-17 biennium was a period of consolidation for the enhancements introduced during 2014-15. Specifically:

- a) *The use of the CPF as entry point* for the prioritization of TCP technical assistance was enhanced by progressively including indicative TCP pipelines in the CPF results matrices. Where already in place, this has facilitated a faster and more strategic programming of TCP resources. It is expected that in the course of 2018-19 most, if not all, countries eligible for TCP assistance will count on a TCP pipeline that is embedded in the CPF.
- b) *Better alignment of the TCP to the Strategic Framework* has been achieved through a progressive refinement of the planning and reporting tools. Linkages and contributions of all TCP-funded interventions to the Strategic Objectives and the cross-cutting theme on gender are now systematically recorded.
- c) *TCP procedures continue to be harmonized* with the corporate project cycle guidance. The TCP Manual was updated to reflect the latest revisions of the Guide to the Project Cycle, allowing users to benefit from a single source of guidance on corporate standards, including results-based management and screening against environmental and social risks.
- d) *TCP oversight and monitoring* continued to ensure sound and timely use of funds. TCP Programme Officers in regional offices and at headquarters support project formulators with programming and quality assurance. In addition, FAO's integrated Management Information System (iMIS) allows for operational monitoring of projects and the proactive support of budget holders with issues affecting implementation.
- e) *The TCP Facility (TCPF) has proven to be an invaluable tool* for providing critical technical expertise and mobilizing resources. Introduced in 2006, it provides FAORs with a first delegation of authority over TCP resources within certain limitations, enabling country offices to be more responsive to emerging governments' requests. In many cases it has been catalytic in leveraging other significantly larger sources of funding.

Overview of funds approved and delivery

330. During the biennium, 786 TCP projects for a total of USD 151.9 million were approved, as shown in *Table 3*, compared to 501 projects for an amount of USD 145.7 million in 2014-15. Overall, the level of approvals and number of projects approved has increased by 4% and 57% respectively as compared to the previous biennium. The increase in number of projects is mainly due to a change in how TCPF projects are captured (see below). It should be noted that 68% of the approved budget allocation is for national projects.

Table 3: TCP Project approvals in 2016-17 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	103.3	345	299	68
Subregional	8.3	25	331	5
Regional	15.7	48	327	10
Interregional	2.5	6	422	2
TCP Facility*	22.1	362	61	15
Total	151.9	786	193	100

*Includes 20 subregional and 35 regional, and 1 interregional TCP Facilities

331. The distribution of the approved TCP resources according to FAO's regions is described in Table 4.

Table 4: Distribution of approved TCP resources by region

Region	Total budget (USD million)	Number of projects	Percentage of total approved budget
Africa	65.3	274	43
Near East	12.8	54	8
Asia and the Pacific	34.0	194	22
Europe	12.3	73	8
Latin America and the Caribbean	25.0	184	16
Inter-regional	2.6	7	2
Total	152.0	786	100

332. TCP projects address both development support and emergency assistance needs. The distribution by category of project intervention is provided in Table 5.

Table 5: TCP project approvals by category

Project category	2014-15		2016-17	
	Total budget (USD million)	Number of projects	Total budget (USD million)	Number of projects
Emergency assistance	27.4	61	24.4	57
Support to development	95.7	304	105.4	367
TCP Facility	22.6	136	22.1	362
Total	145.7	501	151.9	786

- a) *Emergency assistance*: During the 2016-17 biennium, 57 emergency projects for a total of USD 24.4 million were approved. This compares with 61 emergency projects for a total of USD 27.4 million in 2014-15. Projects were approved in particular in response to droughts and floods caused by El Niño and cyclones.
- b) *Development support*: In 2016-17, 367 projects amounting to a total of USD 105.4 million were approved for development support, an increase of 21 and 10% respectively from the 304 projects for a total of USD 95.7 million which were approved in 2014-15. Given the requirements for technical support, projects responding to the outbreak of the Fall Armyworm in African countries are included in this category.
- c) The *TCP Facility* is used to respond to requests for limited technical expertise, formulation of project proposals and documents for interaction with resource partners, and strengthening

programme planning. Since 2016, each TCP Facility is recorded as an individual project rather than a component under a single umbrella project in each country. This allows for better management of resources and oversight, but has resulted in more than doubling the number of TCP Facility projects from 136 in 2014-15 to 362 in 2016-17, despite slightly reducing the overall resources allocated through this modality from USD 22.6 million to USD 22.1 million. Out of 389 TCP projects with budgets above USD 100 000 active in 2016-17, 59% addressed gender equality, exceeding the target of 30% for Standard 15 (*Annex 5*).

333. During the biennium, delivery reached USD 135.6 million, compared to USD 125.8 million during 2014-15. *Table 6* illustrates the distribution of the TCP assistance delivered during the biennium⁷³ by category of project.

Table 6: TCP delivery in 2016-17 by project category

Project category	USD million	Percentage
Emergency assistance	20.8	15.3
Support to development	95.5	70.4
TCP Facility	19.3	14.2
Total	135.6	100.0

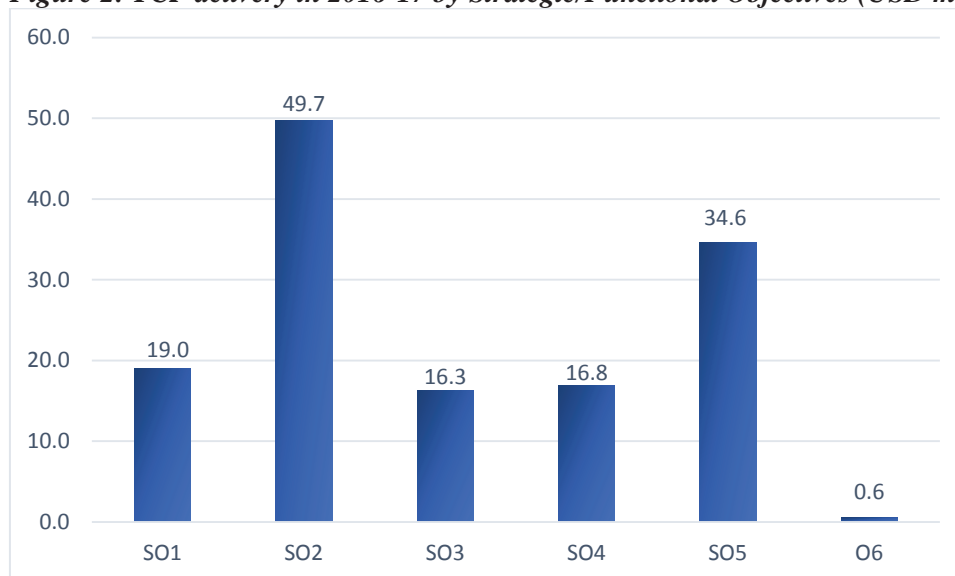
An overview of TCP contribution and alignment to the Strategic Framework

334. The distribution of TCP assistance by Strategic Objectives is illustrated in *Table 7* and *Figure 2*. Over 61% of delivery falls 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).

Table 7: TCP delivery in 2016-17 by Strategic Objectives

Strategic Objective	Delivery in 2016-17 (USD million)	Percentage of total delivery
1 Contribute to the eradication of hunger, food insecurity and malnutrition	19.3	14.2
2 Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner	50.2	37.0
3 Reduce rural poverty	16.4	12.1
4 Enable more inclusive and efficient agricultural and food systems	16.9	12.5
5 Increase the resilience of livelihoods to threats and crises	32.2	23.7
OB6 Technical quality, knowledge and services, including the cross-cutting theme on gender	0.6	0.4
Total	135.6	100.0

⁷³ Delivery of projects approved against 2014-15 and 2016-17 appropriation.

Figure 2: TCP delivery in 2016-17 by Strategic/Functional Objectives (USD million)**Key lessons learned**

- As the updating of CPFs worldwide nears completion, it is becoming possible to assess more clearly how TCP resources are being used in a strategic and integrated manner, and to enhance the capacity of regional offices to anticipate technical and operational support needs in response to country priorities.
- The approval and delivery performance of the TCP has continued to improve compared to previous biennia. However, given the high number of TCP projects approved in each biennium, a reduction in transaction costs, while maintaining quality and transparency, is being sought. Measures earmarked for implementation in 2018-19, such as simplified procedures, project documentation and formalities to requests, are expected to yield substantial efficiency gains.
- While sound oversight and monitoring is in place, efforts to better document the results of TCP projects, such as assessing outcomes after project closure, will be pursued during the 2018-19 biennium.
- With regards to TCP emergency projects, and in consideration of recent global developments, specific attention will be given to prioritizing the most vulnerable groups, paying more attention to gender concerns, acknowledging the critical role of risk-informed and shock-responsive systems, as well as supporting prevention, preparedness and resilience building.

D. Decentralized Offices Network

335. With its presence in 120 countries, FAO continued to emphasize increasing the impact of its work at country level, contributing to national development goals and FAO's Strategic Objectives. Through the enhanced Country Programming Frameworks, FAO's country offices are fully integrated in corporate work planning for allocation of resources, including technical support, to achieve demonstrable results.

Achievements

336. Efforts to reinforce the country office network continued, and a major achievement in 2016-17 has been the development of a new country office model. Following the guidance of the Council at its 154th session in 2016, FAO embarked on a review of the scope and modalities of country coverage in each region, including through systematic consultations with the Regional Conferences,⁷⁴ with a view to better align it to countries' needs, increase flexibility to adjust to emerging needs, and invest in evolving expertise requirements.

337. In order to match the size of country offices and their resource allocation with the level of needs and country contexts, negotiations started with some countries with limited programme or low delivery, to change from fully-fledged to multiple accreditation representations, with a first such agreement signed with Costa Rica in 2017. For countries that have higher delivery rates, negotiations were initiated to change from multiple accreditation to fully-fledged country offices or from no presence to multiple accreditation on a cost-neutral basis. Negotiations also started for Partnership and Liaison Offices (PLOs) with interested middle- and high-income countries, and a new PLO was established with Mexico in October 2017, raising the total number of PLOs to six.

338. Rome-based Agencies (RBAs) collaboration continued through the biennium at country, regional and global levels. The RBAs are fully committed to jointly contributing to the 2030 Agenda for Sustainable Development and to working together to support countries in its implementation, including through efforts to reposition the UN development system.⁷⁵ Good practices were developed and replicated in a range of contexts, highlighting common challenges, approaches and innovations, scaling up effective joint activities and developing common initiatives. In September 2017, the Heads of the three RBAs travelled together to Ethiopia for the first-ever joint country mission, where they made a joint call for enhanced investment in strengthening people's resilience to drought and the impacts of climatic shocks.

339. At country level, the RBAs joined efforts in project programming, formulation and implementation. For instance, the FAO Representation in the Sudan has signed a Country Level Declaration with WFP to enhance the sustainability and impact of country programme interventions and strengthen areas of collaboration and partnership at country level. Furthermore, the number of countries where FAO and IFAD are sharing premises continued to grow and has now reached eight, in line with the framework agreement signed by the two agencies in 2013.

340. Monitoring and reporting on country office performance have also been enhanced, as well as improved communications and knowledge sharing with headquarters and among decentralized offices. In particular, reporting by country offices has been significantly streamlined resulting in both improved management oversight and reduced transaction costs. The Country Annual Review integrated information prepared in the context of the corporate year-end reporting exercises and the annual CPF monitoring processes to support the information needs of host governments and FAO managers. Similarly, a new Country Office Performance Assessment tool to compile information from various corporate management systems and reports, facilitates performance assessment of the country office.

341. Continued emphasis on strong internal control and effective risk management was pursued throughout the biennium, and in 2017, the Internal Control (IC) Reporting process was launched in all five regions.

⁷⁴ ARC/16/6; APRC/16/8; ERC/16/5; LARC/16/6; NERC/16/3 Rev.1; ARC/18/REP; APRC/18/REP; ERC/18/REP; LARC/18/REP; NERC/18/REP

⁷⁵ CL 158/9

342. In order to increase country resource allocations, the Organization continued to look into measures to obtain outstanding Host Country Agreement commitments of governments, such as Government Counterpart Cash Contribution (GCCC) payments and in-kind contributions. Meanwhile, renegotiations of some of the older Host Country Agreements were being undertaken, to also include updated government contributions to better reflect the economic status and needs of the countries concerned.

343. Communication among decentralized offices and between decentralized offices and headquarters has been enhanced with the launch of a new Intranet site which also features a peer network based on an FAOR Community page.

Key lessons learned

- The review of country office staffing models based, *inter alia*, on the size and relative complexity of the country programme including voluntary contributions and partnerships, will enable them to work in a flexible, but more efficient manner across sectors. Over time, this approach will allow net appropriation resources to be reallocated within the country office network budget of each region on a cost-neutral basis, according to country-specific and emerging needs and priorities (such as LIFDCs, low and lower middle-income countries, SIDS, etc.).
- Despite efforts to collect GCC and GCCC contributions, this has posed a challenge in the case of some PLOs. Henceforth, all Agreements will include a clause confirming that the PLO status will be effective upon receipt of the first contribution. The legal status of FAO in selected Central Asian countries also remains an issue, and negotiations are ongoing on a case by case basis.
- Priority in the 2018-19 biennium will be given to investing in technical capacities, continuing building of national and international partnerships, outreach, and South-South and Triangular Cooperation.

E. Multidisciplinary Fund

Purpose and scope

344. 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.

345. Resources allocated to interdisciplinary work during 2016-17 were used to develop and implement cross-cutting work on Sustainable Development Goals, provide capacity to respond to emerging issues using new approaches and support climate change activities, and encourage innovations in business processes. MDF expenditure of USD 10 million for these areas of work is shown in *Table 8*.

Table 8: Multidisciplinary Fund 2016-17 (USD million)

	Area of work (2016-17)	Expenditure (USD million)
1	Support at country and global level to facilitate and catalyse SDG work and support monitoring and reporting of SDG indicators	3.1
2	Response to emerging cross-cutting issues at global and regional levels, including the interregional initiative on Small Island Developing States; food insecurity experience scale; regional meetings and symposium on agricultural biotechnology; and symposium on the role of sustainable food systems for healthy diets and improved nutrition	2.9
3	Support to climate change negotiations and development of Green Climate Fund projects	3.7
4	Corporate outcome assessment process for 2016-17 MTR and PIR.	0.3
	Total MDF expenditure	10.0

F. Financial performance

Evolution of total resources

346. A main feature of the PIR is to report on the use of resources during the biennium to deliver 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 unaudited financial accounts for the biennium, which for 2016-17 was USD 2 611 million, that is USD 115 million (4%) higher than in 2014-15.

347. The main funding sources are presented in *Table 9*, 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 (UNDP).

348. Expenditure under General and Related Funds increased over the previous biennium by USD 24.1 million (2.1%), while expenditure related to Trust Funds and UNDP increased by USD 90.8 million (6%), as shown in *Table 9*. The increase under General and Related Funds is mainly related to a lower net carry-forward to the subsequent biennium for Technical Cooperation Programme (TCP), Capital Expenditure and Security Expenditure as detailed in *Table 10*.

Table 9: Expenditure summary by source of funds (USD million)

Funding Source	2014-15	2016-17	Difference (USD)	Difference %
General and Related Funds				
Regular Programme expenditure versus budget of USD 1 005.6 million⁽¹⁾	1 000.1	1 001.8	1.7	0.2%
Jointly financed investment activities	35.5	38.5	3.0	8%
Voluntary contributions and funds received under inter-organizational arrangements	131.7	138.0	6.3	5%
Government cash contributions and other sundry income	21.4	20.4	(1.0)	(5%)
TCP, Capital Expenditure and Security Expenditure Facility adjustments (<i>Table 10</i>)	(28.6)	(9.2)	19.4	(210%)
Currency variance ⁽²⁾	(30.7)	(33.9)	(3.2)	10%
Other ⁽³⁾	(20.6)	(22.6)	(2.0)	9%
Subtotal	1,108.8	1,132.9	24.1	2.1%
Trust Funds and UNDP				
Trust Funds/UNDP (excluding emergency projects)	770.7	816.6	45.8	6%
Special relief operations (emergency projects)	616.8	661.8	45.0	7%
Subtotal	1 387.5	1 478.4	90.8	6%
Total expenditure	2 496.3	2 611.3	115.0	4%

Notes:

⁽¹⁾ Regular Programme expenditure for 2016-17 excludes USD 5.6 million funded from the carry-over of unspent balance of the 2014-15 appropriations authorized by the Conference Resolution 6/2015.

⁽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 21.5 million for health insurance premiums, which is recorded as a reduction of After-service Medical Coverage (ASMC) liability for financial reporting.

Table 10: TCP, Capital Expenditure and Security Expenditure Facility adjustments 2016-17 (USD million)

Funding source	2014-15	2016-17	Difference
Prior biennium's TCP appropriation transferred to current biennium	76.8	79.5	2.7
TCP appropriation deferred to subsequent biennium	(79.5)	(74.0)	5.5
Prior biennium's Capital Expenditure Facility resources transferred to current biennium	-	-	-
Capital Expenditure Facility resources deferred until subsequent biennium	(15.4)	(12.0)	3.4
Prior biennium's Security Expenditure Facility resources transferred to current biennium	-	0.3	0.3
Security Expenditure Facility resources deferred to subsequent biennium	(10.4)	(3.0)	7.4
Net amount transferred into current biennium / (forward to subsequent biennia)	(28.6)	(9.2)	19.4

Programme of Work performance

349. The budget for the Programme of Work 2016-17 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 deliver the two-year Outputs and meet the related targets defined within the results frameworks of the Strategic and Functional Objectives including Objective 6, the Technical Cooperation Programme, and Capital and Security Expenditure.

350. *Table 11* compares FAO's performance, by Strategic and Functional Objectives, to the 2016-17 budgetary chapters for the Regular Programme net appropriation and the delivery estimates for extrabudgetary activity. The budgetary chapter distribution of the Regular Programme net appropriation is that approved by FAO Council in the Adjustments to the PWB 2016-17 in December 2015;⁷⁶ the estimates and chapter distribution of extrabudgetary resources are those published in the same document.⁷⁷

351. 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.

352. In 2016-17, the Organization spent 99.6% of the net appropriation of USD 1 005.6 million, resulting in an overall underspending of USD 3.9 million.

353. In accordance with Financial Regulation 4.5(b), the budgetary performance was presented to the Finance Committee at its November 2017 session to take note of the overall forecasted budgetary outturn for 2016-17 and chapter transfers.⁷⁸ Any unspent balances in the TCP, 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 11*.

354. Under extrabudgetary implementation,⁷⁹ the expenditure was USD 1.6 billion, 3.7% 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.

⁷⁶ CL 153/REP, paragraph 8 b)

⁷⁷ CL 153/3, paragraph 78

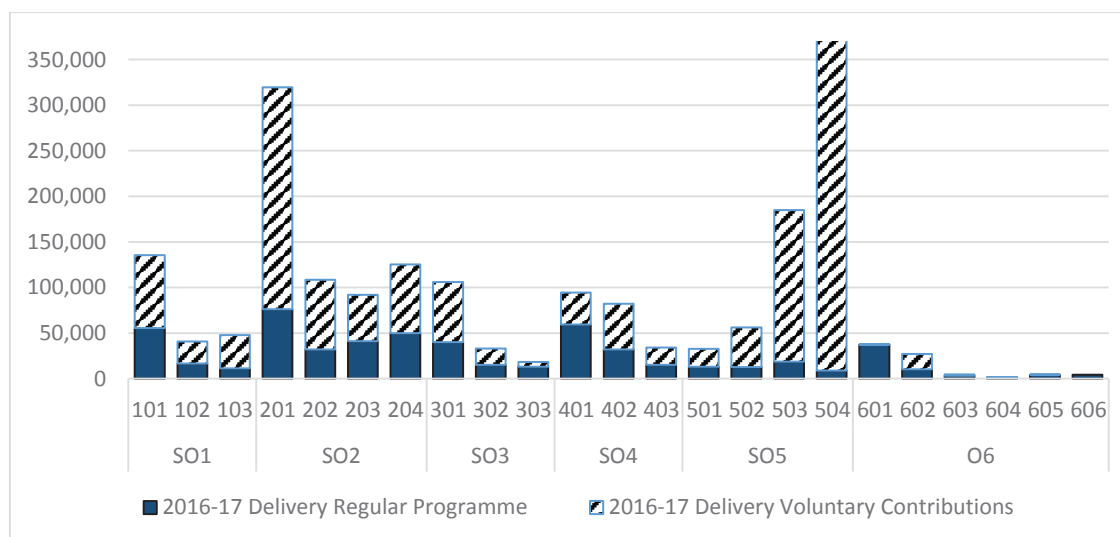
⁷⁸ FC 169/7

⁷⁹ Expenditure in the extrabudgetary column includes income earnings credited to the General Fund.

Table 11: Programme of Work performance in 2016-17 (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
1	84 391	83 759	632	209 404	140 281	69 123	293 795	224 040
2	200 735	199 623	1 112	400 474	446 070	(45 596)	601 209	645 693
3	65 707	68 523	(2 816)	108 444	89 284	19 160	174 151	157 807
4	105 266	106 638	(1 372)	133 974	104 473	29 501	239 240	211 111
5	50 841	53 316	(2 475)	698 818	823 135	(124 317)	749 659	876 451
6	59 215	61 048	(1 833)	11 543	19 465	(7 922)	70 758	80 513
7	138 131	138 131	0	0	0	0	138 131	138 131
8	77 740	79 510	(1 770)	929	2 544	(1 615)	78 669	82 054
9	35 437	35 120	317	4	0	4	35 441	35 120
10	76 983	68 858	8 126	1 588	2 153	(565)	78 571	71 011
11	71 275	67 928	3 347	7 210	3 835	3 375	78 485	71 763
12	600	0	600	0	0	0	600	0
13	16 892	16 892	0	0	0	0	16 892	16 892
14	22 420	22 420	0	181	0	181	22 601	22 420
Total	1 005 635	1 001 767	3 868	1 572 570	1 631 240	(58 670)	2 578 205	2 633 007

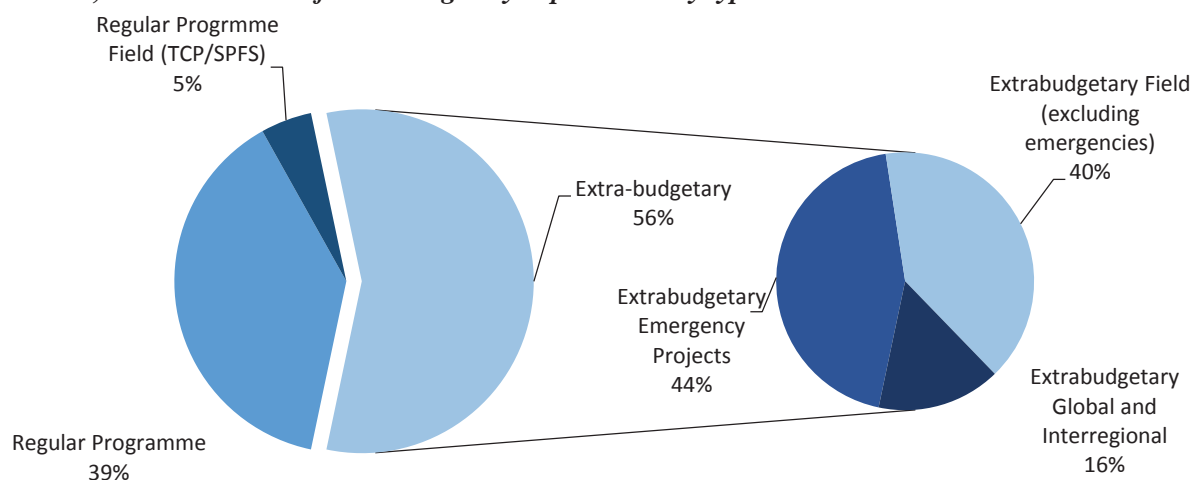
355. Figure 3 shows financial performance by Outcomes for the Strategic Objectives and Objective 6. The expenditure by Outcome is shown in Annex 4 for each budgetary Chapter.

Figure 3: Delivery at Outcome level for Strategic Objectives and Objective 6 (USD 000)

356. Figure 4 shows the expenditure of Regular Programme and extrabudgetary resources during the 2016-17 biennium as a share of total expenditure. The figure also includes the extrabudgetary expenditure breakdown by type: emergency assistance projects, field and global projects, and interregional projects. In 2016-17, Regular Programme expenditures accounted for 44% of the total, including 5% for the Technical Cooperation Programme. Compared to 2014-15, the Regular Programme share of total expenditure decreased by 1% from 45%, due to the increase in extrabudgetary expenditure.

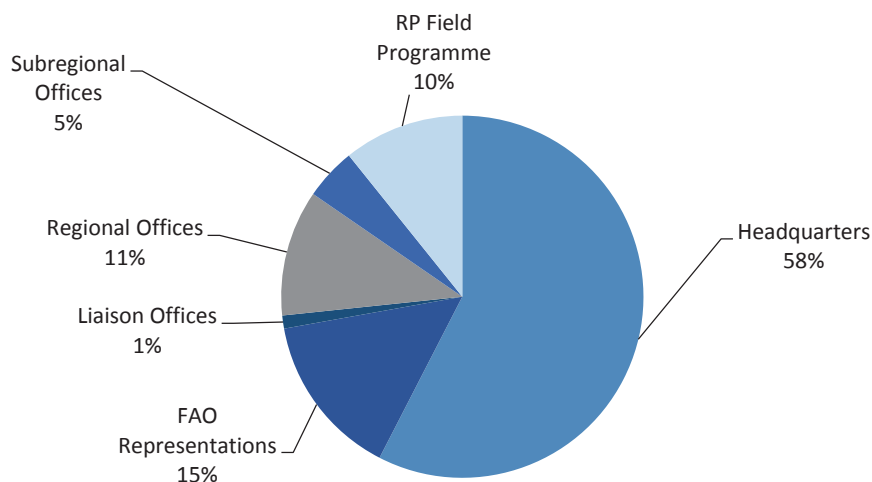
357. Emergency assistance projects accounted for the largest share of extrabudgetary expenditures (44%), followed by non-emergency field projects (40%), and extrabudgetary support to global and inter-regional projects (16%).

Figure 4: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2016-17, and breakdown of extrabudgetary expenditure by type



358. While 58% of Regular Programme resources were spent at headquarters (Figure 5), this is 1% lower than in 2014-15, demonstrating the financial consequences of the increasing decentralization of activity within FAO.

Figure 5: Regular Programme expenditure at headquarters and decentralized offices in 2016-17



Use of 2016-17 carry-over

359. The Conference authorized the Director-General, notwithstanding Financial Regulation 4.2, to use any unspent balance of the 2016-17 appropriations for one-time use to support programmes of the Organization, including for the Special Fund for Development Finance Activities (SFDFFA), in agreement with the Joint Meeting of the Programme and Finance Committees, and the Council at their meetings in November-December 2017.⁸⁰

360. The Council at its 158th session approved the recommendation by the Joint Meeting to allocate the unspent balance of the 2016-17 appropriations through replenishment of the SFDFFA, to advance financing to provide technical assistance and investment programming for development finance. In

⁸⁰ C 2017/REP paragraph 76

addition, it approved allocation of 50% of unspent balance above a threshold of USD 5 million, up to a maximum of USD 1 million, towards the Blind Trust fund aimed at supporting a sustainable funding solution for FAO's work relating to scientific advice for food safety and the Codex Alimentarius.⁸¹

361. Considering that the final 2016-17 budgetary outturn based on the unaudited accounts of the Organization resulted in an overall underspending of USD 3.9 million, the entire unspent balance will be transferred to the SFDDA to advance financing to provide technical assistance and investment programming for development finance.

Use of 2014-15 carry-over

362. As authorized by the Conference in 2015⁸², the unspent 2014-15 balance of USD 5.6 million was used in 2016-17 to fund additional expenditures of a one-time nature associated with consolidation of transformational change. The entire amount has been utilized to fund four areas of such one-time expenditure: redeployment costs (USD 0.7 million), one-time investment to build capacity of decentralized offices in project cycle and operations management (USD 1.1 million), funding of Regional Programme Leaders in each Regional Office (USD 2.9 million), and one-time Shared Service Centre restructuring costs (USD 0.9 million).⁸³

Savings and efficiencies

363. The pursuit of efficiency gains and savings remains a high priority for the Organization. The Conference has emphasized that identification of efficiency gains and savings should be driven by the goal of ensuring the most efficient and effective use of resources, and not at the expense of the delivery of the Programme of Work. Furthermore, the Conference has stressed the importance of reducing the increases in staff costs of the Organization, and requested that further efficiency gains and savings be achieved particularly by measures aimed at reducing the staff costs, which constitute approximately 75% of the budget.⁸⁴

364. The Director-General's transformational change for FAO, starting in 2012, included as a prime element the need to institute a mindset of value-for-money within the Organization and accordingly to continuously seek greater efficiency and effectiveness in the manner in which it operates. This resulted in an unprecedented level of USD 71.6 million in efficiency savings achieved in 2012-13 and USD 36.6 million in 2014-15, while delivering the approved Programme of Work.⁸⁵

365. Overall in 2016-17, USD 37 million in recurrent efficiency savings were achieved, as set out below.

- a) In the PWB 2016-17, USD 5 million was reallocated from the Capital Expenditure Facility to high-priority technical areas work, arising from less costly investment in information technology infrastructure and systems.
- b) As anticipated to the Finance Committee⁸⁶, during 2016-17 a reduction in the cost of staff was achieved due to downward adjustments in personnel costs mainly from the extended freeze in Professional and General Service salary scales for headquarters and for some other duty stations; the change in the Basic Medical Insurance Plan (BMIP); and, the decrease estimated in the current service cost of the After-service Medical Coverage (ASMC). The resulting savings covered the USD 2.7 million efficiencies requested by Conference in approving the budgetary appropriations for 2016-17⁸⁷ and also contributed to strengthened programme delivery. The USD 24.7 million of these staff cost savings that are expected to recur have been reprogrammed in the PWB 2018-19⁸⁸, as approved by the Conference.

⁸¹ CL 158/REP paragraph 10.a)

⁸² Conference Resolution 6/2015 paragraph 2

⁸³ FC 169/7 paragraph 15

⁸⁴ C 2013/REP paragraphs 97-110

⁸⁵ C 2017/3 paragraph 104.a) and C 2017/8, paragraphs 349 to 354.

⁸⁶ FC 169/7, paragraphs 12-14 and FC 166/7, paragraphs 10-13

⁸⁷ CR 6/2015 paragraph 3

⁸⁸ C 2017/3, paragraphs 105 and 121

- c) Furthermore, USD 4.6 million in savings was achieved in 2016-17 due to the outsourcing of printing and distribution work and streamlining of language services, and USD 2.2 million in savings was achieved related to the restructuring of the Shared Services Centre, including moving administrative process ownership from headquarters to the Shared Services Centre and creating a small core team of experienced knowledgeable staff responsible for service quality and consistency, supported by employees for cost effective transaction processing. The biennialized efficiencies in administrative services of USD 7.3 million have been reprogrammed in the PWB 2018-19⁸⁹, as approved by the Conference.

Resource mobilization

366. For the 2016-17 biennium, FAO mobilized USD 2.1 billion in voluntary contributions from resource partners in support of FAO's Programme of Work, a 16% increase compared with 2014-15⁹⁰. Factors such as the growing centrality of the Organization's Strategic Programmes, which bring together technical and field offices to design and deliver programmes, helped to focus the engagement of partners. In addition, more proactive outreach and the negotiation of several new framework agreements have unlocked important resources.

367. Country, subregional and regional projects attracted 79% of all extrabudgetary project approvals in 2016-17, reaching USD 1.64 billion, representing a 24% increase compared to 2014-15. Approvals were spread as follows: 40% RAF, 14% RAP, 14% RNE, 8% RLC, 3% REU, and inter-regional and global programmes and projects made up 21% of the total share. The share of resources mobilized per Strategic Programme for the biennium amounted to: 47% for SO5, followed by 30% for SO2, 8% for SO4, 6% for SO1 and SO3, while Objective 6 and other classifications attracted 3% of total contributions.

368. The top 20 resource partners provided around 79% of the total voluntary contributions, as shown in *Table 12*, compared with 75% in the previous biennium. The top five resource partners accounted for about 52% of all resources mobilized, compared with about 50% in 2014-15. This goes to show that the top set of resource partners has remained fairly stable over the course of FAO's Medium Term Plan (MTP) 2014-17, meaning that FAO is still largely dependent on a core set of partners.

⁸⁹ C 2017/3, paragraph 106

⁹⁰ Final 2014/15 data.

Table 12: Resources mobilized in USD million - top resource partners in 2016-17

Resource Partner	2014-15	2016-17
European Union	334	420
USA	212	255
GEF	139	213
UK	120	105
UN Office for the Coordination of Humanitarian Affairs	79	81
World Bank	22	69
Norway	38	69
UNDP Administered Donor Joint Trust Fund	52	62
Germany	38	47
Colombia (<i>UTFs only</i>)	13	43
Sweden	18	38
Netherlands	23	33
Switzerland	29	31
Belgium	21	29
Canada	24	29
Pakistan (<i>UTFs only</i>)	1	26
Japan	65	26
WFP Trust Fund	3	25
Italy	25	24
Saudi Arabia (<i>UTFs only</i>)	1	22
Multilateral	177	143
(<i>of which FMM</i>)	23	17
*Other UTF Projects	105	80
Other Resource Partners	261	210
Total Approvals	1 800	2 080
(<i>of which Joint Programmes</i>)	75	153

*Excludes Colombia, Pakistan and Saudi Arabia included in corresponding rows above.

369. Multilateral Trust Funds attracted USD 143 million, with FAO actively promoting lightly earmarked funding through the FAO Multipartner Programme Support Mechanism (FMM), enabling FAO's resource partners to allocate their contributions to areas of the Programme of Work where resources were most needed. The FMM (with contributions from Belgium, the Netherlands, Sweden and Switzerland) amounted to USD 17 million, representing a 12% share of FAO multilateral trust funds.

370. Voluntary Contributions received through joint programmes increased from USD 75 million in 2014-15 to USD 153 million in 2016-17. A large part of these funds was provided through the WFP and through the UNDP-administered Multi-Partner Trust Fund Office (MTPF Office), including resources contributed by the European Union, which emerged as a new resource partner under this funding modality. Notably, over the 2014-17 period, FAO has been the fourth largest UN recipient of resources transferred through the MTPF Office.

371. A large increase has also been seen in Unilateral Trust Funds (UTF), where countries, through sovereign funds and financing from International Financing Institutions, benefit from FAO's technical expertise for their priorities. These funds have also been mobilized to exchange knowledge through South-South Cooperation (SSC). UTFs represented 8% of overall voluntary contributions mobilized for 2016-17, with over USD 170 million approved in more than 20 countries. Some of the largest UTF projects include approvals from Colombia, Pakistan, Saudi Arabia and South Sudan. In addition, in 2017, for the first time ever, FAO received large approvals through direct financing from the World

Bank for fragile contexts that have benefitted FAO's programmes in Somalia (USD 30 million) and Yemen (USD 36 million).

372. The synergies between FAO and Global Environment Facility (GEF) priorities, combined with FAO's focused work with member countries, continue to drive the growth of the FAO-GEF portfolio as the GEF's programming moves closer to FAO's areas of comparative advantage in sustainable agriculture. This is apparent in the significantly increased value of the FAO-GEF portfolio from USD 139 million in 2014-15 to USD 213 million in 2016-17.

373. Voluntary contributions received for resilience programming, including emergencies amounted to USD 741 million in 2016-17. While the contributions focused largely on the response to the El Niño crisis in several regions in 2016, about 60% of the contributions in 2017 went to protracted crisis countries facing the risk of famine, namely north-eastern Nigeria, Somalia, South Sudan and Yemen. Thanks to FAO's support, millions of crisis-affected farmers, fishers, herders and forest-dependent people have been able to produce and purchase food, maintain and restore their livelihoods and ultimately be better prepared for the next shock. Continued key resource partners include the USA, EU and the UK, and the humanitarian pool fund mechanisms.

374. South-South Cooperation continues to play an important role in expanding FAO's resource partner base. Under the FAO-China SSC Programme, with USD 50 million committed over five years in 2015, USD 12.7 million was approved in 2016-17 for global and national SSC projects. An additional USD 1.3 million was mobilized by Brazil and Morocco. Many other countries across Latin America, Africa, Near East, Central Asia and Asia have come on board with in-kind contributions, by sharing their knowledge and expertise. FAO's South-South Cooperation Gateway is also offering an entry point to cooperation, with 12 countries and 46 institutions ready to share their experience.

375. During the biennium, FAO through its Investment Centre has assisted Members to programme over USD 9 billion of investment financed by International Financing Institutions through 90 investment projects to address the challenges of food insecurity, malnutrition, rural poverty reduction, sustainable production, and to strengthen food systems and resilience.

Cost of field programme support

376. 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. SSC and partnerships). Essential contributions to technical assistance and support to activities include: a) technical support services, generally provided directly to Members; and b) administrative and operational support services to ensure effective delivery of activities through projects.

377. The Organization has made concerted efforts to measure and report in a transparent manner the cost of supporting the field programme and other extrabudgetary activities. As outlined in the PIR 2014-15⁹¹, starting in the 2016-17 biennium FAO is reporting the cost of field programme support based on the new FAO Cost Recovery Policy approved in 2015.⁹² The model is based on the principle of proportionality, which classifies costs into Direct Operating Costs, Direct Support Costs and Indirect Support Costs, and attributes support costs proportionally to the Regular Programme and Extrabudgetary funding streams, driven by the weight of Direct Operational Costs.

378. The resulting data has been used: a) in the case of technical support services (TSS), to provide an estimate of the Regular Programme staff resources devoted to the provision of these services; and b) in the case of support costs for administrative and operational support (AOS) services, to determine recovery targets at central and field levels respectively, and to facilitate actions aimed at reducing such costs.

Technical support services

379. The cost of providing technical support services in 2016-17, assessed on the basis of the principle of proportionality described above, amounts to USD 112.5 million. This is an increase of

⁹¹ C 2017/8, paragraph 367

⁹² CL 150/4

USD 1.2 million compared to 2014-15, when the calculation was performed based on the legacy work measurement survey methodology, but represents a small percentage decrease given the higher project delivery (*Table 13*).

Table 13: Technical support services*

	2014-15 (USD millions)	2016-17 (USD millions)
Total project delivery (voluntary contributions and TCP)	1 520.9	1 617.0
Total cost of technical support services to projects	111.3	112.5
Total as a percentage of total project delivery	7.3%	7.0%

* 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.

380. The main source of technical support services is professional staff in decentralized offices, who provided 61% of technical support services, with 39% provided by staff from technical divisions at headquarters.

Support Costs for administrative and operational support services (AOS)

381. Under the legacy cost recovery policy, AOS costs are recovered through a Project Servicing Cost (PSC) rate charged to projects. Under the new cost recovery policy, direct support costs for administrative and operational services are aligned with the inputs and operational conditions of individual projects, and indirect costs at 7% are added to cover expenditures which support overall programme implementation but cannot be directly associated with specific project activities.

382. In 2016-17, support costs for AOS to projects amounted to USD 159.5 million, as shown in *Table 14*. Approximately 88.5% of AOS costs were recovered from project budgets using the legacy project support cost charges that were in place for all operational projects, approximately the same percentage as in 2014-15. With full implementation of the new cost recovery policy and its underlying principles for all new projects from 2018, full recovery of AOS costs is expected to be achieved once all projects apply the new policy.

Table 14: Administrative and operational support costs and extent of reimbursement received from project budgets compared to total delivery

	2014-15 (USD million)	2016-17 (USD million)
Total project delivery (voluntary contributions and TCP)	1 520.9	1 617.0
Support Costs for administrative and operational support services	143.3	159.5
Support costs for AOS recovered from project budgets*	126.6	141.1
Under-recovery of AOS costs	16.7	18.4
Net percentage of AOS cost recovered	88.4%	88.5%
Total AOS costs as a percentage of total delivery	9.4%	9.9%

* Includes costs recovered as direct costs

383. The cost of administrative and operational support services relative to total project expenditure have slightly increased from 9.4% to 9.9% from 2014-15 to 2016-17. This is mainly considered a result of an increase in projects with heavier technical assistance components, which are generally more costly to deliver.

Annex 1: FAO language policy

Introduction

384. In 1999, the 30th FAO Conference reaffirmed the requirement for ensuring parity and balance in the use of FAO languages and the need for quality of translation and interpretation.

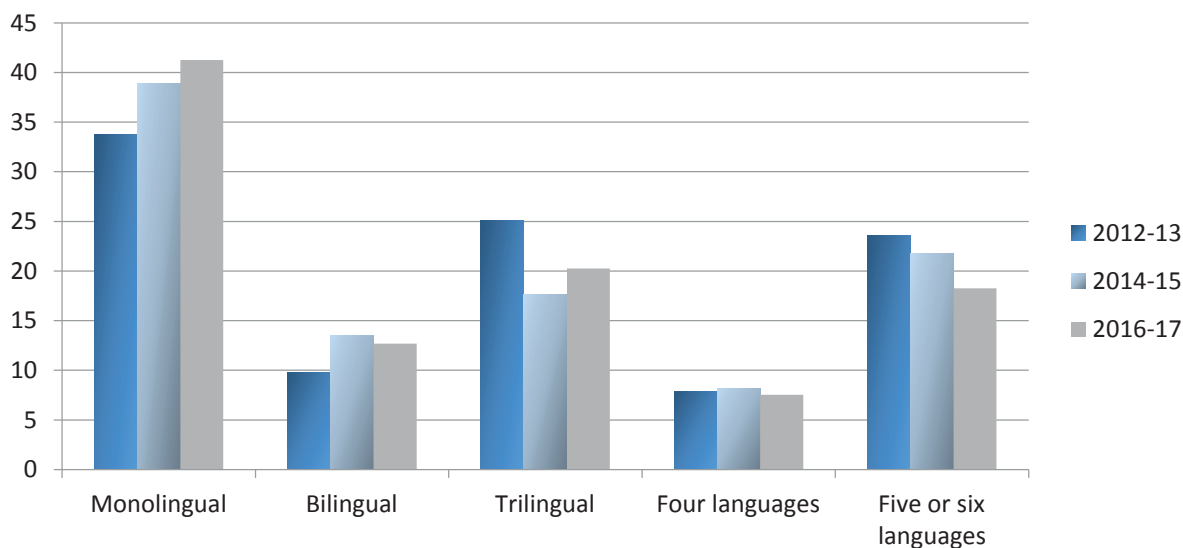
FAO meetings

385. The number of PWB approved sessions in 2016-17 (162) was higher than in 2014-15 (133). There were 103 unscheduled sessions (72 sessions under the Regular Programme and 31 financed by Trust Funds) and 13 cancelled sessions (as summarised in *Table 15* and listed in *Web Annex 6* at www.fao.org/pir), resulting in a total of 252 sessions convened in 2016-17, a 3% increase from the previous biennium.

Table 15: Sessions held at headquarters and in decentralized locations

Description	2012-13	2014-15	2016-17
Sessions approved in PWB	157	133	162
Cancelled sessions, Regular Programme	(11)	(24)	(13)
Unscheduled sessions, Regular Programme	35	68	72
Unscheduled sessions, Trust Funds	74	67	31
Total	255	244	252
Headquarters	147	134	143
Decentralized locations	108	110	109
Total	255	244	252
Percentage decentralized meetings	42%	45%	43%

386. An indication of language balance is provided by the percentage of meetings held in several FAO languages (*Figure 6*). In 2016-17, 18% 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 20%.

Figure 6: Proportion of meetings by number of languages (percent)**Publications**

387. During 2016-17, a total of 3 585 publications (books and brochures) were registered as published, compared to 2 367 publications of the previous biennium. It should be noted that the improved accuracy of publications through the Publications Workflow System (PWS) allowed for better tracking and reporting of publications produced both at headquarters and by regional and country offices. Of the total, 53% were in English, 13% in French, 13% in Spanish, 3% in Arabic, 3% in Russian and 3% in Chinese (including those funded by the Chinese Publications Programme). The remaining 12% includes both multilingual titles and titles produced in non-official languages. The PWS was recently updated to a new version (3.0).

Electronic material

388. The language coverage of FAO.org remained high during 2016-2017, thanks to continued strict implementation of corporate language policies. All new Web sites released during the biennium complied with mandatory language coverage as appropriate. Over 7 500 documents were published over the biennium in the FAO Document Repository (FDR) in all languages, bringing the total to over 11 000 including the publications indicated above. The FDR and PWS systems were merged in one unified system, resulting in better coordination and reporting of data on publications and documents.

Terminology and language support

389. Following its launch in 2014, the Term Portal was further improved with the adoption of more advanced terminology criteria and with the aim of increasing its reliability as a knowledge-based tool (Table 16). In 2016, it benefited from the addition of 2 500 terms of the IFAD Glossary. 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.

390. Translation and related work continued to rely on computer-assisted translation technologies and a tender was specifically issued to identify the latest cloud-based technologies with the purpose of further improving the efficiency and users' experience, while reducing the support and maintenance costs in line with the most recent FAO IT Digital Strategy. Furthermore, a structured document standard is being adopted for selected governing bodies meeting documents to streamline the process.

391. FAO is co-leading a United Nations High-level Committee on Management Working Group on Document Standards to define a UN common semantic machine-readable format for governance and normative documents aimed at increasing the efficiency of the parliamentary processes, reducing the administrative and financial burden, facilitating the re-use and preservation of digital assets and creating actionable information in order to support UN policy and decision-making effectively.

Table 16: Terms in the Term Portal by language

	English	French	Spanish	Arabic	Chinese	Russian	Italian	Latin
2012-13	167,051	144,046	110,188	71,715	64,452	20,659	11,429	19,247
2014-15	126,800*	113,100	111,800	91,000	77,000	33,100	16,000	20,200
2016-17	130,220	115,710	114,500	93,560	78,950	45,000	16,500	20,200

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

Annex 2: Gender and geographical distribution

Gender balance of staff

392. FAO remains committed to continuing its efforts towards gender parity in the workforce and aligning its approach with the system-wide strategy. FAO supports the development of a customized implementation plan, informed by the Organization's specific context and challenges as a specialized agency.

393. FAO aims to achieve gender parity at professional level by 2022, and for senior positions by 2024. Since 2012, particular attention has been given to women candidates in the recruitment and appointment process, including the mandatory inclusion of women candidates for interview and appointment for positions. This has resulted in 50/50 balance along gender lines of new staff recruited since 2012. At the end of December 2017, female staff accounted for 43% in professional positions and 26% for senior positions.

394. Among other measures, to accelerate the achievement of gender parity, FAO has been further expanding its recruitment outreach efforts to a wide range of professional institutions and universities to attract female applicants. As senior staff progressively retire, the Organization will use a critical window of opportunity to recruit new staff in its workforce, focusing in particular to achieving gender balance.

Table 17: Female and male staff as at 31 December 2017

Grade	Female	Male	Total	Percentage Female
Director (DDG, ADG, D1, D2)	33	95	128	26%
Professional (P1 – P5)	607	804	1 411	43%
NPO	86	120	206	42%
General Service (G1 – G7)	891	465	1 356	66%
Total	1 617	1 484	3 101	52%

Progress on geographic representation

395. In taking decisions on recruitment to international professional positions, the primordial criterion of merit has always been followed to ensure that the Organization is able to fill all positions with the best qualified candidates. At the same time, in line with the spirit of Article VIII paragraph 3 of the FAO Constitution, due attention continues to be given to ensuring an equitable geographic representation of member countries in the Secretariat of the Organization.

396. 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.

397. During 2016-17, the number of non-, under- and over-represented countries in the Secretariat of FAO was reduced to a considerable extent, thus increasing the number of equitably-represented countries. Moreover, many countries that were chronically under-represented are now equitably represented.

398. At the end of 2017, the percentage of equitably-represented countries was 76.8%. In appointing the staff, and subject to the paramount importance of securing the highest standards of efficiency and of technical competence, the Organization gives priority to recruiting personnel on as wide a geographical basis as is possible, making particular efforts to recruit candidates from non- and under-represented countries.

399. In 2017, the Council⁹³ also recommended that the Organization work toward ensuring a better geographical balance of consultants funded by Regular Programme resources, whilst retaining merit as the primordial criterion for recruitment.

Table 18: Countries not within range by region as at 31 December 2017

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
Africa			Central African Republic, Guinea Bissau, Namibia, Seychelles, Sao Tome and Principe
Asia		China, Indonesia, Japan, Malaysia, Singapore	Brunei, Laos, Myanmar, Timor-Leste
Europe	Belgium, Ireland, Italy	Israel, Luxemburg, Poland, Romania, Slovakia, Slovenia, Turkey	Estonia, Monaco
Latin America and Caribbean		Mexico, Venezuela	Antigua and Barbuda, Saint Kitts and Nevis, Suriname
Near East	Lebanon	Kuwait, Saudi Arabia, United Arab Emirates	Bahrain, Libya, Qatar
North America			
South-West Pacific			Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Solomon Islands, Tuvalu

⁹³ CL 158/REP

Annex 3: Monitoring Methodology

SO-level monitoring: reporting on SDG indicators

400. The FAO Strategic Objectives are the global development goals that FAO and member countries aspire to achieve, in collaboration with the rest of the international community. They provide a line of sight for assessing global progress in the areas where FAO has committed to achieve results and collaborate with partners.

401. FAO is one of many development partners that assist national governments in their efforts towards meeting these objectives. Achievements at this level cannot be attributed to any one partner, but are the result of interventions of an array of stakeholders. FAO contributes to progress in line with its mandate and comparative advantages, but there can be no direct attribution of causality.

402. Indicators at SO level are monitored to report trends and progress toward the achievement of the development objectives over the reporting period. Changes are observed usually over an extended period of time because progress in the development objectives takes place a number of years after the relevant policies and programmes are implemented.

403. The Medium Term Plan 2014-17 established a set of indicators to track global trends at the level of Strategic Objectives using international data sources. Following the adoption by the UN General Assembly of the 2030 Agenda for Sustainable Development at the end of 2015, FAO aligned its results framework to the Sustainable Development Goals (SDGs) by identifying and using exclusively the SDG targets and indicators that relate to each FAO Strategic Objective. This process, undertaken during 2016, has resulted in a new set of 39 SDG-based indicators to measure progress at the level of FAO's Strategic Objectives in the PIR.⁹⁴

404. Current data availability is poor for many of the SDG-based SO indicators, as they have been established recently, with the Global Indicator Framework to monitor the 2030 Agenda for Sustainable Development endorsed by the UN General Assembly only in July 2017. SDG indicators are classified as follows depending on the availability of methodology and standards for data and the frequency and consistency of the data:

- Tier I: Indicator is conceptually clear, has an internationally established methodology and standards are available, and data are regularly produced for at least 50% of countries for reporting at regional or global level
- Tier II: Indicator is conceptually clear, has an internationally established methodology and standards are available, but data are not regularly produced by countries
- Tier III: No internationally established methodology or standards are yet available

405. Out of the 39 SDG-based SO indicators which have been related to the FAO Strategic Framework, 18 are Tier I, 13 are Tier II, and 8 are Tier III. The tables on SDG indicators in the PIR 2016-17 (*Section I.B.1* and *Annex 4*) show available data for the 18 Tier I indicators for 2013 and 2017. Where data was not available for those specific years, the reported information refers to the closest prior year for which data was available. The only exception is SDG indicator 6.4.2 on levels of water stress – data is available for 2014 alone, which is a better reflection of the baseline for the 2014-17 medium term than the status at the end of the reporting period.

Outcome-level monitoring

406. 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 to produce and use of information for decision-making, which can be improved upon with contributions from FAO.

⁹⁴ C 2017/3 Annex 2

407. 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, for example through the development of policy frameworks, norms, standards and agreements. Movement in Outcome indicators are the result of policies and programmes implemented by all key stakeholders – FAO, Member States and development partners. In interpreting the Outcome indicators, it should be taken into account that FAO is just one of the contributors to those changes and therefore progress cannot be attributed only to its work. The information generated allows FAO to increase the focus of its support, and provides the basis to assess FAO's contribution.

408. Each Outcome-level indicator is measured through a number of constitutive elements. 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*', is 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.

409. To ensure clarity of definitions and consistency of measurement across countries, each element is further underpinned, where meaningful, by specific 'qualifiers'. For the example above, the existence of well-functioning governmental coordination mechanisms for food security and nutrition 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.

410. In 2014-17, a total of 34 Outcome level indicators were used for assessing 17 Outcomes across the five Strategic Objectives. In order to measure progress in the Outcome indicators, FAO conducted a Corporate Outcome Assessment (COA) at the end of 2017, which collected primary and secondary data at country level for a sample of the 149 member countries with operational coverage by FAO. Data was collected for both the baseline year (2013) and the end of the medium term period (2017), which allowed to restate the baseline and enhance comparability to the data collected for 2017. Data was not available or of very low quality for five of the Outcome indicators, which are not reported.

411. *Primary data* were collected through a comprehensive questionnaire (COA Survey), completed by a wide range of respondents (government line ministries, UN agencies, international donors, international financial institutions, research institutions/academia, civil society and the private sector) in a total of 94 countries. The questionnaire, structured in five sections, one for each Strategic Objective, assesses the key dimensions of the national enabling environment for both 2013 (as baseline measured retrospectively) and 2017, as well as FAO's contribution to country progress. This provides a rich perspective on the evolution of the enabling environment and capacity to achieve the Strategic Objectives in each country. Over 3 600 questionnaires were completed.

412. *Secondary data* include statistical information available in public databases (the World Development Indicators database of the World Bank, FAOSTAT, among others), as well as relevant policy and legislative documents gathered at country level. Secondary data are not available for all years, and for those indicators for which the only source of data are secondary, the latest available data are used.

413. The information collected on the elements of measure, based on the primary and secondary data sources, was averaged at country level for each year to a representative value between 0 and 1. For each indicator, countries were grouped by scores into five performance classes of equal range: 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). The results for each Outcome indicator were then extrapolated to the total number of countries where data were available for that specific indicator.

414. The outcomes are assessed and results presented in *Annex 4* in two different ways:
- a) Comparison of the biennial target for each Outcome indicator to the “actual” value at the end of the reporting period. Unless otherwise indicated, all actuals represent the estimated number of countries out of a total of 149.
 - For indicators measuring change, the reported “actual” value represents *progress (i.e. improvement)*, and was assessed by calculating the difference in performance between the baseline year (2013) and the 2017 estimate. This difference is calculated when both 2013 and 2017 data are available for the same country.
 - For indicators measuring status (2.2.A, 2.3.A, 2.3.B, 2.4.C and 4.1.A), the reported “actual” value indicates the number of countries that show *satisfactory performance* in 2017, i.e. countries for which the indicator scored in the medium, medium-high and high performance classes.
 - b) The estimated proportion of countries whose indicator scores fall in each performance class in 2013 and in 2017.

Output-level monitoring

415. Outputs are FAO’s contribution – in terms of processes, products and services - to the Outcomes in the results chain. They represent the direct results of FAO’s interventions at the national, regional, and global levels, funded from assessed and voluntary contributions, which the Organization controls and for which it is fully accountable.

416. The achievement of the 48 Outputs was monitored annually through 50 indicators and 55 targets. Each Output indicator is underpinned by a published measurement methodology, applied as follows:

- a) Responsibilities were assigned and support provided for FAO country offices, technical units, regional offices and Strategic Programme teams to collect, process and analyse data using existing corporate information systems.
- b) FAO Representatives, Regional Programme Leaders and Directors of headquarters technical units reported results achieved by their units by identifying the indicator which measures them, describing the achievement and providing supporting documentary evidence.
- c) Regional and Strategic Programme Leaders, analysed and validated the reported results, ensuring they were accurate, thoroughly relevant to the achievement of the Outputs. Only validated results have been considered upon measuring Output indicators and assessing performance compared to targets.
- d) The process and resulting data are recorded and documented in FAO’s corporate planning and monitoring system.

417. The Output tables show performance throughout the biennium in comparison to the 55 targets. A “traffic light” rating was used to provide the assessment. Outputs are considered “achieved” (●) if the target is fully met and “partially achieved” (Δ) if it is not. This is a stronger test than used in the previous biennium, where the rating “achieved” was given if the target was 75% met or better, in view of the more rigorous target setting process in 2016-17.

Key performance indicators (KPIs)

418. Work undertaken in support of Objective 6, the Functional Objectives and Special Chapters is intended to ensure internal technical capacity and integrity and the creation of an enabling environment for programme delivery. Improvements are measured and reported through 38 key performance indicators and targets. Heads of Business Units use established methodologies to collect KPI data and assess performance. Data related to the Functional Objectives was reviewed and validated by the Head of Business Units' supervisors. Data was not available or of very low quality for two of the KPIs, which are not reported.

419. The tables in *Annex 4* compare the value of the KPIs by the end of 2017 to the target value set at the beginning of the biennium.

Annex 4: Organizational Performance

420. This Annex informs on FAO's indicators and expenditure levels, providing a comprehensive view of the Organization's financial performance and the results achieved by FAO and its member countries. For each Strategic Objective (1 through 5), the tables present: a) expenditures in 2016-17 by outcome; b) trends in the relevant SDG-based SO indicators, where available; c) target and actual values of the Outcome indicators along with level of performance (based on 149 countries unless otherwise indicated); and d) target and actual values of the Output indicators.

421. For Objective 6, the Functional Objectives, and Special Chapters, the tables present: a) expenditures in 2016-17 by outcome, and b) target and actual values of the key performance indicators.

422. Further detail on the methodologies for measuring performance against the Strategic Objectives is provided in *Annex 3*.

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

Expenditures (USD 000)			
Outcome	Net Appropriation (at budget rate)	Extra-budgetary	Total
1.1	55,477	80,079	135,556
1.2	16,747	24,027	40,774
1.3	11,535	36,176	47,711
Total	83,759	140,280	224,040

SDG indicator	Indicator description	2013 or nearest prior date	2017 or nearest prior date
2.1.1	• Prevalence of undernourishment	10.8%	10.7%
2.1.2	• Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale	23.7%	25.2%
2.2.1	• Prevalence of stunting among children under 5 years of age	24.5%	22.9%
2.2.2	• Prevalence of malnutrition among children under 5 years of age, wasting	n/a ⁹⁵	7.7%
	• Prevalence of malnutrition among children under 5 years of age, overweight	5.8%	6%
3.4.1	• Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	19.8%	18.8%

OUTCOME 1.1: Member countries and their development partners make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition.

Indicators of Outcomes

1.1.A	Number of countries with improved comprehensive sectoral and/or cross-sectoral policies/strategies and investment programmes, that are supported by a legal framework, <i>measured by</i> :	Target 2017	Actual 2017
		15	n/a
	<ul style="list-style-type: none"> – <i>existence of a current national cross- or multiple sectoral policies/strategies, which includes an explicit objective to improve food security and/or nutrition</i> – <i>existence of a national government cross-or multiple sectoral investment programmes that addresses food security and/or nutrition</i> – <i>level of comprehensive government policy and programming response to hunger, food insecurity and malnutrition</i> – <i>existence of legal protection of the Right to Adequate Food</i> 		

⁹⁵ Data not available at global level

OUTCOME 1.2: Member countries and their development partners adopt inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition.
Indicators of Outcomes

1.1.B	Number of countries with improved resource allocation (in terms of adequacy, efficiency and effectiveness) to eradicate hunger, food insecurity and malnutrition, <i>measured by</i> :	Target 2017	Actual 2017																		
		24	12 ⁹⁶																		
	<ul style="list-style-type: none"> – <i>adequacy of public expenditure to achieve food security and nutrition targets</i> – <i>adequacy of government human resources to achieve food security and nutrition targets</i> – <i>adequacy of food security/nutrition knowledge enhancement efforts</i> – <i>effective and efficient resource use</i> 																				
		<table border="1"> <thead> <tr> <th>Performance</th> <th>Low</th> <th>Med-Low</th> <th>Medium</th> <th>Med-High</th> <th>High</th> </tr> </thead> <tbody> <tr> <td>Status in 2017</td> <td>71%</td> <td>26%</td> <td>2%</td> <td></td> <td></td> </tr> <tr> <td>Status in 2013</td> <td>72%</td> <td>27%</td> <td>1%</td> <td></td> <td></td> </tr> </tbody> </table>		Performance	Low	Med-Low	Medium	Med-High	High	Status in 2017	71%	26%	2%			Status in 2013	72%	27%	1%		
Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017	71%	26%	2%																		
Status in 2013	72%	27%	1%																		

OUTCOME 1.2: Member countries and their development partners adopt inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition.
Indicators of Outcomes

1.2.A	Number of countries with improved governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition, <i>measured by</i> :	Target 2017	Actual 2017																		
		24	65																		
	<ul style="list-style-type: none"> – <i>existence of high-level food security and nutrition policy setting mechanism involving relevant ministries and public institutions</i> – <i>existence of national accountability mechanism (including independent national human rights institutions addressing violations of Right to Food)</i> – <i>existence of well-functioning governmental coordination mechanisms to address food security and nutrition</i> – <i>level of multistakeholder participation and civil society engagement.</i> 																				
		<table border="1"> <thead> <tr> <th>Performance</th> <th>Low</th> <th>Med-Low</th> <th>Medium</th> <th>Med-High</th> <th>High</th> </tr> </thead> <tbody> <tr> <td>Status in 2017</td> <td></td> <td>17%</td> <td>65%</td> <td>18%</td> <td></td> </tr> <tr> <td>Status in 2013</td> <td>17%</td> <td>35%</td> <td>39%</td> <td>9%</td> <td></td> </tr> </tbody> </table>		Performance	Low	Med-Low	Medium	Med-High	High	Status in 2017		17%	65%	18%		Status in 2013	17%	35%	39%	9%	
Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017		17%	65%	18%																	
Status in 2013	17%	35%	39%	9%																	

OUTCOME 1.3: The decisions of member countries and their development partners regarding food security and nutrition are based on evidence and high-quality, timely and comprehensive food security and nutrition analysis that draws on data and information available in the network of existing sector and stakeholder information systems.
Indicators of Outcomes

1.3.A	Number of countries with improved evidence and high quality analytical products generated through functional information systems in support of food security and nutrition policy and programming processes, <i>measured by</i> :	Target 2017	Actual 2017																		
		24	33 ⁹⁷																		
	<ul style="list-style-type: none"> – <i>existence of a well-functioning and comprehensive national food security and nutrition information system</i> – <i>existence of well-functioning mapping system of food security and nutrition action</i> – <i>existence of well-functioning government structure for regular monitoring and evaluating of food security and nutrition policies/strategies and national programmes</i> – <i>uptake of relevant information and analysis for decision-making for designing/updating policies and programmes for food security and nutrition</i> 																				
		<table border="1"> <thead> <tr> <th>Performance</th> <th>Low</th> <th>Med-Low</th> <th>Medium</th> <th>Med-High</th> <th>High</th> </tr> </thead> <tbody> <tr> <td>Status in 2017</td> <td></td> <td>9%</td> <td>51%</td> <td>39%</td> <td></td> </tr> <tr> <td>Status in 2013</td> <td></td> <td>12%</td> <td>65%</td> <td>23%</td> <td></td> </tr> </tbody> </table>		Performance	Low	Med-Low	Medium	Med-High	High	Status in 2017		9%	51%	39%		Status in 2013		12%	65%	23%	
Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017		9%	51%	39%																	
Status in 2013		12%	65%	23%																	

⁹⁶ Based on 126 countries

⁹⁷ Based on 126 countries

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
1.1.1 Improving capacities of governments and stakeholders for developing sectoral and cross-sectoral policy frameworks and investment plans and programmes for food security and nutrition	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	139	135	▲
1.1.2 Improving capacities of governments and stakeholders to develop and implement legal frameworks and accountability mechanisms to realize the right to adequate food and to promote secure and equitable access to resources and assets	Number of policy processes with enhanced incorporation of food security and nutrition objectives in legal frameworks as a result of FAO support	29	44	●
1.1.3 Improving capacities in governments and stakeholders for human resource and organizational development in the food security and nutrition domain	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	35	70	●
1.1.4 Improving capacity of governments and other stakeholders to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for food security and nutrition	Number of countries that improved financial resource allocation and use for food security and nutrition as a result of FAO support	11	12	●
1.2.1 Improving capacities of governments and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition	Number of policy processes with more inclusive coordination across sectors and stakeholders for food security and nutrition governance as a result of FAO support	39	39	●
1.3.1 Improving capacities of governments and stakeholders to monitor trends and analyze the contribution of sectors and stakeholders to food security and nutrition	Number of countries that 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	28	49	●
1.3.2 Improving capacities of governments and stakeholders to map, monitor and evaluate policies, programmes and legislation relevant to food security and nutrition for informed decision making	Number of policy processes with improved human and institutional capacities for managing mapping systems relevant for FNS decision-making as a result of FAO support	13	17	●
	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	26	19	▲

Strategic Objective 2: Make agriculture, forestry and fisheries more productive and sustainable

Expenditures (USD 000)			
Outcome	Net Appropriation (at budget rate)	Extra-budgetary	Total
2.1	76,156	243,441	319,597
2.2	32,203	76,434	108,637
2.3	41,318	50,866	92,184
2.4	49,946	75,328	125,274
Total	199,623	446,070	645,693

SDG indicator	Indicator description	2013 or nearest prior date	2017 or nearest prior date
2.3.1	<ul style="list-style-type: none"> Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size 	n/a	n/a
2.4.1	<ul style="list-style-type: none"> Proportion of agricultural area under productive and sustainable agriculture 	n/a	n/a
2.5.1	<ul style="list-style-type: none"> Proportion of animal breeds for which sufficient genetic resources for food and agriculture are stored for reconstitution in either medium or long-term conservation facilities Number of accessions of plant genetic resources secured in conservation facilities under medium or long-term conditions (thousands) 	7.5% 4,443	n/a 4,713
2.5.2	<ul style="list-style-type: none"> Proportion of local breeds classified as being at risk of extinction 	24%	27%
6.4.1	<ul style="list-style-type: none"> Change in water-use efficiency over time 	n/a	n/a
6.4.2	<ul style="list-style-type: none"> Level of water stress: freshwater withdrawal as a proportion of available freshwater resources 	12.7% ⁹⁸	n/a
14.4.1	<ul style="list-style-type: none"> Proportion of fish stocks within biologically sustainable levels 	68.6%	n/a
14.5.1	<ul style="list-style-type: none"> Coverage of protected areas in relation to marine areas 	11.9%	12.7%
15.1.1	<ul style="list-style-type: none"> Forest area as a proportion of total land area 	30.8%	30.7%
15.1.2	<ul style="list-style-type: none"> Proportion of important sites for freshwater biodiversity that are covered by protected areas Proportion of important sites for terrestrial biodiversity that are covered by protected areas 	43% 46.3%	43.2% 46.6%
15.3.1	<ul style="list-style-type: none"> Proportion of land that is degraded over total land area 	n/a	n/a
15.4.2	<ul style="list-style-type: none"> Mountain Green Cover Index 	n/a	n/a

⁹⁸ 2014 data

OUTCOME 2.1: Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.									
Indicators of Outcomes									
2.1.A	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.							Target 2017	Actual 2017
								8	n/a
2.1.B	Number of countries where the crop yield gap has decreased since the last reporting period.							Target 2017	Actual 2017
								22	5 ⁹⁹
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	79%	4%	4%	1%	12%		
	Status in 2013	81%	3%	4%	1%	11%			
2.1.C	Number of countries where the human-edible protein balance in livestock production (output/input ratio) increased or remained stable, since the last reporting period.							Target 2017	Actual 2017
								85	104 ¹⁰⁰
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	93%	3%	3%		2%		
	Status in 2013	92%	3%	3%		3%			
2.1.D	Number of countries with an increase in area of forests under Forest Management Plans, as share (%) of total forest area, since the last reporting period.							Target 2017	Actual 2017
								n/a	10 ¹⁰¹
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	52%	18%	6%	4%	19%		
	Status in 2013	56%	17%	8%	4%	15%			
2.1.E	Number of countries that have improved sustainable fisheries/aquaculture practices [as reported in the Code of Conduct of Responsible Fisheries (CCRF) questionnaire].							Target 2017	Actual 2017
								15	24 ¹⁰²
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	16%	20%	13%	19%	33%		
	Status in 2013	18%	14%	8%	55%	5%			
2.1.F	Number of countries where the area of natural vegetation and protected ecosystems lost to agricultural expansion has decreased since the last reporting period.							Target 2017	Actual 2017
								22	3 ¹⁰³
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	96%	2%	2%		1%		
	Status in 2013	92%	4%	1%	2%	1%			

⁹⁹ Based on 93 countries

¹⁰⁰ Based on 110 countries; the "actual" value represents countries showing an increase (improvement) or stability (no major change)

¹⁰¹ Based on 73 countries

¹⁰² Based on 52 countries

¹⁰³ Based on 117 countries

OUTCOME 2.2: Stakeholders in member countries strengthen governance – the policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems.																								
Indicators of Outcomes																								
2.2.A	Number of countries with high-level strategic planning/policy documents that foster sustainable, agricultural production and natural resources management, <i>measured by</i> : <ul style="list-style-type: none"> – extent to which the main national development programme addresses agricultural sector production systems in an integrated and balanced way across the related sub-sectors or disciplines – extent to which the main national development programme promotes increased agricultural production in an environmentally sustainable and socially equitable manner – extent to which a specific national policy, plan or framework on gender equity, equality and/or mainstreaming exists and considers gender within agricultural production intensification strategies (i.e. crops, livestock, fisheries and aquaculture, forestry, other natural resources) 	Target 2017	Actual 2017																					
		18	107 ¹⁰⁴																					
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Performance</th> <th>Low</th> <th>Med-Low</th> <th>Medium</th> <th>Med-High</th> <th>High</th> </tr> </thead> <tbody> <tr> <td>Status in 2017</td> <td style="text-align: center;">17%</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">44%</td> <td style="text-align: center;">18%</td> <td style="text-align: center;">12%</td> </tr> <tr> <td>Status in 2013</td> <td style="text-align: center;">7%</td> <td style="text-align: center;">25%</td> <td style="text-align: center;">36%</td> <td style="text-align: center;">24%</td> <td style="text-align: center;">8%</td> </tr> </tbody> </table>			Performance	Low	Med-Low	Medium	Med-High	High	Status in 2017	17%	10%	44%	18%	12%	Status in 2013	7%	25%	36%	24%	8%		
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Status in 2017	17%	10%	44%	18%	12%																			
Status in 2013	7%	25%	36%	24%	8%																			
2.2.B	Number of countries with improved public service organizations and inter-organizational mechanisms for the formulation and implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management, <i>measured by</i> : <ul style="list-style-type: none"> – extent to which political will and finances are adequate for increased agricultural production in a sustainable manner – extent to which adequate mechanisms exist at national level for coordination, management and monitoring of the implementation of national strategic plans, policies and laws related to sustainable, integrated and equitable agricultural sector production systems – extent to which national agricultural sector policies/strategies that were developed or revised during the last 2 years were done so in a transparent, participatory, and evidence-based manner 	Target 2017	Actual 2017																					
		11	83 ¹⁰⁵																					
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Performance</th> <th>Low</th> <th>Med-Low</th> <th>Medium</th> <th>Med-High</th> <th>High</th> </tr> </thead> <tbody> <tr> <td>Status in 2017</td> <td style="text-align: center;">4%</td> <td style="text-align: center;">1%</td> <td style="text-align: center;">27%</td> <td style="text-align: center;">68%</td> <td style="text-align: center;">1%</td> </tr> <tr> <td>Status in 2013</td> <td style="text-align: center;">1%</td> <td style="text-align: center;">9%</td> <td style="text-align: center;">70%</td> <td style="text-align: center;">20%</td> <td style="text-align: center;">1%</td> </tr> </tbody> </table>			Performance	Low	Med-Low	Medium	Med-High	High	Status in 2017	4%	1%	27%	68%	1%	Status in 2013	1%	9%	70%	20%	1%		
		Performance	Low	Med-Low	Medium	Med-High	High																	
Status in 2017	4%	1%	27%	68%	1%																			
Status in 2013	1%	9%	70%	20%	1%																			

¹⁰⁴ Based on 147 countries

¹⁰⁵ Based on 148 countries

OUTCOME 2.3: Stakeholders endorse/adopt international (including regional) instruments and support related governance mechanisms for sustainable agricultural production systems.									
Indicators of Outcomes									
2.3.A	Number of countries that have demonstrated a strong level of commitment/support to selected FAO international instruments, <i>measured by</i> : – <i>whether the country has issued a formal ratification, accession, acceptance, or signature of the FAO binding instruments</i> – <i>whether the country has made any official declarations to endorse implementation of the FAO non-binding instruments</i>							Target 2017	Actual 2017
								131	136 ¹⁰⁶
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	1%	6%	22%	44%	27%		
		Status in 2013	1%	14%	32%	51%	2%		
2.3.B	Number of countries that demonstrate a strong level of support/commitment to selected FAO governance mechanisms, <i>measured by</i> : – <i>number of countries or contracting parties that met mandatory contributions of the mechanisms</i>							Target 2017	Actual 2017
								121	52 ¹⁰⁷
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	54%	9%	12%	4%	21%		
		Status in 2013	42%	7%	10%	4%	37%		
2.3.C	Number of countries that have enhanced their national legal frameworks by integrating provisions of selected FAO international (binding and non-binding) instruments							Target 2017	Actual 2017
								29	58 ¹⁰⁸
		Performance	Low	Med-Low	Medium	Med-High	High		
		Status in 2017	1%	15%	42%	16%	27%		
		Status in 2013	8%	24%	38%	23%	7%		

¹⁰⁶ Based on 147 countries¹⁰⁷ Based on 142 countries¹⁰⁸ Based on 147 countries

OUTCOME 2.4: Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis.

Indicators of Outcomes

2.4.A	Number of countries with improved response rates and/or quality of contributions to the global collection of data on agriculture and natural resources, during the reporting period, <i>measured by:</i> <ul style="list-style-type: none"> – <i>average response rates to a defined set of global data collection exercises on agriculture (crops, livestock, fisheries/aquaculture and forestry) and natural resources that were conducted during the reporting period (selected annual and data questionnaires issued by FAO)</i> – <i>average quality ratings for the data sets submitted as part of a defined set of global data collection exercises on agriculture (crops, livestock, fisheries/aquaculture and forestry) and natural resources that were conducted during the reporting period (selected annual data questionnaires issued by FAO)</i> 	Target 2017	Actual 2017																		
		4	30 ¹⁰⁹																		
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Status in 2017	44%	6%	23%	21%	7%																
Status in 2013	40%	21%	20%	13%	7%																
2.4.B	Number of countries that produce Environmental-Economic Accounts related to the assessment of agriculture, fisheries and forestry activities (conforming to SEEA-AGRI standards).	Target 2017	Actual 2017																		
		15	n/a																		
2.4.C	Number of countries that use statistics moderately or extensively in policy-making processes pertaining to agriculture and natural resources management since the last reporting period, according to expert opinion.	Target 2017	Actual 2017																		
		79	141 ¹¹⁰																		
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Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): ▲

Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
2.1.1 Innovative practices for sustainable agricultural production (including traditional practices that improve sustainability, such as those listed as Globally Important Agricultural Heritage Systems) are identified, assessed and disseminated and their adoption by stakeholders is facilitated	Number of FAO-supported initiatives that used inclusive and participatory approaches to validate and facilitate uptake of innovative practices for sustainable agricultural production	320	327	●
2.1.2 Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated	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	197	150	▲
2.1.3 Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems	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	215	224	●

¹⁰⁹ Based on 147 countries

¹¹⁰ Based on 124 countries

Achievement: Fully achieved (Actual \geq Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
2.2.1 Countries are supported to analyse governance issues and options for sustainable agricultural production and natural resources management	Number of countries supported with analyses of governance issues and options for integrated agricultural and natural resources sector sustainability	30	42	●
2.2.2 Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management	Number of policy processes with cross-sector dialogue on integrated and more sustainable agricultural and natural resource production systems that were supported by FAO	45	62	●
2.2.3 Public service organizations and inter-organizational mechanisms are supported for the implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management	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	42	44	●
2.3.1 Stakeholders are supported to participate in, update existing and develop new international (including regional) instruments and mechanisms under the auspices of FAO	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	34	44	●
2.3.2 Stakeholders are supported to enhance recognition and consideration of the agriculture sectors in the international instruments, governance mechanisms, processes, and partnerships that are relevant to FAO's mandate yet not under the auspices of FAO	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	33	35	●
2.3.3 Stakeholders are supported to facilitate implementation and application of international (including regional) instruments and the recommendations/requirements of related governance mechanisms	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	98	103	●
2.4.1 Relevant data and information is assembled, aggregated, integrated and disseminated and new data is generated through analyses and modelling, jointly with partners	Number of additional data points in the relevant datasets of FAO's main statistical databases (thousands)	942	1,644	●
	Number of relevant social datasets in FAO's main statistical databases that feature data disaggregated by gender	3	5	●

Achievement: Fully achieved (Actual \geq Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
2.4.2 Methodologies, norms, standards, definitions and other tools for the collection, management, aggregation and analysis of data are formulated and disseminated	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	30	35	●
2.4.3 Capacity development support is provided to institutions at national and regional levels to plan for and conduct data collection, analyses, application and dissemination	Number of relevant data/information products that were produced by stakeholders with capacity development support from FAO	119	151	●

Strategic Objective 3: Reduce rural poverty

Expenditures (USD 000)			
Outcome	Net Appropriation (at budget rate)	Extra-budgetary	Total
3.1	40,297	65,832	106,129
3.2	15,221	17,955	33,176
3.3	13,005	5,497	18,502
Total	68,523	89,284	157,807

SDG indicator	Indicator description	2013 or nearest prior date	2017 or nearest prior date
1.1.1	• Proportion of population below the international poverty line	10.7%	n/a
1.2.1	• Proportion of population living below the national poverty line	n/a	n/a
1.4.1	• Proportion of population living in households with access to basic services	n/a	n/a
1.4.2	• Proportion of total adult population with secure tenure rights to land	n/a	n/a
1.5.2	• Direct disaster economic loss in relation to global GDP	n/a	n/a
2.3.2	• Average income of small-scale food producers, by sex and indigenous status	n/a	n/a
8.6.1	• Proportion of youth (aged 15-24 years) not in education, employment or training	n/a	n/a
8.7.1	• Proportion of children aged 5-17 years engaged in child labour, by sex and age, employment	16.7%	n/a
	• Proportion of children aged 5-17 years engaged in child labour, by sex and age, hazardous work	6.35%	n/a
	• Proportion of children aged 5-17 years engaged in child labour, by sex and age, labour	10.6%	n/a
10.1.1	• Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population	n/a	n/a

OUTCOME 3.1: The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably.							
Indicators of Outcomes							
3.1.A	Number of countries using 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, <i>measured by</i> :	Target 2017	Actual 2017				
		17	65				
	<ul style="list-style-type: none"> – <i>existence of policies for holistic rural poverty and gender inequality reduction strategies</i> – <i>existence of enabling policy framework for peoples' empowerment through collective action and participatory policy processes</i> – <i>existence of policies, legislation and institutions promoting secure tenure, equitable use and sustainable management of natural resources by poor rural men and women and other marginalized groups</i> – <i>existence of policies, regulations and approaches for the development of pro-poor technologies, rural services, and marketing support</i> 						
		Performance	Low	Med-Low	Medium	Med-High	High
		Status in 2017	1%	15%	51%	33%	1%
		Status in 2013	1%	14%	78%	6%	1%
3.1.B	Number of countries in which relevant rural organizations, Government institutions and other relevant stakeholders have 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, <i>measured by</i> :	Target 2017	Actual 2017				
		17	20				
	<ul style="list-style-type: none"> – <i>level of capacities of rural organizations and pro-poor institutions to engage in community governance, policy processes and service provision</i> – <i>level of capacities for secure tenure, sustainable management and equitable use of natural resources</i> – <i>level of capacities to improved access by poor rural men and woman to pro-poor technologies, rural services and marketing support</i> – <i>level of capacities for evidence-based, consultative policy-making and rural poverty monitoring</i> 						
		Performance	Low	Med-Low	Medium	Med-High	High
		Status in 2017		7%	43%	50%	1%
		Status in 2013		10%	47%	42%	1%

OUTCOME 3.2: The rural poor have greater opportunities to access decent farm and non-farm employment.																						
Indicators of Outcomes																						
3.2.A	Number of countries with an improved set of policies, institutions and interventions aiming to generate decent rural employment, including for women and the youth, <i>measured by</i> :	Target 2017	Actual 2017																			
		18	86																			
	<ul style="list-style-type: none"> – <i>adequacy of policies, strategies and programmes for the generation of decent rural employment</i> – <i>level of institutional capacities to support the promotion of decent rural employment</i> – <i>level of capacities to analyse and monitor rural labour markets and support evidence-based decision-making policy processes</i> 																					
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Status in 2017	10%	13%	23%	53%	1%																	
Status in 2013	11%	46%	28%	13%	2%																	
OUTCOME 3.3: Social protection systems are strengthened in support of sustainable rural poverty reduction.																						
Indicators of Outcomes																						
3.3.A	Number of countries with improved social protection systems that link social protection with rural poverty reduction, food security and nutrition, and sustainable management of natural resources, <i>measured by</i> :	Target 2017	Actual 2017																			
		8	74																			
	<ul style="list-style-type: none"> – <i>multistakeholders commitment for cross-sectoral policies and strategies for expanding the outreach and increasing responsiveness of social protection systems in rural areas</i> – <i>level of institutional capacities to implement effective social protection programmes in rural areas</i> – <i>level of capacities to analyse, monitor and evaluate social protection policies and programmes in rural areas</i> 																					
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Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
3.1.1 Support to strengthen rural organizations and institutions and facilitate empowerment of rural poor	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	25	35	●
3.1.2 Support to the promotion and implementation of pro-poor approaches to policies and programmes which improve access to and sustainable management of natural resources	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	15	26	●
3.1.3 Support to improve access of poor rural producers and households to appropriate technologies and knowledge, inputs and markets	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	33	29	▲

Achievement: Fully achieved (Actual \geq Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
3.1.4 Support to innovations in rural services provision and infrastructure development accessible to the rural poor	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	13	●
3.1.5 Cross-sectoral policy advice and capacity development for the definition of gender equitable and sustainable rural development and poverty reduction strategies	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	24	35	●
3.2.1 Evidence-based policy support and capacity development in the formulation and implementation of policies, strategies and programmes that generate decent rural employment with particular focus on fostering youth and rural women's economic and social empowerment	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	20	13	▲
3.2.2. Policy support to extend the application of International Labour Standards (ILS) to rural areas	Number of countries in which assistance was provided to support the application of International Labour Standards in rural areas	4	5	●
3.2.3 Technical support to establish information systems and generate data and knowledge on decent rural employment at national, regional and global levels.	Number of knowledge products on DRE developed and disseminated	16	19	●
3.3.1 Policy advice, capacity development and advocacy are provided for improving social protection systems to foster sustainable and equitable rural development, poverty reduction, and food security and nutrition.	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	17	18	●
3.3.2. Information systems and evidence-based knowledge instruments are improved to assess the impact of social protection mechanisms on reducing inequalities, improving rural livelihoods and strengthening ability of the rural poor to manage risks	Number of countries in which support was provided for improving capacities for monitoring social protection systems and their impact on rural poverty reduction	12	9	▲

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

Expenditures (USD 000)			
Outcome	Net Appropriation (at budget rate)	Extra-budgetary	Total
4.1	59,574	34,936	94,510
4.2	31,976	50,352	82,328
4.3	15,088	19,186	34,274
Total	106,638	104,473	211,111

SDG indicator	Indicator description	2013 or nearest prior date	2017 or nearest prior date
2.3.1	<ul style="list-style-type: none"> Volume of production per labour unit by classes of farming/pastors/forestry enterprise size 	n/a	n/a
2.c.1	<ul style="list-style-type: none"> Indicator of food price anomalies 	n/a	n/a
12.3.1	<ul style="list-style-type: none"> Global food loss index 	n/a	n/a
17.11.1	<ul style="list-style-type: none"> Developing countries' and least developed countries' share of global merchandise exports 	1.1% ¹¹¹	0.9% ¹¹⁷

OUTCOME 4.1: International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.

Indicators of Outcomes

4.1.A	Number of countries that have aligned national trade policies, regulations and mechanisms (related to international trade in agriculture, forestry, food, products) to conform to agreements, <i>measured by</i> : – <i>identifying the number of countries that have changed national policies, regulations and mechanisms related to international trade to conform to international trade agreements (source: WTO trade policy review; monitored by FAO)</i>	Target 2017	Actual 2017																
		15	58 ¹¹²																
		<table border="1"> <thead> <tr> <th>Performance</th> <th>Low</th> <th>Med-Low</th> <th>Medium</th> <th>Med-High</th> <th>High</th> </tr> </thead> <tbody> <tr> <td>Status in 2017</td> <td>6%</td> <td></td> <td>15%</td> <td></td> <td>79%</td> </tr> <tr> <td>Status in 2013</td> <td>8%</td> <td></td> <td>21%</td> <td></td> <td>71%</td> </tr> </tbody> </table>		Performance	Low	Med-Low	Medium	Med-High	High	Status in 2017	6%		15%		79%	Status in 2013	8%		21%
Performance	Low	Med-Low	Medium	Med-High	High														
Status in 2017	6%		15%		79%														
Status in 2013	8%		21%		71%														
4.1.B	Percent of low income and lower-middle income countries effectively participating in international standard setting under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC) or Codex standards development which were received from LDCs, <i>measured by</i> : – <i>number of comments received from-low income and lower-middle income countries at all phases of IPPC or Codex standards development as a proportion of the number of comments received by all member countries (source: data from Codex and IPPC Secretariats on-line commenting systems)</i>	Target 2017	Actual 2017																
		15.8%	13.3%																
4.1.C	Number of developing countries in which the FAO Regulatory Systems Index has increased, <i>measured by</i> : – <i>a combination of qualitative and quantitative assessment of countries whose regulatory systems have been improved</i>	Target 2017	Actual 2017																
		15	50																
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Status in 2017	2%	32%	65%	1%															
Status in 2013	5%	59%	35%	1%															

¹¹¹ Share of Least Developed Country merchandise exports only

¹¹² Based on 62 countries

OUTCOME 4.1: International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.																					
OUTCOME 4.2: Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors.																					
Indicators of Outcomes																					
4.2.A	Number of countries in which agro-industry value added has grown faster than agricultural value added, <i>measured by</i> : – <i>value added in agro-industry (source: UNIDO industrial statistics) compared to value added in agriculture (including forestry, fishing and aquaculture) (source: World Development Indicators).</i>	Target 2017	Actual 2017																		
		12	N/A																		
4.2.B	Number of countries in which the FAO food loss index has decreased, <i>measured by</i> : ¹¹³ – <i>extent of post-harvest losses</i> – <i>extent of food losses on a commodity basis across the value chain, including consideration of countries' infrastructure</i>	Target 2017	Actual 2017																		
		40	61																		
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Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017	10%	34%	40%	16%																	
Status in 2013	19%	43%	33%	5%																	
OUTCOME 4.3: Policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems are developed and implemented by the public and private sectors.																					
Indicators of Outcomes																					
4.3.A	Number of countries in which credit to agriculture has increased in real terms (inflation-adjusted), <i>measured by</i> : – <i>real level credit provided to the agricultural sector as measured in Central Statistics Reports (at least 50 countries)</i>	Target 2017	Actual 2017																		
		15	15 ¹¹⁴																		
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Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017	32%				68%																
Status in 2013	40%				60%																
4.3.B	Number of countries in which the agricultural investment ratio has increased, <i>measured by</i> : – <i>Gross fixed capital formation (GFCF) agriculture/agricultural value added, where: (i) the GFCF is the value of net acquisitions of new or existing fixed assets (land development, fixed assets and inventory in livestock, plantation crops, structures for livestock, machinery); and (ii) agriculture refers to agriculture, fishery and forestry</i>	Target 2017	Actual 2017																		
		10	48 ¹¹⁵																		
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Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017	32%				68%																
Status in 2013	43%				57%																
4.3.C	Number of countries that have reduced the level of disincentives affecting the agriculture and food sector through policy distortions, <i>measured by</i> : – <i>Indices of nominal rate of protection (source: OECD and World Bank data, FAO data)</i>	Target 2017	Actual 2017																		
		12	n/a																		

¹¹³ Tier III indicator, closest estimate used¹¹⁴ Based on 84 countries¹¹⁵ Based on 147 countries

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
4.1.1 New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization	Number of new or revised international standards in food safety, quality and plant health	16	49	●
	- new issues considered	105	93	▲
	- draft standards progressed	34	107	●
4.1.2 Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities	Number of trade related agreements on which evidence, capacity development or fora for dialogue have been provided by FAO	39	43	●
4.1.3 Governments and national stakeholders are provided with up-to-date information and analysis to design and implement efficient and inclusive market and trade strategies	Number of FAO market information products whose usage increased	11	25	●
4.1.4 Public sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality	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	21	28	●
	- plant health	18	37	●
	- animal health	23	47	●
4.2.1 Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agrifood chains	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	53	94	●
4.2.2 Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels	Number of countries provided FAO support for reducing food waste and loss	29	50	●
4.2.3 Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains	Number of countries provided with FAO support to implement inclusive, efficient and sustainable value chains	60	58	▲

Achievement: Fully achieved (Actual \geq Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
4.3.1 Public and private sector institutions are supported to design and implement financial instruments and services that improve access to capital for efficient and inclusive agrifood systems	Number of institutions receiving FAO support to increase the availability of financial products and services to the agricultural sector	61	48	▲
4.3.2 Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agrifood systems	Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agrifood systems	13	42	●
4.3.3 Systems are established and countries are supported to monitor, analyse and manage the impacts of trade, food, and agriculture policies on food systems	Number of countries receiving FAO support to monitor, analyze and reform food and agricultural policies	15	13	▲

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

Expenditures (USD 000)			
Outcome	Net Appropriation (at budget rate)	Extra-budgetary	Total
5.1	12,967	19,661	32,628
5.2	12,846	43,436	56,282
5.3	18,728	166,207	184,935
5.4	8,776	593,830	602,606
Total	53,316	823,135	876,451

SDG indicator	Indicator description	2013 or nearest prior date	2017 or nearest prior date
1.5.1	• Number of deaths, missing persons and persons affected by disaster per 100,000 people	n/a	n/a
2.1.2	• Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale	23.7%	25.2%
2.2.2	• Prevalence of malnutrition among children under 5 years of age, wasting	n/a	7.7%
	• Prevalence of malnutrition among children under 5 years of age, overweight	5.8%	6%
2.4.1	• Proportion of agricultural area under productive and sustainable agriculture	n/a	n/a
2.c.1	• Indicator of food price anomalies	n/a	n/a
11.5.2	• Direct disaster economic loss in relation to global GDP, including disaster damage to critical infrastructure and disruption of basic services	n/a	3.8%
13.1.2	• Number of deaths, missing persons and persons affected by disaster per 100,000 people	n/a	n/a
15.3.1	• Proportion of land that is degraded over total land area	n/a	n/a
16.1.2	• Conflict-related deaths per 100,000 population, by sex, age and cause	n/a	n/a

OUTCOME 5.1: Countries and regions adopt and implement legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management.
Indicators of Outcomes

5.1.A	Number of countries that have improved their commitment and capacity for disaster and crisis risk management for agriculture, food and nutrition in the form of policies, legislation and institutional systems, <i>measured by</i> :	Target 2017	Actual 2017				
		16	99				
<ul style="list-style-type: none"> – <i>existence of national policy or strategy for disaster risk reduction and/or management with an explicit and comprehensive inclusion of agriculture, food, nutrition and/or related sectors</i> – <i>disaster risk reduction is an integral part of national agriculture, food and nutrition related policies and plans</i> – <i>existence of a well-functioning disaster risk reduction/management structure within agriculture, food and nutrition and related sectoral agencies</i> – <i>existence of a national multi-stakeholder and multi-sectoral coordination mechanism for disaster risk reduction and management and including a focus on DRR for agriculture, food and nutrition interventions</i> – <i>adequate levels of human and financial resources allocated towards risk reduction for agriculture, food and nutrition</i> 							
		Performance	Low	Med-Low	Medium	Med-High	High
		Status in 2017		19%	52%	25%	4%
		Status in 2013	5%	50%	37%	8%	

OUTCOME 5.2: Countries and regions provide regular information and early warning against potential, known and emerging threats.
Indicators of Outcomes

5.2.A	Number of countries that have improved their capacity to deliver regular information and trigger timely actions against potential, known and emerging threats to agriculture, food and nutrition, <i>measured by</i> :	Target 2017	Actual 2017				
		30	116				
<ul style="list-style-type: none"> – <i>systems are in place to collect, monitor and share data and analysis on key hazards and vulnerabilities for risks affecting agriculture, food and nutrition</i> – <i>national early warning systems are in place for all major risks affecting agriculture, food and nutrition with outreach to communities</i> – <i>evidence of use of hazard, vulnerability and/or resilience-related data to inform decisions on gender-sensitive programming and implementation for agriculture, food and nutrition</i> – <i>systems are in place to collect, monitor and share data and analysis on resilience mechanisms of communities/livelihoods groups</i> 							
		Performance	Low	Med-Low	Medium	Med-High	High
		Status in 2017		3%	33%	43%	20%
		Status in 2013	3%	24%	43%	30%	

OUTCOME 5.3: Countries reduce risks and vulnerability at household and community level.																					
Indicators of Outcomes																					
5.3.A	Number of countries that have improved their capacity to apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition, <i>measured by:</i>	Target 2017	Actual 2017																		
		20	61																		
	<ul style="list-style-type: none"> – <i>countries prone to disasters and crises with impact on agriculture, food and nutrition have capacities to apply prevention and mitigation measures at all administrative levels</i> – <i>countries prone to disasters and crises with impact on agriculture, food and nutrition provide social and economic support and services to communities at risk to reduce their vulnerability</i> 																				
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Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017	34%	37%	27%	1%																	
Status in 2013	65%	17%	18%																		
OUTCOME 5.4: Countries and regions affected by disasters and crises prepare for, and manage effective responses.																					
Indicators of Outcomes																					
5.4.A	Number of countries that have improved their preparedness and response management capacity, <i>measured by:</i>	Target 2017	Actual 2017																		
		27	53																		
	<ul style="list-style-type: none"> – <i>multi-hazards disaster preparedness and/or contingency plans for agriculture, food, nutrition and/or related sectors are in place and effective for DRR at all administrative levels</i> – <i>existence of an effective and accountable technical and institutional coordination mechanism for disaster/crisis management for agriculture, food and nutrition</i> – <i>countries affected by disasters and crises with impact on agriculture, food and nutrition have capacity to manage effective responses</i> 																				
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Performance	Low	Med-Low	Medium	Med-High	High																
Status in 2017	20%	14%	30%	32%	5%																
Status in 2013	22%	25%	34%	17%	1%																

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): ▲				
Output	Indicator	Target (end 2017)	Actual (end 2017)	Achieved
5.1.1 Improving capacities to formulate and promote risk reduction and crisis management policies, strategies and plans	Number of countries and regions that formulated and institutionalized a strategy/plan for risk reduction and crisis management as a result of FAO support	43	56 (52 countries, 4 regions)	●
5.1.2 Enhancing coordination and improved investment programming and resource mobilization strategies for risk reduction and crises management	Number of countries and regions that improved investment strategies and programming for risk reduction and crisis management as a result of FAO support	15	22 (19 countries, 3 regions)	●
5.2.1 Mechanisms are set up/improved to identify and monitor threats and assess risks and to deliver integrated and timely warning Early Warning	Number of threat monitoring mechanisms/systems supported by FAO to enhance delivery of early warnings	91	122	●
5.2.2 Improving capacities to undertake vulnerability and/or resilience analysis	Number of countries and regions that improved resilience/vulnerability mapping and analysis as a result of FAO support	43	48 (45 countries, 3 regions)	●
5.3.1 Improving capacities of countries, communities and key stakeholders to implement prevention and mitigation good practices to reduce the impacts of threats and crises	Number of countries with improved application of integrated and/or sector-specific standards, technologies and practices for risk prevention and mitigation as a result of FAO support	69	78	●
5.3.2 Improving access of most vulnerable groups to services which reduce the impact of disasters and crises	Number of countries 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	32	45	●
5.4.1 Improving capacities of national authorities and stakeholders for emergency preparedness to reduce the impact of crisis	Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness	45	53	●
5.4.2 Strengthening coordination capacities for better preparedness and response to crises	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: 100% L2/L1: 60-100%	L3: 100% L2/L1: 74%	● ●
5.4.3 Strengthening capacities of national authorities and stakeholders in crisis response	Percentage of countries affected by a crisis impacting agriculture in which FAO provided timely and gender responsive crisis response	60-100%	87%	●

Objective 6: Technical Quality, Knowledge and Services

Expenditures (USD 000)			
Outcome	Net Appropriation (at budget rate)	Extra-budgetary	Total
6.1	37,192	527	37,719
6.2	10,229	17,071	27,300
6.3	3,200	1,624	4,824
6.4	1,493	20	1,513
6.5	4,435	224	4,659
6.6	4,498	0	4,498
Total	61,048	19,465	80,513

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
6.1: Quality and integrity of the technical and normative work of the Organization				
6.1.A	Quality of technical leadership, <i>measured by:</i> <ul style="list-style-type: none"> - a survey methodology to assess the feedback of stakeholders on elements of technical leadership, such as: ensuring the excellence of technical knowledge, compliance with technical policies, technical integrity, capacity to respond to emerging issues and advancing fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees 	64%	67%	●
6.2: Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization				
6.2.A	Use of statistics for evidence-based policy-making in the fields of the five Strategic Objectives (food security and nutrition, sustainable agriculture, rural poverty and resilience to threats and crises), <i>measured by:</i> <ul style="list-style-type: none"> - number of countries in which statistics exist and are used for such policy-making processes - (source: FAO corporate survey) 	30	33	●
6.2.B	FAO assessment system for statistical capacity, <i>measured by:</i> <ul style="list-style-type: none"> - number of countries having shown significant progress in statistical capacity in the results of country assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics 	45	54	●
6.3: Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women.				
6.3.A	Number of the gender mainstreaming minimum standards and women-specific targeted interventions adopted, <i>measured by:</i> <ul style="list-style-type: none"> - identifying and monitoring a set of key interventions related to minimum standards 	10	12	●

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
6.3.B	Number of performance standards of the UN SWAP on gender achieved by FAO, measured by: <i>- identifying and monitoring a set of key interventions related to UN SWAP</i>	10	14	●
6.4: Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes				
6.4.A	Number of global governance mechanisms or processes where FAO exercises a leadership role that promotes progress on issues related to the five Strategic Objectives	3	3	●
6.4.B	Number of governance issues where FAO's contribution has promoted progress in relation to the five Strategic Objectives at national and regional level, measured by: <i>- uptake of FAO governance approach by FAO staff working in SO teams</i>	20	20	●
6.5: Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Framework and strengthening FAO's contribution in the international nutrition architecture				
6.5.A	Number of countries supported by FAO that report progress in implementing ICN2 Rome Declaration on Nutrition and Framework for Action commitments (Source: joint FAO/WHO monitoring system).			
6.5.B	Number of FAO units/employees applying the minimum standards and corporate approach for mainstreaming nutrition across the Strategic Framework (Source: post-training follow-up assessment).			
6.6: Quality and coherence of FAO's work on climate change ensured through mainstreaming of CC across the Strategic Framework and strengthening FAO's contribution to the national, regional and international climate change architecture				
6.6.A	Number of countries supported by FAO that report progress in mainstreaming food security and agriculture into CC policies and processes.	30	36	●
6.6.B	Number of Climate Change high-level policy and technical dialogues at global and regional levels where FAO exercises a leadership role that promotes progress on issues related to Food Security and Agriculture in the Climate Change agenda	30	37	●

Chapter7: Technical Cooperation Programme

Expenditures (USD 000)			
Outcome	Net Appropriation <i>(at budget rate)</i>	Extra-budgetary	Total
7.1	4,684	0	4,684
7.2	133,448	0	133,448
Total	138,131	0	138,131

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): Δ				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
Outcome statement – TCP delivered effectively, in full alignment with SOs, and in support of the implementation of the CPF results				
7.1: TCP management and support				
7.1.A	Approval rate of TCP resources against 2016-17 appropriation.	100%	100%	●
7.1.B	Delivery rate of TCP projects against 2014-15 appropriation.	100%	100%	●

Functional Objective 8: Outreach

Expenditures (USD 000)			
Outcome	Net Appropriation (at budget rate)	Extra-budgetary	Total
8.1	34,203	1,597	35,800
8.2	31,709	147	31,856
8.3	13,599	801	14,400
Total	79,510	2,544	82,054

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): Δ				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
8.1: Partnerships, advocacy and capacity development				
8.1.A	Number of critical partnership engagements brokered or sustained, and of advocacy initiatives to support critical corporate activities and Strategic Objectives undertaken.	48	109	●
8.1.B	Number of FAO approaches for capacity development that are implemented as part of the delivery of the Strategic objectives	35	47	●
8.2: Communications				
8.2.A	User visits to the FAO.org (based on Web access statistics, thousands)	7,000	8,107	●
8.2.B	Level of media presence (number of hits, thousands) as measured by Meltwater Media Monitoring Service	14.0	23.9	●
8.3: Resource Mobilization and South-South Cooperation				
8.3.A	Biennial level of voluntary contributions mobilized (2014-15)	1.6 Billion USD	2.1 Billion USD	●
8.3.B	Number of countries with a realistic Resource Mobilization target	148	126	Δ

Functional Objective 9: Information Technology

Expenditures (USD 000)			
Outcome	Net Appropriation <i>(at budget rate)</i>	Extra-budgetary	Total
9.1	35,120	0	35,120
Total	35,120	0	35,120

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): Δ				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
Outcome statement – FAO business needs are addressed in timely manner in all geographical locations through timely, quality, effective and cost-efficient customer-oriented IT solutions and services				
9.1.A	Level of client satisfaction with IT at FAO by main area of work, measured by: - <i>percentage of clients fully satisfied (source: annual client survey)</i>	70%	71%	●
9.1.B	Percentage of Service Level Agreements (SLA) whose targets are met, measured by: - <i>annual service performance reviews</i>	80%	85%	●
9.1.C	Percentage of FAO projects with IT components that are delivered on time, quality and within budget, measured by: - <i>IT Project Portfolio</i>	80%	84%	●

Functional Objective 10: FAO governance, oversight and direction

Expenditures (USD 000)			
Outcome	Net Appropriation <i>(at budget rate)</i>	Extra-budgetary	Total
10.1	21,306	521	21,827
10.2	14,390	93	14,483
10.3	33,162	1,539	34,701
Total	68,858	2,153	71,011

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): Δ				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
10.1: FAO Governance				
10.1.A	Governing body documents delivered according to deadlines and language requirements	100%	82%	Δ
10.1.B	Implementation of governing body decisions within prescribed deadlines	90%	100%	●
10.2: Oversight				
10.2.A	Percentage of recommendations where the agreed management response has been completed by the due date	95%	86%	Δ
10.3: Direction				
10.3.A	Organizational Outcomes targets met	80%	82%	●

Functional Objective 11: Efficient and effective administration

Expenditures (USD 000)			
Outcome	Net Appropriation <i>(at budget rate)</i>	Extra-budgetary	Total
11.1	8,013	188	8,201
11.2	(944)	139	(805)
11.3	60,859	3,508	64,367
Total	67,928	3,835	71,763

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
11.1: Efficient and effective management of human resources				
11.1.A	Time required to recruit staff	120	120	●
11.1.B	Percentage of member countries that are equitably represented	75%	76.8%	●
11.1.C	Geographic mobility (posts per biennium)	75	104	●
11.2: Efficient and effective management of financial resources				
11.2.A	FAO receives an unmodified opinion on its financial statements from the External Auditor	Unmodified external audit opinion	Unmodified external audit opinion	●
11.3: Efficient and effective administration of human, physical and financial resources				
11.3.A	Level of client satisfaction with quality of service provided (by area of work)	10% increase since 2011	10% increase since 2011	●

Chapter 13: Capital Expenditure

Expenditures (USD 000)			
Outcome	Net Appropriation <i>(at budget rate)</i>	Extra-budgetary	Total
13.1	5,915	0	5,915
13.2	4,556	0	4,556
13.3	6,422	0	6,422
Total	16,892	0	16,892

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): Δ				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
Outcome statement – FAO employees are able to carry out their functions safely and securely in all locations where the Organization operates				
13.1.A	Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, measured by: - <i>annual review</i>	100%	100%	●
13.1.B	Percentage of CAPEX projects that are delivered on time, quality and within budget, measured by: - <i>Project Portfolio</i>	80%	75%	Δ

Chapter 14: Security Expenditure

Expenditures (USD 000)			
Outcome	Net Appropriation <i>(at budget rate)</i>	Extra-budgetary	Total
14.1	8,683	0	8,683
14.2	13,738	0	13,738
Total	22,420	0	22,420

Achievement: Fully achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): Δ				
Output reference	Key Performance Indicator	Target 2017	Actual 2017	Progress
14.1: Safe and secure operating environment for headquarters programme delivery				
14.1.A	Percentage of staff having completed Basic Security Training	90%	91%	●
14.2: Safe and secure operating environment for worldwide programme				
14.2.A	Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS)	100%	89%	Δ
14.2.B	Percentage of international staff at decentralized offices that comply with Minimum Operating Residential Security Standards (MORSS)	100%	100%	●
14.2.C	Percentage of reported security-related incidents at decentralized offices with prompt follow-up	100%	100%	●
14.2.D	Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required	90%	90%	●

Annex 5: Gender – Progress on FAO Gender Policy Minimum Standards and the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)

423. As central to FAO's mandate, gender is addressed as a cross-cutting theme in the Strategic Framework by providing quality services, coherent strategies and approaches aimed at gender equality and women targeted interventions under the Strategic Programmes. Objective 6 Outcome 6.3 aims for *country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women*. Progress and results achieved are measured by two KPIs, as reported below.

Minimum standards of the FAO Gender Policy (Indicator 6.3.A)

424. FAO reports on gender mainstreaming through its Gender Equality Policy 15 minimum standards, which were developed to ensure that the gender dimension of its 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, which are binding for all UN organizations and against which FAO reports on an annual basis.

425. A timeframe was established to drive the implementation of the minimum standards: the first 13 standards, which focus both on the establishment of institutional mechanisms to mainstream gender within the Organization and the achievement of some technical results, were to be put in place by 2015. The remaining two standards relate to measuring the increase of women-specific interventions, to be achieved by 2017. When a mechanism to mainstream gender is established, the standard can be considered achieved, as this allows the collection of data to measure progress over time.

426. Accountable divisions have reported annually against the indicators identified. By the end of 2017, 12 standards out of 15 were achieved (80%), which shows an improvement compared to 2014-15. No indicators were yet available for standard 12 (related to the employee Performance Management Systems), and standards 9 (on staff capacity development) and 14 (on women-specific targeted interventions) remained at partially achieved. For standard 9, FAO has progressively increased its offer of gender-related staff development courses, but none of them are mandatory yet. For standard 14, FAO is able to monitor the number of regional and country projects which specifically target women. FAO, together with other UN agencies, is working to identify a mechanism to monitor the allocation of resources for gender-related programmes.

427. The methodology for measuring specific elements of indicator 6.3.A will be revised to improve monitoring and reporting on the implementation of the Policy's minimum standards.

Table 19: Minimum standards of the FAO Gender Policy

Minimum Standards for gender mainstreaming and accountability		Progress Status	2016-17 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. 4 currently contain sex-disaggregated data sets and 1 is being adapted to incorporate data in the next 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	74 countries in 2016 and 114 countries in 2017 took part in regional or national training workshops/ roundtable discussions which included modules/shared information on the importance of sex-disaggregated data collection and analysis for food security. Over the biennium, 57 new knowledge materials with specific reference to sex-disaggregated indicators, data collection methodologies and/or analysis were produced. In 2017, 18-were shared with member countries either in workshops, through FAO decentralized offices or the Web.
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	All SPs incorporate gender-related activities and expected results, formulated at country, regional and headquarters level. The corporate results framework includes gender-sensitive qualifiers for relevant outcome and output indicators (13 gender-sensitive indicators and 23 qualifiers at outcome level, and 20 gender-sensitive indicators and 38 qualifiers at output level). The data is used systematically in the narrative of the Mid Term Review (MTR) and the Programme Implementation Report (PIR), in the reports of both the SOs and Outcome 6.3.
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 on the cross-cutting theme on gender budget is carried out.
5	A country gender assessment is undertaken as part of country programming.	Achieved	90% of CPFs endorsed in 2016-17 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, 55 FAO units/offices have taken stock of their gender work, which enables them to identify gaps and plan for gender-related activities.
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 country information system. In 2016-17, a very high percentage of projects with budgets over USD 100 000 was formulated based on gender analysis (92.3%). Over the same period, the implementation of gender-related activities, as recorded in terminal reports, increased from 76% to 89% (this is a significant score as not all FAO projects are relevant for gender inclusion).

Minimum Standards for gender mainstreaming and accountability		Progress Status	2016-17 Summary Results
8	All programme reviews and evaluations fully integrate gender analysis and report on the gender-related impact of the area they are reviewing.	Achieved	<p>More than 90% of evaluation reports completed in 2016 and 2017 contained a dedicated gender section, based on an adequately developed analysis that covered design, management and results of the initiative evaluated and provided specific recommendations.</p> <p>Based on the “Guidelines for Quality Assurance of Gender Equality mainstreaming into FAO evaluations”, the overall quality of gender mainstreaming in FAO evaluations is rated satisfactory.</p>
9	A mandatory gender mainstreaming capacity development programme is developed and implemented for all professional staff and managers.	Partially achieved	<p>FAO developed and implemented training materials/courses on gender equality and made them available on its corporate learning platform you@fao, but none of these are as yet mandatory.</p> <p>a) The inter-agency online course “Gender equality, UN Coherence and you” is available to all FAO employees.</p> <p>b) An online corporate Orientation Programme for newcomers called the “FAO orientation toolkit”, was launched in July 2017 (previously called “Welcome to FAO”). This includes the course “An introduction to gender equality in food security and nutrition security”.</p> <p>c) A “Guide on Integrating Gender Equality into FAO’s work”, which provides an overview of FAO’s framework and available mechanisms and tools to achieve gender equality in its technical work, is also available to all FAO employees.</p>
10	Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them.	Achieved	<p>The FAO competency framework, includes gender under the core value: “Respect for all” and all professional level vacancy announcements encourage applications from qualified female candidates (this is also mentioned on FAO’s employment Web site).</p> <p>Gender competencies are included in vacancy announcements when the hiring division decides to highlight gender experience or qualifications.</p> <p>The percentage of VAs advertised for professionals and above containing a requirement for experience, knowledge and/or gender-related responsibilities increased from 2.4% in 2016 to 7.7% in 2017.</p>
11	Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products.	Achieved	<p>Gender focal points report a considerable engagement in screening documents and projects from a gender perspective; while the percentage of GFP who reviewed and contributed to knowledge products decreased from 35% to 20%, the percentage of those who were asked to revise project documents increased from 50% to 58%. Between 2016 and 2017 the percentage of those who reported they were not systematically engaged decreased from 13.5% to 7.5%.</p>
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	<p>Due to the confidential nature of the performance evaluation system (PEMS), the Office of Human Resources could not identify an indicator to track this standard.</p>

Minimum Standards for gender mainstreaming and accountability		Progress Status	2016-17 Summary Results
13	Human and financial resources and normative and operational results related to gender equality from headquarters to-country level are systematically tracked and reported to FAO governing bodies and to the UN system.	Achieved	FAO is annually tracking human, financial and normative and operational results and reporting them to Member States. FAO's corporate framework for monitoring the Strategic Programmes and Objective 6 tracks gender-related results through its indicators and qualifiers and these are reported to Member States through the MTR and PIR.
<i>Minimum Standards for women-specific targeted interventions (2017)</i>			
14	30% of FAOs operational work and budget at the regional and country levels is allocated to women-specific targeted interventions.	Partially achieved	Through the introduction of gender markers in its field-level information system (FPMIS), FAO is able to annually track the number of projects at regional and country level which specifically target women. In 2016-17, 7.9% of active projects with budgets above USD 100 000 were marked G2b (where gender is the main objective of the activity). The vast majority (57.6%) of FAO projects were marked G2a (the project addresses gender equality in a systematic way, but this is not one of its main objectives). FAO is not yet able to link a budget to a gender marker.
15	The share of Technical Cooperation Programme's (TCP) total portfolio allocated to programmes and projects related to gender equality increased from 9% to 30%.	Achieved	The data to monitor this standard is drawn from FPMIS. In 2017, out of 181 active TCP projects with budgets above USD 100,000, 59% address gender equality.

UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) (Indicator 6.3.B)

428. 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.

429. Indicator 6.3.B assesses FAO's performance against the UN SWAP standards, as FAO recognizes this accountability framework as a driving force for improvement and streamlining of internal processes for gender equality and the empowerment of women. 2017 marks the sixth year of UN SWAP reporting and FAO reports successful performance by meeting or exceeding 14 out of 15 UN SWAP performance indicators (*Table 20*).

430. In 2017, FAO was also able to meet Performance Standard 5 on evaluation. By 2017, FAO had developed the *Guidelines for Quality Assurance of Gender Equality mainstreaming into FAO evaluations*, following the UN SWAP meta-analysis of 2016 and the recommendation made by the Independent Evaluation of FAO's Evaluation Function. Performance Standard 13 on capacity development was also met, as a corporate online orientation curriculum for newcomers "The FAO Orientation Toolkit" was launched in 2017. This toolkit includes a variety of gender-related resources.

431. The Organization is fully engaged in inter-agency networks on gender equality and the empowerment of women and systematically participates and contributes to them according to its mandate. For instance, the UN SWAP was expanded through extensive consultations in 2016 and 2017 to adapt to the Agenda 2030 and the SGDs. As the updated UN SWAP will include three new indicators on gender results and mechanisms to monitor their achievement in 2018, FAO will be engaged in the piloting of the reporting requirements for the new indicators.

List of Acronyms

10YFP	10-Year Framework of Programmes on Sustainable Consumption and Production Patterns
A2R	Climate Resilience Initiative: Anticipate, Absorb and Reshape
AMIS	Agricultural Market Information System
APFIC	Asia-Pacific Fishery Commission
AsDB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
ASIS	Agriculture Stress Index System
ATLASS	FAO Assessment Tool for Laboratory and Antimicrobial Resistance
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CCP	Committee on Commodity Problems
CEDAW	Committee on the Elimination of Discrimination against Women
CELAC	Community of Latin American and Caribbean States
CFS	Committee on World Food Security
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
COICOP	Classification of Individual Consumption According to Purpose
COP	Conference of the Parties
CSA	Climate-smart agriculture
DRM	Disaster risk management
DRR	Disaster risk reduction
EBRD	European Bank for Reconstruction and Development
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council (UN)
ECOWAS	Economic Community of West African States
ERP	Enterprise resource planning
EU	European Union
FAOLEX	Database of national legislation and international agreements concerning food and agriculture and renewable natural resources (including fisheries, forestry and water)
FAOSTAT	Corporate Database for Substantive Statistical Data
FAW	Fall armyworm
FEWS NET	USAID's Famine Early Warning Systems Network
FFS	Farmer field school
FIES	Food Insecurity Experience Scale
FIRST	Food and nutrition security impact, resilience, sustainability and transformation
FMM	FAO Multipartner Programme Support Mechanism
FPMA	Food Price Monitoring and Analysis
FPMIS	Field Programme Management Information System
GACSA	Global Alliance for Climate-Smart Agriculture
GAFSP	Global Agriculture and Food Security Program
GCF	Green Climate Fund
GCM	Global Compact for Safe, Orderly and Regular Migration
GEF	Global Environment Facility
GFCS	Global Framework for Climate Services
GF-TADs	Global Framework for the Progressive Control of Transboundary Animal Diseases
GIAHS	Globally Important Agricultural Heritage Systems
GIEWS	Global Information and Early Warning System on Food and Agriculture
GIZ	German Agency for International Cooperation
GPA	Global Plan of Action
GRMS	Global Resource Management System

HLPF	High-level Political Forum on Sustainable Development
ICN2	Second International Conference on Nutrition
IFPRI	International Food Policy Research Institute
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
ILOAT	International Labour Organization Administrative Tribunal
IMIS	Integrated Management Information System
IOC	Intergovernmental Oceanographic Commission
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IPC	Integrated Food Security Phase Classification
IPCC	Intergovernmental Panel on Climate Change
IPPC	International Plant Protection Convention
IT	International Treaty
IUU	Illegal, unreported and unregulated (fishing)
JECFA	Joint FAO/WHO Expert Committee on Food Additives
JEMRA	Joint FAO/WHO Expert Meetings on Microbiological Risk Assessment
LTA	Long-term agreement (LTA)
MICCA	Mitigation of Climate Change in Agriculture Project
MTP	Medium Term Plan
NAIP	National Agricultural Investment Plan
NAPs	National Adaptation Plans
NDC	Nationally Determined Contribution
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordination Agency
OEWG	Open Ended Working Group
OIE	World Organisation for Animal Health
PAFFEC	Family Farming Programme to Strengthen the Peasant Economy (PAFFEC)
PAHO	Pan American Health Organization
PGRFA	Plant Genetic Resources for Food and Agriculture
PIC	Prior Informed Consent
PNISR	National Rural Sector Investment Plan (PNISR 2016-2020)
PSMA	Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing
RAI	Principles for Responsible Investment in Agriculture and Food Systems
RAIP	Regional Agricultural Investment Programme
REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RIMA	Resilience index measurement and analysis
SADC	Southern African Development Community
SCN	Standing Committee on Nutrition
SICA	Central American Integration System
SIDA	Swedish International Development Cooperation Agency
SIDS	Small island developing states
SOFA	The State of Food and Agriculture
SOFI	The State of Food Security and Nutrition in the World
SOFIA	The State of Fisheries and Aquaculture
SPC	Secretariat of the Pacific Community
SPS	Sanitary and phytosanitary measures
SUN	Scaling Up Nutrition
TALEO	Oracle Talent Acquisition Cloud
TCP	Technical Cooperation Programme
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCC	United Nations Framework Convention on Climate Change
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNISDR	UN International Strategy for Disaster Reduction
UN-SWAP	UN System-Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
UTF	Unilateral trust fund
VGGT	Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security
WASAG	Global Framework on Water Scarcity in Agriculture
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization



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