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сельскохозяйственная организация  
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Alimentación y la Agricultura

منظمة  
الغذية والزراعة  
للأمم المتحدة

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**Thirty-ninth Session**

**Rome, 6-13 June 2015**

**Programme Implementation Report 2012-13**

Queries on the substantive content of this document may be addressed to:

**Mr Boyd Haight**

**Director, Office of Strategy, Planning and Resources Management**

**Tel. +39 (06) 570-55324**

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Thirty-ninth Session of  
the Conference  
6 – 13 June 2015

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**Programme  
Implementation  
Report 2012-13**

Food and Agriculture  
Organization of the  
United Nations

*Rome 2014*



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### ***Director-General's Foreword***

*2012-2013 was a biennium of transformational change in FAO: we refocused our work, reinforced our institutional capacity at headquarters and in the field, strengthened partnerships with different non-state actors, and stepped up our efforts to deliver best value-for-money, including by identifying an unprecedented amount of savings.*

*In short, we have delivered on the commitments that I laid out to the FAO membership at the December 2011 Council session when I presented a roadmap for the years to come.*

*FAO's renewal has been an intense process with only one goal in mind: to improve the support we offer to our member countries in reaching their food security and sustainable agricultural and rural development goals. We are working together to achieve a hunger-free and sustainable world.*

*Furthermore, the FAO transformation was only possible because of the rebuilt trust between Members and the Secretariat. This is a trust that we cherish and work on, day after day, to maintain.*

*An important part of this trust is the reporting back to you - being accountable for our work. While we made the necessary changes to lay the foundation for an Organization that is fit for the 21<sup>st</sup> century - capable of delivering our new set of cross-cutting Strategic Objectives in the 2014-2015 Programme of Work and Budget (PWB) - we did not lose sight of delivering the 2012-2013 PWB.*

*This Programme Implementation Report (PIR) presents to you our work over the past biennium and how we have managed our resources wisely to make a difference. The following pages will detail the results we have achieved, but I would like to highlight that we were able to reconcile the delivery of the PWB with the shift that FAO needed.*

*This means, for example, that thanks to increased streamlining and efficiency savings beyond what our Members requested, we were able to reassign USD 6.8 million dollars to the Multidisciplinary Fund. It also means that we were able to implement regional initiatives that not only delivered first results in 2013, but tested the new matrix approach we are using*

*to deliver our Programme of Work more effectively in 2014-15.*

*I would also like to stress the important acceleration in 2012-2013 to a truly integrated PWB. We have adopted a new model for extra-budgetary resource mobilization to support the integrated PWB that you have requested and that is coherent with our more strategic, programme-oriented approach.*

*Finally, I would like to note that not every achievement can be reflected in cold numbers presented in a report. There are exciting changes happening outside FAO that are not the exclusive result of FAO's work, but to which we are making important contributions.*

*FAO participated in all stages of the development of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT), approved by the Committee on World Food Security (CFS) in 2012. Since the CFS concluded its work on the VGGT, FAO has been supporting interested countries in their implementation. At the same time, we are contributing to the process that should lead to the agreement on the Principles for Responsible Agricultural Investments.*

*FAO helped ensure that the voices of the hungry were heard at the Rio+20 Conference in 2012. Our message that there could not be sustainable development while millions are left behind suffering from malnutrition and living in extreme poverty is a key element in the outcome document that clearly states: "we are committed to free humanity from poverty and hunger as a matter of urgency".*

*The intrinsic relationship between hunger and sustainable development has been put on centre-stage again with the release of the inputs of the Working Groups to the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report, an effort to which FAO has contributed. The report brings together compelling evidence that climate change is not only a threat, but is already taking place. This means that we need to act now. It also confirms that the rural poor are particularly vulnerable. They have lesser means to react and tend to live in marginal production areas where the impact of climate change on agriculture will be felt harder. Also*

*of relevance is the potential that climate change has in reconfiguring the planet's food production scenario and the element of uncertainty it brings to the world: we produce enough food today, but to ensure that we have enough food tomorrow we need to mitigate, adapt and shift to more sustainable food systems.*

*The PIR shows that FAO's Programme of Work takes into account what is at stake and is doing what is within its means to help countries adjust, by collaborating in information-gathering and analysis and in normative work, and by providing direct support at the regional, subregional and national levels. This same commitment to help countries respond to climate change continues and is enhanced in our current Programme of Work 2014-15.*

*At the Rio+20 Conference in 2012, the United Nations Secretary-General also launched the Zero Hunger Challenge, a rallying cry for the global movement against hunger. As Vice-Chair of the UN Secretary-General's High-level Task Force on Global Food Security, FAO is responsible for the overall policy coordination of the UN effort to transform the "Zero Hunger" vision into reality.*

*The Asia and Pacific region has already responded to the Zero Hunger call and throughout the world individual nations have also committed to this vision.*

*Africa is stepping up its commitment to the eradication of hunger. A high-level meeting on food security, co-organized by FAO at the African Union in 2013, set the bold target of ending hunger in the region by 2025, a proposal that has since been endorsed by the Executive Council of the African Union. In addition, in response to the request of the 27<sup>th</sup> FAO Regional Conference for Africa, FAO set up the Africa Solidarity Trust Fund for food security in 2013. This is a unique example of South-South Cooperation that has already received contributions from the Governments of Angola and Equatorial Guinea, among others, and that is already implementing activities in six African countries.*

*Across the Atlantic, the 2025 Hunger-Free Latin America and the Caribbean Initiative, launched in 2006, has not only been adopted by all Heads of State and Government of the region, but has received new impetus through other regional integration bodies such as the*

*Community of Latin American and Caribbean States, with whom FAO has been working closely.*

*In the past two years we have seen encouraging examples of countries and regions that are renewing their efforts to achieve a food-secure and sustainable world.*

*Around sixty countries have already met the first Millennium Development Goal: Hunger Target of halving the proportion of undernourished people between 1990 and 2015. This shows that, with political will transformed into concrete action and with a holistic approach to food security linking the productive support to social protection, we can win the war against hunger.*

*The successes we are seeing and the challenges that we have ahead – made even more difficult and dramatic given the number of lives that are at stake, because of conflict and climate change – spur us forward: this mobilizes national and international action and puts food security, nutrition and sustainable agriculture as one of the main pillars of the post-2015 debate and the Sustainable Development Goals (SDGs).*

*FAO has been actively supporting its Members to craft a new sustainable development agenda that responds to both current and future challenges, including by constantly briefing Members in Rome, in New York through the Open Working Group (OWG) on the SDGs, and on other opportunities. FAO co-led the multi-stakeholder Global Thematic Consultation on Hunger, Food Security and Nutrition and prepared background documents and analyses to inform the deliberations of the OWG and assist its Members to define the new SDGs. FAO has also collaborated with IFAD and WFP to propose common targets and indicators in the sphere of food security, nutrition and sustainable agriculture.*

*Furthermore, in view of its broad mandate and multidisciplinary nature, FAO has been working, both individually and within the context of other interagency mechanisms, to propose targets and indicators in other related fields. We are committed to supporting our Members and will continue our active engagement in the process.*



*FAO's obligation is to support governments to achieve food security and sustainable development by tapping its knowledge in agriculture, fisheries, forestry, livestock and natural resources management, and by helping to transfer the expertise and experience that individual countries have to support development in others. And while we cannot end hunger alone, we will continue to do everything in our power to catalyse the necessary action.*

**José Graziano da Silva**  
**Director-General**



### *Executive Summary*

1. The Programme Implementation Report informs the membership about the work carried out by the Organization during the past biennium. As part of the established accountability documents, it provides information on the Organization's operational and financial performance, as planned in the Programme of Work and Budget. It covers resources and activities under the budgetary appropriations voted by the FAO Conference, and voluntary contributions provided by Members.

#### *Major policy developments*

2. Over the biennium, FAO has worked to keep hunger, food insecurity and malnutrition at the forefront of world's attention. For example, FAO's involvement with developing a performance framework to succeed the Millennium Development Goals under the Post-2015 Agenda led to the global acknowledgement at the Madrid High Consultation in April 2013 that hunger, food insecurity and malnutrition can and should be ended within a generation. This was one consequence of a redirection for FAO's work that started with the amendment of the first Global Goal of Members from a commitment to the reduction of the absolute number of people suffering from hunger to the eradication of hunger, food insecurity and malnutrition.

3. FAO does not just rely on building international consensus to achieve its mandate. The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security is an example of the multi-layered approach that FAO takes to its work. FAO negotiated these international guidelines to fill a major gap in the systems needed to advance the fight against hunger and poverty. FAO subsequently developed tools to help governments apply these guidelines and is providing support to targeted countries in their application.

4. Achieving lasting, meaningful impacts also required FAO to modernize its ways of working. Through transformational change, the Organization established a more focused strategic framework, enhanced the capacity and functioning of the decentralized offices network, put in place measures for greater value-for-money, and reinforced institutional capacities in key areas.

#### *Making a difference: highlights of operational performance*

5. The Medium Term Plan 2010-13 includes a set of Strategic and Functional Objectives to be achieved by Members with assistance from FAO, and 54 Organizational Results for achievement by FAO as measured by indicators and targets. The Programme of Work and Budget 2012-13 is the operational plan for achieving the two-year targets in the Medium Term Plan.

6. The Programme Implementation Report documents the achievement of Organizational Result targets during 2012-13. It is based on a three-stage monitoring and evaluation process: regular *monitoring of work plans* by managers; a *mid-term review* of progress against planned outputs; and an *end-of-biennium assessment* of progress against targets.

7. 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.

8. Taking account of lessons learnt during the biennium, the areas of attention for improved programmatic performance are the importance of investing in building relationships and confidence with partners, the alignment of the level of work to be done with the level of resources available and manage expectations accordingly, and better understanding the needs of beneficiaries and key partners and incorporating that understanding into the design of activities and projects.

9. FAO achieved over 80 percent of its 174 top-level performance targets. 21 targets (12 percent) were missed, mainly as the result of changes in the priorities of Members or donors' interests, or because targets were too ambitious. 13 targets (seven percent) of the indicators were found in practice not to be measurable. The cost-effectiveness and practicality of corporate performance indicators, a major lesson learnt from the 2010-11 biennium, has been addressed in the reviewed Strategic Framework.

#### *Managing resources wisely: highlights of financial and administrative performance*

10. FAO uses a range of administrative and financial mechanisms to manage the resources put at its disposal to support the delivery of its programme of work. The PIR covers progress in efficient and

effective administration (Functional Objective Y) and examines overall biennial financial performance, the cost of support to extrabudgetary activities, resource mobilization, the Capital and Security Expenditure Facilities, and action taken on commitments to improve organizational performance and achieve efficiency savings.

11. Total expenditure amounted to USD 2.5 billion in 2012-13, USD 258 million (9 percent) less than in 2010-11, mainly as the result of the closure of the USD 211 million European Union Food Facility. Budgetary management remained sound, with FAO spending 99 percent of the net budgetary appropriation of USD 1 005.6 million. An increased proportion of expenditure is managed in the field as the result of decentralization. Good progress continued on improving the diversity of FAO's work force, both as regards gender and geographical representation.

12. FAO generated efficiency savings of USD 71.6 million during the biennium, an amount significantly greater than in either of the previous two biennia. In order to improve administrative effectiveness and efficiency, strengthen internal control and access to information across all geographical locations, the Global Resource Management System (GRMS) was deployed worldwide.

13. Human resources management was strengthened and modernized, including changes to selection and appointment processes aiming at reducing recruitment time by more than half. Streamlined processes and procedures and critical reviews of posts in the administrative functions led to a reduction of 135 posts mainly in non-technical areas at headquarters.

14. FAO revised its strategies for South-South Cooperation and resource mobilization and management during 2013. Tried and tested resource mobilization training and tools to form a key pillar of the briefing of FAO country representatives to enhance knowledge and skills for innovative partnerships.

15. December 2012 marked the end of the implementation of Immediate Plan of Action, management's response to the 2007 Independent External Evaluation, as reported in detail to the Conference in June 2013.

**Suggested action by the Programme and Finance Committees and Council:**

- The Programme and Finance Committees and the Council are requested to:
  - a) note achievements of Organizational Results under the Strategic and Functional Objectives, as measured by indicators and targets; and
  - b) transmit the Programme Implementation Report 2012-13 to Conference with its observations and recommendations on achievements, operational and financial performance, and report format.

**Suggested action by the Conference:**

- The Conference is requested to endorse the Programme Implementation Report 2012-13, providing such guidance as it deems appropriate.

### *About this Report*

16. This report is FAO's primary reporting mechanism to its members and partners on its performance and achievements in the 2012-13 biennium under all sources of funds. It provides information on financial performance and achievements against Organizational Results. It also serves to identify opportunities for improved performance in the coming biennium and beyond.

17. This is the second Programme Implementation Report to be produced under the results framework in the Medium Term Plan 2010-13. As such, it builds on the 2012 Mid-term Review Synthesis Report,<sup>1</sup> which allowed for in-course adjustments in order to achieve the agreed biennial results.

18. The Medium Term Plan 2010-13, endorsed by the Conference in 2009, applies the principles and major elements of results-based management in a framework comprising:

- **Three Global Goals** representing the fundamental development impacts, in the areas of FAO's mandate, which the countries aim to achieve
- **Eleven Strategic Objectives** contributing to the achievement of the Global Goals
- **Two Functional Objectives** providing the enabling environment for FAO's work
- **Organizational Results** defining the outcome of FAO's work under each Strategic and Functional Objective

19. The examination of FAO's performance over the 2012-13 biennium starts with an overview of the major policy developments over the biennium and then reports on programme implementation in three main sections:

- *Making a difference*, which presents the achievements and outlook under the Strategic Objectives and elements of the Functional Objectives that closely support the delivery of FAO's core programme
- *Managing resources wisely*, which describes how FAO has improved the efficiency of its internal administration, including an analysis of financial performance
- Supporting information in annexes, including the methodology adopted in assembling this Report (Annex 1), the implementation of policy on language (Annex 2) and geographical and gender representation (Annex 3), a description of outturn against performance indicators and targets for the Organizational Results (Web Annex 4), and the list of unscheduled and cancelled sessions (Web Annex 5)

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<sup>1</sup> PC 113/5-FC 148/9

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**Figure 1: The components of FAO's Strategic Framework and Medium Term Plan 2010-13**


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**FAO's vision**

A world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

**The three Global Goals of Members:**

- reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods;
- sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

**Strategic Objectives**

- A. Sustainable intensification of crop production
- B. Increased sustainable livestock production
- C. Sustainable management and use of fisheries and aquaculture resources
- D. Improved quality and safety of foods at all stages of the food chain
- E. Sustainable management of forests and trees
- F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture
- G. Enabling environment for markets to improve livelihoods and rural development
- H. Improved food security and better nutrition
- I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies
- K. Gender equity in access to resources, goods, services and decision-making in the rural areas
- L. Increased and more effective public and private investment in agriculture and rural development

**Functional Objectives**

- X. Effective collaboration with Member States and stakeholders
  - Y. Efficient and effective administration
-

## I. MAJOR POLICY DEVELOPMENTS IN THE BIENNIUM

### A. Post-2015 Development Agenda

20. As the 2015 target year for the Millennium Development Goals (MDGs) approaches, the UN system is deliberating on the elements of a post-2015 development agenda. The UN Development Group (UNDG) supported some 100 national dialogues and 11 global thematic consultations, which fed into the UN General Assembly discussions in September 2013. In parallel, and in follow-up to the Rio+20 Conference, the Open Working Group of UN Member States has been working to define a set of Sustainable Development Goals (SDGs) to succeed the MDGs. These different processes should converge at the end of 2014, when the Secretary General presents his report to the UNGA, synthesizing the various inputs. Intergovernmental negotiations will then begin, culminating in September 2015 with a Heads of State Summit to adopt the new Post-2015 Development Agenda.
21. Drawing on its multidisciplinary strengths and comprehensive mandate in agriculture, food security, nutrition, forestry, fisheries and aquaculture, natural resource management, economics and statistics, and rural development, FAO has been very active and engaged in supporting Members in the post-2015 process to ensure that these critical areas are kept high on the agenda of decision-makers and remain integral to future global goals.
22. FAO established a Corporate Task Team to lead and coordinate its engagement, in close association with a Technical Working Group covering all technical departments and units. The Organization is also working closely with the other Rome-based Agencies (RBAs) to ensure a coherent engagement and approach in supporting Members in areas of common interest.
23. FAO played a leading role in supporting UNDG consultations, co-leading with WFP the multi-stakeholder Global Thematic Consultation on Hunger, Food Security and Nutrition (November 2012 – March 2013). The Consultation culminated in a high-level meeting held in Madrid on 4 April 2013 and the Madrid Statement, calling for bold action to end hunger, food insecurity and malnutrition within a generation.
24. In relation to the work of the Open Working Group in New York, for the Group's 3<sup>rd</sup> session in May 2013, FAO worked with the other RBAs to co-lead the preparation of the Issues Briefs on "food security and nutrition" (with WFP) and on "sustainable agriculture" (with IFAD). FAO had also co-led the preparation of the Briefs on biodiversity, on forests and on oceans and seas, and contributed to fifteen other briefs.
25. In Rome, FAO has organized a number of events to keep Members updated on post-2015. These included side events and briefings during the Council and Conference sessions. In October 2013, the RBAs co-organized the Special Event of the 40<sup>th</sup> session of CFS on a post-2015 related theme.
26. In agreement with Member States, FAO identified 14 thematic areas where it could offer technical leadership and expert knowledge. As part of this effort, 14 thematic briefs have been prepared capturing the Organization's special expertise in each area and highlighting the linkages of the various themes to food security, nutrition, sustainable agriculture and poverty eradication.
27. In coordination with other UN entities, FAO has been developing proposals for possible targets and indicators that will help countries gather the information and mobilize the required resources to effectively implement and monitor the post-2015 Agenda. In December 2013, and in response to requests by Members to provide a joint perspective, the RBAs initiated a collaborative process to develop a set of targets and indicators around their common areas of interest – food security, nutrition and sustainable agriculture.
28. To support Members and keep them duly informed, FAO developed Web pages dedicated to post-2015 ([www.fao.org/post-2015-mdg/](http://www.fao.org/post-2015-mdg/)) on FAO's corporate Web site and launched in November 2013 a bi-monthly post-2015 information e-bulletin.

## **B. Voluntary Guidelines on the Responsible Governance of Tenure**

29. A practical solution to the challenges of land tenure is needed if hunger and poverty is to be eradicated, and the environment used sustainably. The livelihoods of many, particularly the rural poor, depend on access to and control over land and other natural resources. Tenure systems determine who can use which natural resources, for how long and under what conditions. These tenure systems increasingly face stress as the world's growing population requires food security, and as environmental degradation and climate change reduce the availability of land, fisheries and forests. As a result, inadequate rights of access to land and other natural resources, and insecure tenure of those rights, often result in extreme poverty and hunger.

30. In response to these challenges, the Committee on World Food Security endorsed in May 2012 "The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security". The Guidelines aim to promote sustainable social and economic development that can help eradicate poverty and food insecurity and encourage responsible investment, and thereby achieve food security for all and support the progressive realization of the right to adequate food in the context of national food security.

31. The Guidelines were developed through a broad global partnership of international, regional and national organizations with a shared interest in achieving global changes in governance of tenure. After their adoption, the international community, including the United Nations General Assembly, Rio+20, the Assemblée parlementaire de la Francophonie, the G20, the G8, and the 5<sup>th</sup> Berlin Agriculture Ministers' Summit strongly supported and encouraged their implementation.

32. The Guidelines represent global consensus regarding internationally accepted principles and standards for responsible practices and provide a framework that States can use when developing their own strategies, policies, legislation, programmes and activities. They seek to improve policy, legal and organizational frameworks regulating the range of tenure rights that exist over these resources and thus the capacities and operations of implementing agencies, courts and others concerned with tenure governance.

33. Following the endorsement by the Committee on World Food Security, FAO worked closely with partners to establish a programme to support their application at global, regional and country levels. The implementation programme consists of five pillars: awareness raising, capacity development, partnerships, support to countries, and monitoring and evaluation. Since the Guidelines were approved, FAO has developed three technical guides and an e-learning course on responsible governance of tenure. It also held 11 regional workshops with 640 regional participants representing 140 countries. FAO is currently targeting technical advice and support to 17 countries to help build the structures and skills necessary to successfully implement the Guidelines.



### C. Progress on eradicating hunger

34. Over the past few years, FAO member countries have strengthened their commitment in the fight against hunger including through the modification of their own goal - in 2013 - from the reduction of hunger to the “eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life”. Elevating the hunger goal to the eradication, as opposed to reduction, is not a matter of semantics. It mirrors the international community’s recognition that hunger and malnutrition in a world of plenty are morally unacceptable. It also recognizes the economic and social costs that hunger and malnutrition impose to the communities and countries where they are prevalent.

35. A key step was the announcement of the United Nations Secretary-General’s Zero Hunger Challenge during the June 2012 UN Conference on Sustainable Development. The Zero Hunger vision calls for united efforts to realize a world where, within our lifetime, no-one experiences chronic hunger and malnutrition. This requires comprehensive efforts to ensure realization of the right to adequate food, gender equality, focus on smallholders, and sustainable and resilient food systems. This vision is a fundamental element of sustainable poverty reduction and development. It can be achieved by ensuring that: everyone everywhere has stable access to adequate food and nourishment all year round; no child less than 2 years’ old experiences long-term undernutrition (or stunting); smallholders’ production and incomes are at least doubled; all food systems are sustainable; and waste and loss of food are reduced to barest minima.

36. In February 2013, the 23 agencies of the High-level Task Force (HLTF) on Global Food Security agreed to new terms of reference that made the Zero Hunger vision the central organizing theme of HLTF members’ joint action. Working arrangements in support of the Zero Hunger vision were agreed in July 2013, with two work streams. The first focuses on joint policy and advocacy by HLTF members, and is led by the Director-General of FAO in his capacity as Vice Chair of the HLTF; the second focuses on communications and partnerships, and is directed by the Executive Office of the UN Secretary-General. Together, these two streams of work are intended to support the strengthening and empowerment of nationally- and regionally-developed and owned initiatives. The work undertaken in support of the Zero Hunger Challenge enables HLTF members to coordinate more effectively with each other and with others in support of holistic and comprehensive approaches to ending hunger.

37. In 2004, the FAO Council adopted the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security which set out specific actions to be taken for the realization of the right to adequate food of all. From that moment onward, several regional initiatives were created which put hunger eradication at their centre: the Hunger-Free Latin America and the Caribbean Initiative was launched with the goal of eradicating hunger by 2025. In 2011, the Community of Portuguese Language Countries adopted its Regional Strategy for Food and Nutrition Security that aims for a greater cooperation to eradicate hunger.

38. The Economic Community of West African States in 2013 launched its Zero Hunger Initiative aiming at eradicating hunger in the region by 2025. In July 2013, the African Union, under the framework of the Comprehensive Africa Agriculture Development Programme, launched the Renewed Partnership for a Unified Approach to End Hunger in Africa by 2025. Moreover, the Community of Latin American and Caribbean States adopted the Havana Declaration in 2014 which reaffirms the regional commitment on cooperation for the eradication of hunger. In sum, through lessons learnt and experiences over the years, FAO member countries have built the confidence to move from a reduction of hunger to the eradication of hunger, food insecurity and malnutrition.

## **D. Transformational change**

39. In the 2012-13 biennium, the Organization underwent transformational change in order to refocus FAO's work on the provision of services in support of its member countries' efforts to advance towards hunger-free and sustainable societies.

40. A number of modernization and transformative initiatives built on past reform to improve the delivery and impact of FAO's programmes by effective translation of its normative work into country-level impact, and of its global knowledge products into tangible change in policy and practice.

41. These initiatives were predicated on a clear and more focused strategic direction for the Organization based on critical analysis and enhanced capacity and functioning of the decentralized office network working in a holistic and mutually supportive manner with headquarters. To carry this forward, targeted institutional strengthening alongside measures for greater value-for-money were instituted during the course of the biennium.

### *Strategic reorientation*

42. The reorientation of the strategic direction and priorities of the Organization within the context of the vision for transformational change were developed by means of the Strategic Thinking Process, which provided the conceptual and analytical framework for reviewing FAO's Strategic Framework.

43. A key outcome was the realization by Members of the need to commit the Organization to the eradication of hunger, by elevation of FAO's first Global Goal from reducing to eliminating hunger.

44. A set of five new cross-cutting Strategic Objectives, closely aligned with the most relevant and urgent development problems faced by member countries and the development community, were identified to guide the future work of the Organization along with a sixth objective focused on technical knowledge, quality and services.

45. In addition, a refined set of seven core functions was elaborated as means of action for the Organization through normative work and standard setting instruments, data and information, policy dialogue, capacity development, uptake of knowledge and technologies, facilitating partnerships, and advocacy and communications

46. The reviewed Strategic Framework defined a new and more modern way of working for FAO, with more focus on organizational priorities, increased cross-disciplinary teamwork and greater impact through external partnerships. It was developed in consultation with Members, staff and a range of external partners and experts, and was approved by the Conference in June 2013. Particular attention was also paid in the 2012-13 biennium to the transition to implementing the reviewed Strategic Framework, including by means of six pilot regional initiatives responding to major regional priorities consistent with the new strategic objectives.

### *Enhanced decentralization*

47. Another major component of the transformational change of FAO in the 2012-13 biennium was the implementation of a strengthened and more flexible decentralized office network with improved planning and priority setting, as well as an integrated model for programme delivery. Technical capacity was strengthened in decentralized locations with a reallocation of USD 10.4 million of savings within the PWB, and the creation of 31 new positions.

48. Integrated programme management to ensure results and impact in a coherent manner for all FAO's programmes and projects at the country level was undertaken by integration of development, emergency and rehabilitation activities, as well as more strategic use of TCP resources, enhanced use of resources allocated to regions and a build-up of synergies with the work of other UN agencies and other partners. Accountability and control was strengthened during the biennium by the implementation of the Global Resources Management System (GRMS), which connected all FAO decentralized offices and headquarters under a single administrative systems umbrella for the first time.

49. Planning and priority setting was improved by alignment of regional and subregional priorities with global objectives within the reviewed Strategic Framework, as well as strengthened country

programming frameworks (CPFs) prepared in close alignment with the planning cycle and priorities of governments, the work of other UN system organizations, and linkages and partnerships with other development actors.

*Value-for-money*

50. A culture of value-for-money was firmly embedded within FAO during 2012-13, efficiencies were relentlessly sought, and a total of USD 71.6 million in savings found during the course of the biennium.

51. The reduction of administration was pursued, especially at headquarters. Streamlined processes and procedures and critical reviews of the established post structure led to the abolition of 135 posts mainly in non-technical areas and yielded further savings of USD 24.3 million.

52. The remaining savings of USD 47.3 million were obtained during the course of the biennium by introduction of efficiency measures relating to procurement, travel, mobile phones, language and translation services and other non-technical areas (USD 27.2 million) and the improved cost recovery of support costs and technical services (USD 20.1 million).

*Institutional strengthening*

53. In addition to enhancing the technical capacity of decentralized offices, targeted institutional strengthening in support of transformational change was introduced in a number of other areas. This included: i) strengthening strategic planning capacity; ii) rationalization of the human resources function; iii) enhancement of communication and partnerships' expertise; and iv) improvements to capacity relating to nutrition, policy assistance, resource mobilization, South-South Cooperation, knowledge exchange, and research and extension.

## II. MAKING A DIFFERENCE

### A. Overview and achievements

#### *Introduction*

54. This section sets out FAO's achievements during the 2012-13 biennium under each of the 11 Strategic Objectives of the MTP 2010-13, as well as its effective collaboration with Member States and Stakeholders under Functional Objective X. Achievements relating to efficient and effective administration under Functional Objectives Y are reported in Section III on managing resources wisely.

55. The achievements are set in context of the challenges addressed by each Objective and FAO's response aimed at achieving outcomes at the level of Organizational Results. The description of achievements should be read in conjunction with the tabulation of outturn against indicator targets in Web Annex 4 of this Report.

#### *Outturn against targets: highlights*

56. In total for 2012-13, FAO achieved 80 percent of its 174 performance targets at the level of Organizational results (see Web Annex 4 and the summary Table 1), an improvement over the 76 percent rate reported for 2010-11.

57. FAO missed 21 of its 174 targets. The four Objectives with the highest proportion of missed targets were:

- a) SO E (Sustainable management of forests and trees container) met 13 of its 17 targets (76 percent). The remaining targets were too ambitious or overestimated the amount of effort that would be involved;
- b) SO L (Increased private and public sector investment) met five of its seven targets (71 percent). The remaining two were not measurable either because it was not cost-effective or as the result of a shift in corporate focus;
- c) FO X (Effective collaboration with Member States and stakeholders) met 16 out of its 28 targets (57 percent). Targets were not met or not measured because of changes in priorities caused by the transformational change and restructuring exercises, difficulties in indicator measurement and some overambitious targets;
- d) FO Y (Effective and efficient administration) met seven out of its 13 targets (54 percent). Nearly all of the targets not met related to customer and other surveys which were not undertaken, as they were no longer relevant, or were not considered timely, following the extensive restructuring and refocusing of the Corporate Services Department during the biennium as part of transformational change.

58. Thirteen of the indicators were not measured in practice due to the effects of transformational change and restructuring, or because measurement of the indicator was not found to be cost effective.

*Table 1: FAO's performance in meeting performance targets at Organizational Result (OR) level 2012-13*

Strategic/Functional Objective Name	Number of Indicators at OR level	Number of Indicators with targets met	Number of Indicators with targets not met	Number of Indicators not measurable	Achievement rate per SO/FO
A: Sustainable intensification of crop production	15	14	1	-	93%
B: Increased sustainable livestock production	9	9	-	-	100%
C: Sustainable management and use of fisheries and aquaculture resources	17	15	2	-	88%
D: Improved quality and safety of food at all stages of the food chain	15	14	1	-	93%
E: Sustainable management of forests and trees	17	13	4	-	76%
F: Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture	12	11	1	-	92%
G: Enabling environment for markets to improve livelihoods and rural development	9	8	-	1	89%
H: Improved food security and better nutrition	16	15	1	-	94%
I: Improved preparedness for, and effective response to, food and agricultural threats and emergencies	9	7	2	-	78%
K: Gender equity in access to resources, goods, services and decision-making in the rural areas	7	6	1	-	86%
L: Increased and more effective public and private investment in agriculture and rural development	7	5	-	2	71%
X: Effective collaboration with member states and stakeholders	28	16	7	5	57%
Y: Efficient and effective administration	13	7	1	5	54%
<b>Total</b>	<b>174</b>	<b>140</b>	<b>21</b>	<b>13</b>	<b>80%</b>

### ***Strategic Objective A: Sustainable intensification of crop production***

- FAO has supported the development of over 71 national contingency plans for disease and pest threats, with an innovative wheat rust surveillance scheme successfully piloted in Turkey.
- Commission on Phytosanitary Measures adopted over 59 measures during the biennium, and the capacity of African delegates to participate more effectively in the CPM increased.
- Certified seed programmes raised crop yields, by over a fifth in targeted countries.

#### ***Policy context***

59. FAO estimates that to feed a world population expected to number around 9 billion people in 2050, global food production will need to be increased by 60 percent. Global energy demand will increase by 36 percent by 2035, and competition for water between farming, cities and industry will continue to intensify. Rio+20 underlined the need for urgent progress on a sustainable intensification of agriculture. Strategic Objective A was developed to address these challenges through the adoption of sustainable intensification practices for crop production which take advantage of natural ecosystem processes to improve resource use efficiency, and contribute to the broader goals of food security, rural development and enhancement of livelihoods.

#### ***A01 - Policies and strategies on sustainable crop production, intensification and diversification***

60. Sustainable crop production intensification involves making more efficient use of inputs and building resilience in agricultural production systems by harnessing ecosystem services such as pollination and the natural regulation of pests and diseases. In this respect, FAO worked through inter-governmental bodies such as the Committee on Agriculture and the Commission on Sustainable Development. It also helped 45 countries to put in place crop intensification programmes, 18 countries to establish crop diversification programmes and 21 countries to better manage agricultural biodiversity and ecosystems.

61. In 2011, FAO launched the *Save and Grow* initiative for the sustainable increase of food production by the world's poor. During 2012-13, FAO continued to promote the underlying principles and practices. As a result, 21 countries have policies, strategies, programmes or projects to test, document and adopt practices that reflect *Save and Grow* approaches, while more than ten countries have developed strategies for sustainable production intensification. FAO has also developed methodologies to assess food losses and is assisting five African countries on food loss programmes.

#### ***A02 - Reducing risks from outbreaks of transboundary plant pests and diseases***

62. FAO worked at two levels to reduce transboundary risks from plant pests and diseases. Firstly, it supported the International Plant Protection Convention, whose Commission on Phytosanitary Measures adopted 59 measures including international standards over the biennium. Secondly, FAO now provides all potentially affected countries with forecasts on trends regarding locusts and 60 percent of those affected by other transboundary plant diseases (compared to 10 percent in 2009).

63. FAO assisted countries to apply these standards and respond to particular threats. In addition, in Central African countries, FAO helped build national phytosanitary capacity, resulting in the establishment of national phytosanitary strategic plans, improved conditions for market access and greater participation in the global standard setting process. As the Commission on Phytosanitary Measures itself noted, FAO's assistance enabled a greater level of participation by African delegates in its deliberations. Based on the progress achieved, partners have agreed to continue funding the development of national phytosanitary capacity in Central Africa for a further two years.

64. FAO and the three Regional Commissions for Controlling the Desert Locust have worked over the past decade to strengthen good governance, technical capacities and regional cooperation in preparing for, and handling outbreaks. This work so far has proved successful in establishing a fast, effective response to locust outbreaks. Regional cooperation is yielding other benefits as well.

65. FAO has also had success in assisting in the development of national contingency plans for other pests and diseases. Over 71 national contingency plans were developed for locusts and other

plant pest and disease threats. In Turkey, FAO together with local authorities developed a surveillance system for wheat rust based on messaging from mobile telephones. Using this, local authorities can now mobilize more quickly and effectively the scientific and operational responses. FAO is currently assessing the tool's suitability for roll-out to other regions and for other pests and diseases.

#### ***A03 - Risks from pesticides are sustainably reduced***

66. Risks from the use of pesticides are managed through the Rotterdam Convention, improving regulatory control, helping countries to more effectively manage the lifecycle of pesticides, and promoting alternatives through integrated pest management.

67. The international recognition of the importance of the Rotterdam Convention continues to grow. A further eight countries have become Parties to the Convention, increasing the total from 146 at the end of 2011 to 154 by 2013. During the biennium, four pesticides were added to the Prior Informed Consent procedure. Over the same period the Secretariat, jointly hosted by FAO and the United Nations Environment Programme, helped 67 developing countries apply measures in the management of pesticides (55 in 2010-11). To promote greater policy coherence across hazardous chemicals, the 2013 Conference of the Rotterdam Convention was arranged to coincide with those of the Basel and Stockholm Conventions, which are responsible respectively for hazardous waste and persistent organic pollutants.

68. The major advance in managing the lifecycle of pesticides was the approval by the FAO Conference in 2013 of the International Code of Conduct on Pesticide Management. The Code of Conduct is the point of reference for all matters relating to pesticide management.

69. The Near East was an area of particular focus for Integrated Pest Management as the result of a major regional project financed by the Italian Government in ten countries. In these countries, integrated pest management is becoming embedded in government policy and national outreach campaigns, in particular through Farmer Field Schools.

#### ***A04 - Better management of plant genetic resources including seed systems***

70. FAO advanced the management of plant genetic resources during the biennium at three levels: identifying and promoting international standards through the International Treaty on Plant Genetic Resources for Food and Agriculture; assisting countries to develop national strategies on plant genetic resources standards, consistent with the framework established by the FAO Council in 2011 under the Global Plan of Action; and helping build private and public sector capacities related to the effective management of plant genetic resources, such as plant breeding, seed systems and biotechnology and biosafety.

71. Since 2011, the number of Parties to the International Treaty on Plant Genetic Resources for Food and Agriculture increased by six to 131. Through 19 projects, FAO supported 33 countries across Asia, Africa, the Near East and Central and South America to collect and conserve seed varieties. FAO assisted 17 developing countries to develop national strategies, seed sector policies and capacity for the collection and conservation of plant genetic resources. One result is that there are now 73 countries with National Information Sharing Mechanisms to monitor progress in the management of these resources.

72. At a regional level, ministers of the Agricultural Council of Central America unanimously supported the Strategic Action Plan for Plant Genetic Resources in Mesoamerica. The Intergovernmental Technical Working Group on Genetic Resources approved new guidelines on seed policy. FAO expects these guidelines to help build international trade in seeds, by harmonizing seed policies between countries.

73. This work was backed by targeted policy support aimed at smallholder farmers, organized into small-scale seed businesses, to improve the reliable supply of seed and raise yields.

**Certified seeds increase crop yields by over a fifth in the Andes**

The Andean Seeds Project, involving Bolivia, Ecuador and Peru has adopted a *Save and Grow* approach to increasing the production, access and use of high-quality certified seeds. This USD 5.2 million project, financed by the Spanish Government, involved working with governments to strengthen institutional capabilities and seed policy and develop legal frameworks; and with farmers groups to establish associations with the technical, business and marketing skills and the quality control systems needed to produce certified seed.

The 87 seed producer organizations created and supported by the project comprise 1 445 families. These organizations have increased threefold the amount of certified seed available to local growers, and now provide 20 percent of the local demand for seed varieties. Field evaluations of the project have shown that these improved seeds have increased average crop yields by between 20 and 23 percent.



### ***Strategic Objective B: Increased sustainable livestock production***

- FEEDIPEDIA launched, the world's first open-access authoritative database on animal feed.
- FAO founded the Livestock Environment Assessment Performance Partnership, to develop global consensus on managing the impact on the environment of livestock and its supply chains.

#### ***Policy context***

74. Livestock production supports the livelihood of 70 percent of the world's poor. It accounts for 43 percent of global agricultural output and occupies a quarter of the world's surface; a third of cropland is used for livestock feed production. However, faced with competition from large-scale operations and the rising cost of animal feed, the economic viability of family-based livestock operations is coming under pressure. There is increased exposure to animal disease and genetic diversity is under threat, with 20 percent of breeds on the verge of extinction. Furthermore, decision-makers in the sector lack the information needed to guide policy and strategy, particularly at a global level. Yet, the opportunities are significant. Advances in breeding, animal husbandry, nutrition and animal health are increasing productivity and allow more efficient use of inputs and other natural resources.

75. FAO's work under this Strategic Objective concentrated on improving the performance of the livestock sector in four areas: its contribution to food security, poverty reduction and economic development; reducing risks of animal disease; managing better the use of natural resources, including animal genetic resources; and generating information to guide policy formulation.

#### ***B01 - Contribution of livestock to food security, poverty alleviation and development***

76. Support to the role of livestock in the broader agenda for food security and development comprised two main elements. Firstly, FAO provided on-call advice on the livestock elements of natural disasters and other emergencies. 125 projects in more than 30 countries benefited from this service in the course of the biennium. Secondly, FAO developed advice, tools and guidance on the development of measures to improve the efficiency and productivity of country livestock sectors. Over 50 countries received specific advice in this area over the biennium, and 12 on measures to reduce food losses.

77. A major theme among the range of advice and tools produced concerned optimizing the use of animal feed. For example, in October 2012 FAO partnered with French institutions to launch FEEDIPEDIA, an open access, online encyclopaedia with the latest state of scientific information on the nature, occurrence, chemical composition, nutritional value and safe use parameters for feed resources. By December 2013, the encyclopaedia comprised 2 000 pages, representing half of the anticipated 1 400 feed resources, and was receiving over 25 000 visitors per month.

78. FAO also published 15 assessments of the options to improve incomes and livelihoods of producers and make better use of natural resources. These included tools and guidelines on balanced feeding to improve livestock productivity; the use of nutrients to increase milk production and decrease the emission of methane gases; and using fruit and vegetable wastes as livestock feed.

#### ***B02 - Animal disease***

79. The main focus of FAO's work to help countries manage potential outbreaks of animal disease involved: keeping the Global Early Warning System<sup>2</sup> updated with features on the most significant animal diseases, and providing targeted support to countries to develop strategies, surveillance networks, laboratory analysis, outbreak response and control mechanisms, incorporating a multi-disciplinary "One Health" approach, which unifies animal, human and ecosystem health. As a result of this activity, and those in previous biennia, 110 countries are now better placed to identify and respond to animal health threats. Partnership with the private sector was a key element of strategy.

<sup>2</sup> The Global Early Warning and Response System for Major Animal Diseases, including Zoonoses (GLEWS) coordinates the alert and disease intelligence mechanisms of FAO, the World Organisation for Animal Health (OIE) and the World Health Organization.

80. This Organizational Result also encompassed the successful response to major disease outbreaks during the biennium, including the H7N9 variant of Avian Influenza in China, its H5N1 variant in South East Asia and Egypt, and the Middle East Respiratory Syndrome in Saudi Arabia.

#### **Reforming the veterinary sector in Tajikistan**

Livestock is an integral part of the livelihood of the people of Tajikistan, with 80 percent of households owning livestock. However, by 1997 there was a serious degradation in the control of animal diseases. Among the diseases which became endemic and spread is brucellosis, a disease easily transmitted from animals to humans.

FAO has helped the Government of Tajikistan to restructure and rehabilitate its National Veterinary Service. This involved supporting the development of a national disease prevention and control programme; supporting the Ministry of Health to create awareness and inter-sectoral collaboration; creating a surveillance system to establish prevalence, monitor progress and trigger response to a new outbreak; and upgrading skills by creating a network of over 650 field veterinary units, with quality medicines and veterinary clinics. The work of these field veterinarians, after they have received the start-up funding from FAO, is co-financed by local households and farmers.

1.7 million animals are now being vaccinated every year against brucellosis. Prevalence of the disease in targeted areas has fallen from 8.5 percent in 2004 to under 2.5 percent, and some regions of Tajikistan are starting to consider themselves free of brucellosis. Other countries in the region are taking up the practices developed by FAO in Tajikistan.

#### ***B03 - Natural and genetic resources in animal production***

81. FAO worked at two main levels under this Organizational Result. It provided advice to international bodies such as the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change on matters related to genetic diversity and the role of livestock in climate change. At national level, it helped 33 countries to develop and introduce policies to mitigate the impact of the livestock on the environment and climate change, and helped 50 countries to better manage animal genetic resources.

82. Work on natural resources was primarily concerned with the continuing efforts to place on the international agenda the relationship between livestock and climate change. As part of this work, FAO founded in 2012 the Livestock Environment Assessment Performance Partnership, bringing together entities from civil society and the private sector, government research bodies and international bodies such as World Organisation for Animal Health and the United Nations Environment Programme. Under the aegis of the Partnership, FAO developed and is piloting guidelines to monitor the environmental impact of the livestock sector, to improve the sustainable investment return from natural resources and thereby better manage key factors influencing the sector's performance. FAO also continued to support the Global Agenda for Sustainable Livestock.

83. The 2007 Global Plan of Action for Animal Genetic Resources provided the framework for FAO's work on genetic resources. Over the course of the biennium, FAO made the Global Plan of Action more accessible: the plan is now available in 17 languages. It assisted countries to undertake livestock surveys and devise National Strategies and Action Plans; and helped to put in place legal frameworks, policies, institutional mechanisms and skilled personnel.

***B04 - Information to guide livestock policy***

84. Demand for FAO information products showed steady increase: 2013 alone saw a 44 percent increase in visits to FAO's Web sites on animal health, and a 12 percent increase in the download of documents. The major output was the flagship report "World Livestock 2013: Changing Disease Landscapes". The report found that 70 percent of the new diseases in humans over recent decades originated in animals. The migration of animal diseases to humans was enabled in part by the human quest for more animal-sourced food, plus the broader pressures placed on the integrity of the food chain caused by population growth, agricultural expansion and the rise of globe-spanning food supply chains. The report argued that a new, more holistic approach was needed to manage disease threats, in particular at the interface between animals and humans.

***Strategic Objective C: Sustainable management and use of fisheries and aquaculture resources***

- Between 2011 and 2012, fish trade from developing countries rose by USD 4.2 billion, or 6.1 percent; and their share in world fish exports increased from 52.9 percent to 53.5 percent.
- Voluntary Guidelines for Flag State Performance have been agreed, which will strengthen controls against illegal, unreported and unregulated fishing.

***Policy context***

85. Nearly 17 percent of animal protein consumed worldwide comes from fisheries and aquaculture; in many small island developing states the figure is much higher. Furthermore, the livelihoods of 12 percent of the world's population depend on fisheries and aquaculture, mainly in the developing world. But 30 percent of world fish stocks are estimated to be overexploited, depleted or recovering from depletion; and USD 50 billion is lost every year in marine fisheries from poor management, inefficient practices and overfishing. Lastly, climate change is posing new challenges to populations who rely on the oceans, by modifying the distribution and productivity of marine and freshwater species, affecting biological processes and altering food webs.

86. FAO's strategy on fisheries and aquaculture had six elements: strengthen the application of global standards such as the Code of Conduct for Responsible Fisheries (CCRF); establish a robust system of international governance of fisheries, in particular through Regional Fisheries Bodies; improve the effectiveness of the management of capture fisheries; increase the yield and sustainability of aquaculture; improve the safety and efficiency of fishing practices; and increase the profitability of the post-harvest exploitation of fish catches, in particular through trade.

***C01 - Policies and standards that facilitate implementation of Code of Conduct for Responsible Fisheries and related instruments***

87. The main focus of FAO's work under this Organizational Result was to support countries to adopt the provisions of the Code of Conduct on Responsible Fisheries and similar international agreements; develop associated international guidelines and policy instruments; and strengthen the generation of statistics and other monitoring of the fishery and aquaculture sector.

88. Over the course of the biennium, FAO provided advice to countries on strengthening fisheries and aquaculture legislation, policy development and implementation and the collection of fisheries statistics in the context of the Code of Conduct. This advice included adaptation planning and preparedness for impacts of climate change and natural disasters, and contributions to the publication of Rights-based Management in Latin American Fisheries, and the FAO Land Tenure Journal. On the application of international standards, an additional five states signed up to the 2009 FAO Agreement on Port State Measures, which aims to prevent and eliminate illegal, unreported and unregulated fishing.

89. The major development in global governance of fisheries in 2012-13 was the emergence of the "blue economy" concept from the 2012 Rio+20 Conference. The blue economy model is based on the premise that healthy ocean ecosystems are more productive. Its consequent emphasis on conservation and sustainable management will have an important role to play in achieving the post-2015 global sustainable development goals. To advance this concept, FAO launched the new Blue Growth Initiative, to assist countries in developing and implementing blue economy and growth agendas. The initiative will foster partnerships and act as a catalyst for policy development, investment and innovation in support of food security, poverty reduction, and the sustainable management of aquatic resources.

90. FAO secured agreement to the voluntary guidelines for flag state performance, and issued draft Voluntary Guidelines for Securing Small-scale Fisheries. The Guidelines were the product of extensive consultations with 1400 stakeholders, and aim to establish consensus on the policies and practices needed to support coastal and inland fishing communities. FAO also ensured that oceans and small-scale fisheries influenced major international debates and the content and direction of related

policy documents such as: the Rio+20 Outcome document, the report from the UN Special Rapporteur on the Right to Food to the UN General Assembly, and the FAO-ILO Good Practice Guide for Addressing Child Labour in Fisheries and Aquaculture.

91. The flagship publication State of Fisheries and Aquaculture 2012 (SOFIA) received much media interest as did the OECD<sup>3</sup>-FAO Food Outlook. Fishery and aquaculture statistics were updated and published, including a new statistical dissemination package and enhanced fishing vessel data.

### ***C02 - Governance of fisheries and aquaculture through strengthening of national institutions and Regional Fisheries Bodies***

92. During the biennium, FAO strengthened governance of fisheries and aquaculture by encouraging Regional Fisheries Bodies to evaluate their performance, supporting them in implementing measures to fill any gaps identified (including by creating new networks) and supporting the reinforcement of national institutions.

93. Four Regional Fisheries Bodies within the FAO framework undertook performance reviews during 2012-13 – each of which had positive conclusions. A new Regional Fisheries Body (CACFish) was established as the first such body in the Central Asia and Caucasus Region. FAO also supported the creation of two new aquaculture networks, in Latin America and Africa respectively.

94. FAO's support to strengthening of national institutions during the biennium focused on improvements in three areas: understanding the key factors underpinning aquaculture development; the role of employment within aquaculture governance; and methodologies for quantitative assessment and monitoring of the aquaculture sector performance. On the role of employment in particular, FAO undertook studies on the socio-economic contributions of small-scale aquaculture which demonstrated the need for pro-poor governance.

#### **Tackling an outbreak of disease in Viet Nam**

About one million people in Asia earn a living from shrimp farming. However, weak compliance with good biosecurity and aquaculture practices made this industry vulnerable to newly emerging infectious diseases.

In Viet Nam, shrimp exports generated USD 2.4 billion in 2011 - more than a sixth of the overall value of shrimp produced in Asia that same year. But when a disease began affecting shrimp farms, particularly in the provinces of the Mekong Delta, the country's key shrimp-producing region, the Viet Nam Government turned to FAO for help. This disease, acute hepatopancreatic necrosis syndrome, commonly known as early mortality syndrome, first appeared in the region in 2009, and has been associated with a slump in shrimp production. In response to the request, FAO assembled a team of experts and leading researchers from around the world to work with the Government to better understand the disease and how to strengthen the country's ability to deal with similar outbreaks in the future.

The experts advised the Government on immediate measures to limit the spread of the disease, and undertook research to discover the source of the disease. The breakthrough came in late 2013, when researchers from the University of Arizona identified the causative agent, a strain of a bacterium commonly found in brackish coastal waters around the world, and developed a rapid diagnostic test to detect its presence.

In parallel, FAO with other experts from the Region, identified risk management measures to deal with the disease. At a national level, this led to strengthening emergency preparedness guidelines on aquatic animal disease outbreaks and developing a national aquatic animal health management strategy; and at local level, training of over 300 farmers, input suppliers and representatives from provincial agencies in good practice in shrimp aquaculture and biosecurity, in particular disease prevention, shrimp health management, monitoring and record-keeping.

The team are currently looking for funding, including from TCP, to roll out the practices developed within the region and to other regions.

<sup>3</sup> Organisation for Economic Co-operation and Development (OECD)

### ***C03 - More effective management of marine and inland capture fisheries***

95. FAO advanced the management of capture fisheries by assisting Regional Fisheries Bodies and countries put in place sustainable fisheries plans and policies, based on FAO's guidelines and technical guidance, and promote the adoption of these standards by communities and fisherfolk. By the end of the biennium, ten countries (in addition to the four in 2011-12) and six Regional Fisheries Bodies (two in 2011-12) had fishery management plans in place. Furthermore, 75 percent of fisheries projects resulted in the communities applying sustainable fishery practices.

96. In support of these initiatives, FAO improved information on the state of fishery resources globally, regionally and at the national level; launched a Web-based toolbox for the implementation of the Ecosystem Approach to Fisheries and provided targeted advice on using the ecosystem approach to planning and implementing fisheries and aquaculture development. Funding from the Governments of Norway (for 32 coastal countries in Africa), Sweden, Italy, Spain, Greece and the EU has proved effective in supporting countries to adopt the Ecosystem Approach to Fisheries.

### ***C04 - Sustainable expansion and intensification of aquaculture***

97. FAO's promotion of the sustainable intensification of aquaculture involved assisting countries to adopt FAO's guidelines, tools and norms to increase the use of aquaculture and the associated social benefits in terms of livelihoods and rural development. As a result, more than 30 countries have now adopted FAO policy instruments, 20 countries have adopted policies and strategies to commercialize their aquaculture farming activities, and 40 countries have adopted fisheries policies related to biosecurity, introduced species, genetic resources and biodiversity, environment and social economic improvement.

98. Guidelines and other policy tools developed by FAO to support the sustainable exploitation of aquaculture included the Global Aquaculture Advancement Partnership, endorsed by the 6<sup>th</sup> and 7<sup>th</sup> sessions of COFI Sub-Committee on Aquaculture, and technical guidelines and reports on off-the-coast and offshore mariculture, cage culture, farm feeds and feeding, veterinary medicines, indigenous species, seaweed, climate change adaptation and diseases. Other tools developed include the new CCRF aquaculture questionnaire, and National Aquaculture Sector Overview (NASO), and National Aquaculture Legal Overview (NALO).

### ***C05 - Safe, efficient and environmentally friendly fisheries operations***

99. Safe, efficient and environmentally friendly fisheries operations are dependent on the quality of fishing vessels, gear and practices on the one hand, and on the regulatory mechanisms established to monitor and enforce the application of quality standards on the other.

100. The prime focus of improved fisheries operations over the biennium was bycatch management and the reduction of discards, following endorsement by the Committee on Fisheries of the International Guidelines on Bycatch Management and Reduction of Discards. With the support of the Global Environment Facility (GEF) and other donors, FAO facilitated the development of four projects in the Far East (Indonesia, Papua New Guinea, Philippines, Thailand and Viet Nam); Latin America and the Caribbean (Brazil, Colombia, Costa Rica, Mexico, Suriname, and Trinidad and Tobago); Pacific small island developing states, to be executed by Pacific Islands Forum Fisheries Agency and the Secretariat of the Pacific Community; and covering global management of deep sea tuna fisheries with the involvement of all five tuna Regional Fisheries Management Organizations.

101. These projects are expected to resolve current inconsistencies in bycatch management, and reduce high levels of illegal, unreported and unregulated fishing activities and threats to biodiversity from current fishing practices.

102. On regulatory standards, FAO, together with the International Labour Organization and the International Maritime Organization published Safety Recommendations and Implementation Guidelines. These standards apply to 90 percent of the global fishing fleet. FAO also published a Manual on Fuel savings for small fishing vessels and the Fisheries and Aquaculture Guidelines. FAO also continued its work on the Global Record of Fishing Vessels, Refrigerated Transport Vessels and Supply Vessels and, together with the International Maritime Organisation, has been involved in work on piracy.

***C06 - Post-harvest utilization, trade and market access to fisheries and aquaculture products***

103. FAO pursued three priorities on post-harvest utilization and trade to: i) increase the uptake by countries of FAO's recommended practice in this area; ii) assist countries to comply with international standards and laws on fish trade; and iii) increase developing countries' income from the trade in fish by 5 percent. Biennial targets for these priorities were met (see Annex 4). It is in particular worth noting that between 2011 and 2012, fish trade from developing countries rose by USD 4.2 billion (6.1 percent) and their share in world fish exports from 52.9 to 53.5 percent.

***Strategic Objective D: Improved quality and safety of food at all stages of the food chain***

- The Codex Alimentarius Commission adopted 49 new international food standards that were developed through the broad participation of developing and developed countries.
- FAO provided technical assistance to 52 countries to improve risk-based food safety regulatory programmes and/or support to improving food safety and quality management along value chains.
- FAO developed and piloted the first version of a tool for assessing national food control systems which will significantly improve the ability of countries to plan and monitor the improvement of these systems.

***Policy context***

104. The achievement of global and national goals for poverty reduction and socio-economic development is dependent on the safety and quality of food: poor food has a direct effect on consumer health and damages economies and growth by undermining confidence in farmers and food businesses. In many developing countries, food-borne diseases remain a major cause of death and illness, particularly among children and even developed countries face difficulties in establishing dependable systems for food safety and quality.

105. To address this, FAO's strategy was to support governments and civil society at four levels: setting standards on food, labelling and reference values for nutrients; putting in place the legislative instruments and policy infrastructure to apply the standards, building the associated institutions, inter-ministerial and inter-sectoral ways of working and staff capacities; establishing the monitoring and response systems to quickly tackle food safety issues as they arise; and building the capacity of the private sector to manage food safety effectively.

***D01 - New and revised international standards for food safety and quality***

106. This Organizational Result represents FAO's ongoing commitment to supporting the work of the Codex Alimentarius Commission, the global reference point on food standards for food producers and processors, national food control agencies and the international food trade.

107. The Commission reached 186 members in the course of the biennium and adopted 49 new or revised Codex standards and a large number of new or revised provisions for additives, pesticides and veterinary drugs in foods. The Codex Secretariat continued to promote the use of the interactive Web site and develop new applications to increase efficiency. 69 member countries (27 with observer status) are now using the "my Codex" Web page to interact with the Codex Secretariat and other members.

***D02 - Institutional, policy and legal frameworks for food safety and quality***

108. Advancing the quality and safety of food requires joint work among government ministries, particularly those responsible for health, food, agriculture, planning and education. In practice, this has meant creating the environment for interministerial collaboration by establishing boundaries, roles and responsibilities; clarifying accountabilities for performance and the management of risk; building information flows; and determining shared criteria when joint intervention is required. To ensure sustainability, FAO has been increasing its emphasis on developing the tools and guidance that will strengthen the capacities of governments to develop robust policies through their own participative processes that make the best use of available evidence. Using this approach, over the biennium, five more developing countries have adopted new food safety policies and put in place legal instruments to support the effective implementation of food control programmes. Six countries have strengthened institutional controls over the entire food chain.

109. Through an EU-funded pilot project in Uganda, FAO developed with the Government a systematic approach to considering multiple criteria to facilitate more integrated thinking about food safety policy. Applying this approach across the food chain has made decision-makers in various sectors aware of the relevance of food safety decisions to achieve their sectoral goals (agricultural development, trade, employment, food security, public health) and is facilitating more robust policy decisions. The techniques developed are being formalized within FAO guidance tools and are



currently being applied in ten other countries. A number of international development partners have expressed great interest in this work and collaboration is planned to facilitate the widespread use of the approach.

#### ***D03 - Regional/national programmes to monitor and control food safety and quality***

110. The assurance of safe food and the protection of consumers depend on the ability of national institutions to implement food control programmes so that they can direct their resources towards the most pressing issues. Accordingly FAO helped developing and transition countries in three main areas to: improve the generation and use of data to guide risk-based decisions, including in emergency situations; strengthen technical food control services such as food analysis and food inspection; and enhance the capacities of countries to contribute to the deliberations of Codex.

111. FAO produced further training and guidance materials on applying the food safety risk analysis framework, and worked with countries to develop their capacities to identify and assess risks in the food chain, such as antimicrobial resistance in livestock, toxinogenic molds on crops, and exposure to other contaminants. This work has included guidance to the Association of Southeast Asian Nations (ASEAN) member countries on the establishment of a regional food consumption database to help them better understand their exposure to food contaminants and make decisions on nutritional issues. Also, in West Africa, FAO helped nine countries finalize food composition tables.

112. FAO strengthened food laboratory services in 20 countries, to directly support programmes of regulatory enforcement and also to enable the generation of data that ensure that food safety decisions have a sounder scientific basis. FAO provided advice and training in countries to identify trace chemicals, such as pesticides and veterinary drugs, and to combat food-fraud in various commodities important in international trade, such as honey, fruit juices and dairy products. FAO also assisted 20 countries improve food inspection services and train inspectors so that enforcement programmes are more efficient and focused on the areas of highest risk. FAO developed guidance on food recall to enable efficient response in the face of food safety incidents and emergencies. During the biennium, FAO continued its focus on building awareness of Codex and familiarity with Codex procedures so that the strengthened technical competencies in food safety result in more effective engagement in the standard setting processes of Codex.

113. Finally, FAO successfully completed its first pilots of a tool to assess the relative advancement of the different components of a country's system of food control. Four pilot countries are using this tool to prioritize the next steps in improving their national systems and establish monitorable targets.

#### ***D04 - Adherence by food producers and businesses to good practice in food safety and quality***

114. Complying with mandatory and voluntary market requirements and implementing international recommendations on good practice opens up new markets to the private sector. In this way, compliance with food standards acts as a driver for economic development, by raising income and employment. It has also an effect on food security by increasing the availability of food, in general, and safe food in particular. FAO worked during the biennium to improve private sector observance of food standards by advising governments on the development and implementation of integrated strategies and programmes from production to the point of sale, and to apply general good practice, voluntary guidelines and best practice in the areas of production and manufacturing, safety and hygiene and food quality.

115. In implementing this approach, FAO assisted over 30 countries to develop individual and institutional capacities to improve the management of food safety and quality. In 11 countries, it examined all aspects of the value chain to identify critical inefficiencies and weaknesses in complying with market requirements. This analysis resulted in the countries concerned preparing a prioritized strategy and targeted technical assistance programmes, which are on the point of being rolled out.

116. The adoption of Good Hygiene Practices throughout the food chain remained a key part of FAO's technical assistance under this Organization Result, based, as appropriate, on a system of Hazard Analysis and Critical Control Point. FAO has integrated such assistance, as much as possible, into existing programmes of training such as Farmer Field Schools to improve the effectiveness and the efficiency of delivery.

**Bringing food safety to food aid**

Emergency food agencies such as the World Food Programme and the United Nations Children's Fund are highly experienced in distributing nutritionally appropriate foods to some of the world's most vulnerable populations, including young children. However, these agencies, as well as the recipient countries and donors are increasingly looking for assurances that food aid is safe; without such assurances, there is a real threat that food aid would be blocked from reaching those who need it. This threat is real. In May 2012, an aid agency detected a microbial pathogen called *Cronobacter* spp in its stock of 20 000 tonnes of ready-to use therapeutic and supplementary foods aid, a reserve intended for 4 million children in 25 countries. This pathogen has been linked with severe illness and even mortality in young infants, especially those less than two months of age. Accordingly, this agency together with others in the same field approached FAO for advice.

From its initial research, FAO experts concluded that the existing food standards produced by Codex for infant formula and formula for special medical purposes were not appropriate for these specialized nutritious foods, and that the main hazards of concern in these products went beyond *Cronobacter*. They accordingly provided options for the already contaminated products and proposed control measures for any further products in the same line. They also commissioned a survey of these products to gain a better understanding of their microbial contamination profile, with the objective of identifying standards that would address the hazards of greatest concern in these specialized nutritious products and that would be feasible for the food industry to apply. FAO provided the results of its analysis to these and other interested agencies in June 2013. They were accepted as preliminary specifications by emergency agencies, donors and the industry, and are being put into practice. FAO, in association with concerned agencies plans to review these specifications in September 2014, with a view to refining them if required.

### *Strategic Objective E: Sustainable management of forests and trees*

- Remote sensing tools developed by FAO are providing new data to mould national forest policy.
- Forest and Farm Facility launched to strengthen community representation in national policy-making.
- Over 60 countries are implementing FAO's guidelines on forestry and biodiversity.

#### *Policy context*

117. The world's forests are threatened by growing demand for wood energy and for land for agricultural crops. Climate change also poses a threat to forests in some areas. While over 100 countries have managed to stabilize their forests, deforestation and forest degradation continue to increase in many developing countries. Rio+20 affirmed the connection between forestry and livelihoods and underlined the importance of sustainable forest management. FAO continues to have an important role to play in promoting and assisting sustainable forest management practices and policies.

118. FAO's response to these challenges centred on improving policy and planning through better information on forestry, international cooperation and debate and strengthening national forestry institutions and thereby improving the sustainable management of forests, economic returns of forestry and the conservation of forestry biodiversity and genetic resources.

#### *E01 - Improving forestry policy through better information*

119. FAO's planned approach for strengthening the information base for policy-making nationally, regionally and internationally involved collecting country reports for the Global Forest Resources Assessment and supporting countries to assess the state of their national forests according to FAO's standards and monitor changes in areas under forest use using remote sensing technologies.

120. In 2011, the first ever global remote sensing took place. During 2012-13, twice the number of countries anticipated (ten against the target of five) used the methods and tools developed by FAO to generate estimates of forest area change at national level. Countries are using the resulting data to develop national policy.

121. However, the submission by countries of reports for the Forest Resources Assessment fell considerably short of the target for 2012-13. With six major international forestry institutions requesting data, the administrative burden on countries can be considerable. FAO has been working with these institutions to coordinate data collection, as part of a longer-term initiative between international forestry institutions to improve data consistency and analysis. One implication of this coordination was that FAO had to defer the start on the Assessment. The Forest Resources Assessment is now expected to be published in mid-2014.

#### *E02 - Facilitating international cooperation and debate*

122. As in previous years, international cooperation and debate supported by FAO took place mainly within the Committee on Forestry, Regional Forestry Commissions and joint initiatives. Meetings of the Committee on Forestry were well attended with 129 member and observer countries (an increase of over 40 percent compared to 2010-11), and 25 intergovernmental and non-governmental organizations. Similarly, country attendance at Regional Forestry Commissions increased by nearly 10 percent. A significant contributory factor was the direct follow-up undertaken by FAO's subregional offices and representations, particularly in Africa. The Collaborative Partnership on Forests continues to be influential: its events spawned at least five major joint initiatives.

123. In addition, FAO held two major events at Rio+20, on Forests and the Green Economy and on Mediterranean Forests for Development, attracting more than 500 participants. FAO also convened the Global Landscape Forum, a global platform on the role of forests and agriculture in mitigating and adapting to climate change. Lastly the UN General Assembly proclaimed 21 March the international day of forests, supported by FAO.

### ***E03 - Strengthened institutions and involvement in the development of forest policies, legislation and planning***

124. FAO deployed two main tools during 2012-13 to strengthen the development of forest policies, legislation and planning: the National Forest Programme Facility, which used extra-budgetary funds to enable a fuller range of stakeholders to contribute to the formulation of National Forest Plans; and direct support from FAO to countries as they developed or updated these plans.

125. 53 countries benefited from the National Forest Programme Facility in 2011-12. Feedback showed that the facility was successful in securing stronger stakeholder involvement, raising awareness and increasing the capacity of stakeholders. In September 2012, the Facility was merged with the closely related Growing Forest Partnerships Programme to create the Forest and Farm Facility. This new facility seeks to establish strong and equitable partnerships among smallholders, communities and indigenous peoples, and thus to better support national and subnational governments to achieve sustainable forest landscape management, whilst boosting food security and promoting climate-smart agriculture.

#### **Forest tenure**

With funding from the European Union, FAO supported the Chinese Government in its reform of forest tenure. The reform transfers greater rights for managing forest land to farmer collectives. China's State Forestry Administration called upon FAO to help farmers take on these new responsibilities, in particular as regards the legal, administrative, participatory and managerial skills and structures needed to run a cooperative. FAO was part of a larger team comprising local, regional and national forestry officers, universities and other research institutions.

As part of this exercise, FAO organized training for more than 1 000 forestry officials, leaders of forest farmer cooperatives and farmers in the legal and institutional aspects of ownership transfer and participatory approaches. FAO also established a knowledge exchange among the pilot provinces, and set up study tours for the new forest owners and forestry officials to visit cooperative operations across China, and in other countries with similar forest owner organizations such as Brazil, Finland and Hungary. FAO also supported other activities designed to increase the productivity and profitability of forest land, for example by establishing trade centres where owners can buy, sell or lease the ownership of forests in auction bidding, or by training local forestry officers to provide guidance in setting up activities such as timber processing and marketing.

### ***E04 - Sustainable management of forests and trees***

126. To support sustainable management of forests and trees, FAO issued 35 guides on forest health, 25 guides on different aspects of forest management and 20 guidelines on fire management. The guidelines on fire management were supplemented with direct training of 80 trainers. As a result, of this and related activity, 10 countries have adopted FAO standards on fire management, and 15 countries are using approved programmes to enhance their carbon stocks.

127. The guide which received the most attention was the Guide to Implementation of Phytosanitary Standards in Forestry. The Guide was developed through extensive multistakeholder consultation to combat the spread of forest pests. The pests contribute to deforestation and forest degradation, which negatively impact upon the management of carbon emissions. To ensure the accessibility of its key messages, FAO developed an interactive e-learning course – *Good practices for forest health protection*, which was piloted in more than 50 countries. Behavioural changes and policy changes have been observed in those countries where the course has been taken up.

128. To help countries assess carbon stocks, forest volumes and biomass, FAO in partnership with the French Agricultural Research for Development Centre (CIRAD) and Tuscia University of Italy, launched a new online platform GlobAllomeTree. The data produced by this platform will support climate change research and mitigation activities, such as increasing the carbon stock in forests through reforestation, and bioenergy development.

***E05 - Improving the social, economic and livelihood returns from forestry***

129. FAO promoted investment in forest products and forest services, and in sustainable and socially responsible production through establishing over 10 partnerships with the private sector and civil society, and advising on the development of forest-based small- and medium-sized enterprises. It also built government capacity in over 38 countries and provided direct support to develop strategies, codes, good practices and trade statistics. FAO focused in particular on country market studies, analysis of investment options and marketing and enterprise development.

***E06 - Biodiversity, genetic resources, climate change, water management and rehabilitation of degraded forest land***

130. FAO advanced the environmental protection of forests and trees outside forests by developing and promoting the adoption of guidelines and tools on forest biodiversity, watershed management, agroforestry and climate change; and encouraging countries to reduce deforestation and forest degradation. As a result of FAO's work during the biennium, over 60 countries are implementing FAO's guidelines on conservation and sustainable use of forest biodiversity, and 17 countries are implementing programmes on deforestation and forest degradation.

131. Genetic diversity provides the fundamental basis for evolution and adaptation. However, there is no consolidated global picture on the status and trends of forest genetic resources, limiting the capacity of countries to integrate forest genetic resource management into overall cross-cutting policies. In response to a request from the Commission on Genetic Resources for Food and Agriculture, FAO prepared and will publish in 2014 a report on the State of the World's Forest Genetic Resources.

132. Progress on integrating climate change into forest programmes has been variable. FAO produced and successfully tested a toolbox to simplify the process of policy-making in this area. However, the countries adopting FAO guidelines on climate change are far fewer than anticipated, mainly because FAO underestimated the time required to allow adequate level of consultation.

***Strategic Objective F: Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture***

- Committee on World Food Security approved the Voluntary Guidelines on Responsible Governance of Tenure, the first global consensus on the principles and practice of land tenure.
- The creation of the Global Soil Partnership created a global, broad-based platform for sustainable soil management and for advancing knowledge, standards and guidance in this area.
- Techniques in Climate Smart Agriculture continued to develop with the publication of the Climate-Smart Agriculture Sourcebook.
- FAO published “Aquacrop”, a modelling tool to optimize crop yields when water is scarce.

***Policy context***

133. Natural resources (land, water, climate and genetic) are essential to food production, rural development and sustainable livelihoods. However, climate change, population pressures and changing trends in foreign direct investment, including large-scale land acquisition, has increased the competition for these limited resources. Furthermore, land degradation has reduced agricultural productivity, increased food insecurity, and damaged ecosystems. For example, in Africa alone millions of hectares of farmland have degraded to the extent that they have lost their fertility and water-holding capacity. With population in the region set to double in the next 40 years, this land will need to be regenerated, if increased demand for food is to be met.

134. FAO’s response to these challenges involved bringing a multidisciplinary approach to bear on brokering agreements at international level and supporting governments and civil society at national level in six areas: land management, water management, biological and genetic diversity, governance of land, fisheries and forests, and promoting effective sharing of knowledge to address these issues.

***F01 - Promoting and developing sustainable land management***

135. Work under this Organizational Result centred on promoting standards and guidelines for the adoption by countries of sustainable land management practices and policies. The major achievement over the biennium was the launch of the Global Soil Partnership. This broad-based undertaking draws its members from technical research partners, donors and farmer organizations. It is charged with promoting sustainable soil management, investment into soil and research, improving the quality of information and data, and harmonizing standards. One of its first successes was the declaration of World Soils Day and the International Year of Soils 2015 whose Secretariat is hosted by FAO and will also support the Partnership’s work.

136. FAO complemented global work with direct assistance to governments through capacity building and technical advice to help develop national strategies, plans and legislation on the use of land and water and adaptation to climate change. It also improved the range of information available for decision-makers by launching the Global Agro-ecological Zones data portal, which contains a global inventory of land resources and an evaluation of their biophysical limitations and potentials for crop production.

***F02 - Strengthening capacity to address water scarcity and improve water productivity***

137. FAO promoted and expanded understanding of the global vulnerability to water scarcity, while nationally supporting governments to handle its impact on livelihoods. FAO undertook a major renewal of its database on global water statistics (AQUASTAT), issued technical updates on water availability in Central Asia and published a global review of wastewater data. FAO helped to establish the Secretariat to the Partnership for Agricultural Water in Africa to support the Comprehensive Africa Agriculture Development Programme, and established and strengthened key strategic partnerships, in particular with UN the Global Water Partnership, the Daugherty Water for Food Institute at the University of Nebraska, and the Stockholm Environmental Institute.

138. FAO also provided targeted support to countries to build their capacity to manage water effectively, in particular on smallholder irrigation, emergencies and transboundary river basins. It increased the number of countries applying FAO tools, such as MASSCOTE<sup>4</sup> and AquaCrop,<sup>5</sup> to improve the performance of water management and irrigation tools.

***F03 - Biological diversity for food and agriculture and the equitable sharing of benefits from the use of genetic resources***

139. The main focus of this Organizational Result was to support international fora such as the Commission on Genetic Resources for Food and Agriculture and the Convention on Biological Diversity. FAO assisted the Commission in preparing global assessments and negotiating global plans of action, codes of conduct and other instruments for the conservation and sustainable use of genetic resources for food and agriculture. During the biennium, the Commission published the report “State of the World's Forest Genetic Resources”, the first ever country-driven assessment of the status and trends of forest genetic resources, and agreed on the global Plan of Action for the Conservation, Sustainable Use and Development of Forest Genetic Resources. The Commission agreed a joint statement of cooperation with the International Treaty on Plant Genetic Resources for Food and Agriculture; statement of intents with the French Agricultural Research Center for International Development (CIRAD) and the Global Fund for Agricultural Research; and a collaborative partnership with the Intergovernmental Platform on Biodiversity and Ecosystem Services.

***F04 - Developing and supporting an international framework for the responsible governance of land, fisheries and forests***

140. Steering the negotiations for the preparation and endorsement by the Committee on World Food Security represented the major priority for the work done under this Organizational Result. In May 2012, the Committee on World Food Security endorsed the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. These Guidelines attracted significant media attention (over 100 000 reports worldwide) and are acknowledged by the G20, Rio+ 20 and others as the authoritative source of principles and good practices on the policies, laws and practices on rights to land, fisheries and forests. Once implemented at country level, these guidelines will protect and secure the tenure rights of millions of often very poor people to land, fisheries and forests. In this way, the Voluntary Guidelines are expected to form part of the foundations for global improvements in food security and sustainable development.

**Promoting intergovernmental cooperation**

FAO played a major role in facilitating intergovernmental communication to promote international cooperation in three key areas, illustrating the continued value of FAO's comparative advantage as “honest broker” in the international arena.

- The Committee on World Food Security approved the Voluntary Guidelines on Responsible Governance of Tenure, the first global consensus on the principles and practice of tenure of land, fisheries and forests. Their adoption represents close collaboration and partnership between the UN, World Bank, private sector and civil society. FAO played an instrumental role in laying the foundations for consensus between diverse countries, with different political, economic, social and religious underpinnings to tenure in their respective countries.
- The establishment of the Global Soil Partnership created a global, broad-based platform to call the attention on the central role of soil resources as a basis for food security and their provision of key ecosystem services, including climate change adaptation and mitigation – an international collaboration linking numerous initiatives at community, local, national and international levels.
- The Commission on Genetic Resources for Food and Agriculture celebrated its 30th year providing a key intergovernmental forum to reach global consensus on biodiversity policies relevant to food and agriculture.

<sup>4</sup> Mapping System and Services for Canal Operation Techniques (MASSCOTTE)

<sup>5</sup> AquaCrop is the FAO crop-model to simulate yield response to water of several herbaceous crops

***F05 - Addressing emerging environmental challenges such as climate change and bioenergy***

141. FAO continued to support climate change activities. At global level, this included publishing the source book on climate-smart agriculture, developing a climate-smart agriculture Web site and a new FAOSTAT database on greenhouse gas emissions, as well as contributing to the United Nations Framework Convention on Climate Change and related processes.

142. FAO delivered country support mainly through its programmes for Reducing Emissions from Deforestation and Forest Degradation and UN-REDD. Under the UN-REDD during the biennium, FAO has relocated staff to the field to support country efforts. As a result, 68 countries have benefited from the creation of systems, frameworks, tools and methodologies to monitor the impact of climate change on national forests, which FAO complemented with an education programme on climate change for the Junior Farmer Field School programme.

***F06 - Access to knowledge for natural resource management***

143. FAO during the biennium improved access to information on natural resource management in two ways. Firstly, at international level, it hosts the secretariats for research institutes such as CGIAR and the Global Fund for Agricultural Research. Hosting these secretariats has allowed FAO to foster cross-sectoral research work, evidenced by the 2012 Global Conference on Agricultural Research for Development, organized by the Global Fund for Agricultural Research in partnership with the CGIAR, and attended by nearly 2 000 people from over 100 countries.

144. At national level, FAO mobilised extrabudgetary funding from the World Bank and the InterAmerican Development Bank in particular, to support 26 countries to create agricultural innovation systems. FAO also assisted and advised countries to design and implement programmes, strategies and other services to disseminate good practice, techniques and technologies on sustainable natural resource management under the aegis of communication for development.



***Strategic Objective G: Enabling environment for markets to improve livelihoods and rural development***

- FAO's targeted support to small producers raised incomes by 30 percent and employment by 25 percent.
- FAO has successfully promoted decent rural employment, including the elimination of child labour and the creation of youth employment in agriculture as part of many national policies.
- The data provided by the Agricultural Market Information System (AMIS) has reduced the volatility of international markets in agricultural commodities.
- FAO is a key partner in promoting agribusiness investment and inclusive sustainable value chains.

***Policy context***

145. Small producer access to markets is critical for rural development and food security. However, the effective participation of small producers is limited and the efficient functioning of markets is constrained by inappropriate policies, low volumes, limited competitiveness, lack of information, inadequate infrastructure, weak institutions and market power asymmetries. Indeed, the absence of reliable and timely market information and of a resilient smallholder sector with access to markets and integrated value chains are two main factors that gave rise to food price volatility. The decisions taken by the World Trade Organization Ministerial Conference in Bali in December 2013 to streamline trade were an explicit recognition of the role of agricultural trade and market policy in boosting food security, poverty reduction and rural development in developing countries. Policies to ensure fair and safe conditions for decent rural employment creation are also needed.

146. FAO's work under this strategic objective focused on creating a policy environment conducive to smallholder participation in markets, rural development and rural employment, including the contribution of agribusiness. This also involved building capacity at country level to analyse trends in international markets and trade policy.

***G01 - Analyses, policies and services for small producers***

147. The focus under this Organizational Result was to work with countries in their support to small producers to add value to products and access markets, whether through policy and strategy development or extension work.

148. On average, the adoption of the techniques, tools and advice developed under this Organizational Result increased incomes of targeted businesses and communities by 30 percent and their employment levels by 25 percent. These gains were achieved firstly by working with partners and undertaking field tests to establish recommended practice. Examples of this during the biennium include the joint FAO-OECD 2012 report on practical actions to sustainably improve agricultural productivity, in particular on small family farms, and FAO's pilot work in 34 countries on the Inclusive Business Models approach and Food Security through Commercialization of Agriculture programme. Secondly, FAO worked with governments to put in place the required structural measures, improving access of small farmers to inputs, infrastructures and facilities, including markets at local, national and regional levels. The final element was to improve the capacity of farmer organizations, especially in the technical and marketing skills needed to integrate successfully into output and input markets and develop sustainable value chains. During the biennium, FAO trained over 25 000 small producers, processors, farmer organizations, cooperatives, small and medium enterprises, traders and government officials in the mechanisms, tools and techniques needed to improve capacity of farmer organizations.

***G02 - Rural employment creation, access to land and income diversification***

149. As a result of FAO's policy and technical support, 12 countries now have in place an approach to agricultural and rural development that gives better attention to decent rural employment. This was achieved through developing guidance materials and toolkits, providing up-front policy analyses to governments and then providing them with targeted advice on policy and programme development.

150. Employment of youth in the agrifood sector, specifically in commercial and value-adding activities, became a priority across in Africa and for FAO in the 2012-13 biennium. In response to this new demand, FAO successfully lobbied for youth in agriculture to become an integral part of future meetings of the African Green Revolution Forum and provided support to the African Youth Charter. FAO complemented policy work at a regional level with direct provision of policy and technical support on youth employment and entrepreneurship at country level in seven African countries. Furthermore, FAO has targeted children and youths directly through Junior Farmer Field and Life Schools. In 2012-13, FAO reached 25 000 young men and women through this means. The course was so successful that countries such as Mozambique have incorporated the methodology into the national school curriculum.

### **Securing better returns for the community and the investor from foreign investment in land**

Investors, attracted by the current high food prices, have actively sought to invest in agriculture in developing countries. Foreign investment contributes to the estimated USD 80 billion of investment needed per year if food production is to keep pace with demand fuelled by rising incomes and population levels. However, there have been concerns that this investment may have produced a net harm to food security in the countries affected. Despite this, there had been little systematic assessment of the actual impacts on the host country until FAO published its report in early 2013 *“Trends and Impacts of Foreign Investment in Developing Country Agriculture – Evidence from case studies”*.

The report, another product of a fruitful partnership between FAO, the World Bank, the International Fund for Agricultural Development and the United Nations Conference on Trade and Development, found that large purchases by foreign corporations can lead to displacement of smallholders, a decrease in the incomes of rural people and the degradation of natural resources, while investment projects that combine investors’ capital, technology and management with the knowledge, land and labour of local farmers, produce high returns both for the investor and the community.

The report attracted significant media attention. The findings are influencing the discussions of the Committee on World Food Security and there is evidence that investment companies are structuring their foreign land investments to take account of FAO’s observations on the advantages of inclusive investment business models. FAO’s work with partners in this area is continuing in the 2014-15 biennium with five countries in Africa on pilot studies to further investigate the advantages and disadvantages of different business models.

### ***G03 - Enhancing the poverty reduction impact of agribusiness***

151. FAO acted on three main fronts over the biennium to increase the contribution of agribusiness to poverty reduction: it helped 11 countries formulate development policies for agribusiness and the institutional mechanisms required to implement them; it advised 13 countries on the particular private and public sector measures required to support small and medium enterprises; and at community level, FAO trained and developed technical guidance for private and public sector organizations in over 20 countries on legal contracts, financing mechanisms and value chain arrangements to increase access of smallholders to markets and sources of finance.

152. A key feature of the work under this Organizational Result was the use of joint partnerships. For example, FAO established with the United Nations Industrial Development Organization (UNIDO), the African Development Bank and private sector banks an investment fund and a technical assistance facility (“AgVance Africa”) as a response to the capacity and policy constraints to agricultural investment in Africa. Also in Africa, it partnered with the International Fund for Agricultural Development and UNIDO to create the African Agribusiness and Agro-industry Development Initiative, to accelerate the growth of the agribusiness sector in Africa through increasing value-addition to agricultural products.

***G04 - International markets and trade policies***

153. Improvements to livelihoods and rural markets take place within the broader context of international trade. FAO accordingly supports countries to respond to opportunities and threats from emerging policies and rules on international trade and from the behaviour of international markets. This is done through gathering and presenting data and analyses on commodity markets and trade policy; training officials in policy and trade analysis, with a particular focus on smallholders; and directly supporting countries to formulate policies related to the role of smallholders in trade and markets.

154. FAO's primary tool in supporting country decisions on international trade is the Agricultural Market Information System (AMIS), for which FAO hosts the secretariat. AMIS was established in 2011, and has become the leading source of international market information, bringing transparency and hence efficiency to international markets for agricultural commodities. When there was a price spike in 2012, the impartial data available through AMIS, together with its policy coordination mechanisms, contributed substantially to rapid international pressure to prevent export restrictions by key producer countries, smoothing further price volatility.

### ***Strategic Objective H: Improved food security and better nutrition***

- FAO has developed and disseminated new methodologies for improved formulation, implementation and monitoring of food security and nutrition policies and programmes, which have been adopted by national governments.
- FAO has further promoted a human rights based approach to food security, which has been put into practice by national governments.
- FAO has strengthened global partnerships on nutrition and strengthened food security and nutrition linkages.
- National capacity in information systems for food security and nutrition has been strengthened in several countries.

#### ***Policy context***

155. Around one in eight people in the world are undernourished. Micronutrient malnutrition affects around 2 billion people worldwide – more than 30 percent of the world’s population. Challenges to food security are similar to challenges to poverty reduction and include demographic changes, environmental pressures, price volatility, transboundary diseases and climate change.

156. Action on food security and nutrition centred on five priorities: creating a coherent and realistic policy framework, particularly at country level; strengthening governance over food security through the progressive implementation of the Voluntary Guidelines on the Right to Food; integrating nutrition more deeply within government policy; improving the quality, reliability, timeliness and availability of data, statistics and statistical analysis on food security and nutrition; and improving knowledge exchange.

#### ***H01 - Strengthened national capacities to implement effective strategies on food security and nutrition***

157. FAO has helped countries and regional organizations formulate and implement policies on food security and piloting of systems that would report on the performance and achievements of policies to combat food insecurity and malnutrition.

158. During the biennium, FAO designed and disseminated new tools and revised methods for capacity development, policy and programme monitoring and impact assessment. These included tools for identifying gaps in governmental capacity to act effectively on food and nutrition insecurity; for mapping stakeholders' actions and resource allocations; and monitoring and evaluating the impact of development programmes on food and nutrition security. These tools have proved successful in equipping ministries to better meet policy commitments on food and nutrition security. For example, these tools alerted Burkina Faso to the need to establish a new policy unit in the Ministry of Agriculture and Senegal to change the direction of its National Agriculture and Investment Programme and other food and agriculture policies to focus more explicitly on the challenges presented by soaring and volatile food prices. In Côte d’Ivoire, the analysis that these tools produced was a critical factor in convincing donors to pledge USD 2 billion for the country’s National Agriculture Investment Programme.

#### ***H02 - Food security governance through the Committee on World Food Security and the Voluntary Guidelines on the Right to Adequate Food***

159. Through its work on food security governance, FAO supported five additional countries over the biennium to apply good practice in the management of policies and programmes in food and nutrition, and 12 countries to develop sound legal and other frameworks for the right to adequate food, and education and other strategies to support these frameworks. It also issued seven policy documents providing wider guidance and advice on the adoption of the principles and practices emerging from the Committee on World Food Security and the Voluntary Guidelines.

160. Among these publications, two major policy documents were endorsed by the Committee on World Food Security. In addition to the *Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security*, which is discussed

under SO-F, the Committee also adopted the *Global Strategic Framework for Food Security and Nutrition*. The *Global Strategic Framework* is a single reference point for strategies, policies and actions on food security and nutrition, based on the accumulated experience of the private sector, civil society (including farmer groups), governmental and international sector such as the United Nations. It is expected to end the fragmented approach to tackling food security and malnutrition at global, regional and national levels, and thereby prevent an event escalating into a crisis.

161. In this period, FAO also launched consultative processes on Principles for Responsible Agricultural Investments, an Agenda for Action for Addressing Food Insecurity in Protracted Crises, and is strengthening its involvement with Post-2015 development agenda.

### ***H03 - Strengthened national capacities in nutrition***

162. The primary focus of FAO's work under this Organizational Result was to increase the number of countries that have incorporated nutrition into their poverty reduction strategies, monitoring the relationship between nutrition and food systems and developing guidelines and education programmes on nutrition. Corporate targets related to all of these objectives were met.

163. In this, FAO's objective was to address the root causes of food insecurity and malnutrition. This was achieved through capacity development (including to assess the impact of food price rises on nutrition), advice on policy formulation and implementation, promoting policy dialogue and knowledge exchange between regional and national-level bodies, and developing and disseminating a wide range of learning materials on nutritional aspects of food security, information and knowledge management.

164. The other major area of activity under this Organizational Result was the preparation for the Second International Conference on Nutrition, to be held in Rome in November 2014. FAO prepared expert papers, country nutrition papers and case studies; held three Web-based online discussions and organized seven regional and subregional workshops; and, in collaboration with WHO, hosted a Preparatory Technical Meeting in Rome in November 2013.

### **South-South Cooperation (SSC) boosts Nigeria's food production**

The Nigerian Agricultural Transformation Agenda aims to increase production, decrease food imports and increase youth employment. FAO has facilitated the South-South Cooperation programme providing Chinese experts to provide technical assistance. SSC allows the leveraging of capacity, expertise and resources. Over 700 Chinese experts have been deployed in Nigeria over a decade, resulting in 3 million people trained in improved agricultural techniques. SSC has had a dramatic influence on rice production, doubling the yield per hectare, using the same local variety of rice and better planting, fertilizing and pest management techniques.

### ***H04 - Strengthened access to data and statistics for food security and nutrition***

165. FAO's strategy to increase access to data and statistics involved improving the quality of statistics at country level through promoting standards and training and making statistics centrally available through FAO's dedicated statistical portal, FAOSTAT. In this FAO has been highly successful. All corporate targets were surpassed, with 52 countries applying FAO standards on the collection and management of statistical data (including five undertaking an agricultural census supported by FAO) and, since 2010, 151 countries have established statistical training programmes with support from FAO. In addition, FAOSTAT averages nine million hits per month, 28 percent above target.

166. On the policy side, FAO launched during the biennium the Global Strategy to Improve Agricultural and Rural Statistics. The Strategy provides a comprehensive framework for improving the availability and use of agricultural and rural data.

167. FAO also undertook a fundamental overhaul of the methodology supporting the data on undernourishment published in the flagship report State of Food Insecurity in the World (SOFI). This data is used to assess progress against the World Food Summit goal and the hunger aspect of

Millennium Development Goal 1. The review resulted in a redefinition of key terms, a more flexible statistical model and improved quality assurance and data validation protocols.

168. In parallel, to institutionalize the new approach at a global level and improve its usefulness for countries for decision-making, FAO released, with funding from the European Union, the underlying model as open source software, a module within a larger software platform (ADePT) established by the World Bank for applied economic analysis.

#### ***H05 - Strengthened access to analysis and information on food security and nutrition***

169. There are two elements to this Organizational Result: promoting knowledge management and information exchange (over 450 institutions now use FAO standards and tools); and the provision of information generated by FAO through its Web site (average 4.67 million hits a month) or through its major publications (41 peer reviewed books and articles in addition to the major publications the State of Food and Agriculture (SOFA) and the State of Food Insecurity in the World).

170. Other important publications from FAO over the biennium included a special issue of the journal Global Food Security on the 2011-12 famine in Somalia; and two studies on the management of food security crisis in Africa, including improved food reserve strategies and the analysis of food price volatility and implications for food policies. FAO also produced a number of regular publications such as Crop Prospects and Food Situation, from FAO's Global Information and Early Warning System; the Global Food Prices Monitor, now issued on a monthly basis; and the Food Price Tool, which covers more than 1 100 domestic food price series in 82 countries.

171. On knowledge management and exchange, the Monitoring African Food and Agricultural Policies project developed a systematic method for monitoring and analysing food and agricultural policies which is now being applied in support of ten countries. FAO strengthened analytical and institutional capacities in food security and nutrition information systems in eight African countries and three countries of ASEAN. In Bangladesh, FAO's National Food Policy Capacity Strengthening Programme supported 16 food security research projects, stimulating a national dialogue on food security. FAO undertook multiple missions to assist with food policy analysis in all continents. Lastly, FAO is engaging with the African Union Commission and the Instituto Lula of Brazil in building a Renewed Partnership for a Unified Approach to end Hunger in Africa by 2025.

***Strategic Objective I: Improved preparedness for, and effective response to, food and agricultural threats and emergencies***

- FAO responded faster and more effectively to recent emergencies.
- FAO continued to support agriculture and food security coordination to effectively respond to disasters.
- FAO has successfully promoted inclusive transition planning in some post-crisis countries.
- FAO is proactively mainstreaming Disaster Risk Reduction (DRR) measures, including preparedness, for agriculture and food and nutrition security threats before, during and after crisis.

***Policy context***

172. In 2012, the latest year for which authoritative figures are available, there were 357 natural disasters, lower than the average over the last 10 years. However, the economic damage they caused, at USD 157 billion, was 10 percent greater. The total damage caused by natural and man-made disasters in 2012 has been estimated at USD 186 billion.<sup>6</sup> The intensity of these disasters puts food security and nutrition under stress through the damage to the infrastructure on which agriculture and food chains depend. Finding ways to reduce and manage these risks is key to FAO's work in support of countries. The challenge is to work on those risks not only in emergencies, but also in development interventions.

173. However, just responding to the emergency does not provide a lasting solution. FAO's approach to this Strategic Objective placed emergency activity within a broader disaster risk recovery context, and comprised three elements - helping countries to: better prepare for food security or nutrition emergencies; respond more effectively to emergencies when they arise; and when the emergency ends, facilitate transition to rehabilitation and development.

***I01 - Better preparations for a food security or nutrition disaster***

174. Good preparation reduces the impact of an emergency. The core of better preparedness comprises generating data to alert decision-makers on the arrival of a potential disaster, integrating food and agriculture into contingency and disaster recovery plans. In this, FAO focused its efforts on those that were most vulnerable. By the end of 2013, FAO had helped 37 countries to establish early warning systems, 35 countries to incorporate food and agriculture into their contingency plans and 24 countries particularly vulnerable to emergencies had specific plans for agriculture included in their national disaster recovery management plans. These impacts were achieved through capitalizing on investments made in developing early warning systems, techniques and approaches, such as FAO's Global Information and Early Warning Systems (GIEWS) and the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) to provide direct advice and build capacity where required. These systems monitor the world food situation, and provide early warning on food crises in individual countries and on emerging threats.

175. In 2013, FAO completed a thorough review into its approach to Disaster Risk Reduction. The subsequent report, entitled Resilient Livelihoods: Disaster Risk Reduction for Food and Nutrition Security, set FAO's resilience strategy for the future, based on four pillars:

- a) Enable the environment - Institutional strengthening and governance of risk and crisis in agricultural sectors
- b) Watch to safeguard - Information and early warning systems on food and nutrition security and transboundary threats
- c) Protect and build livelihoods – Protection, prevention, mitigation and building livelihoods with technologies, approaches and practices across all agricultural sectors
- d) Prepare and respond – Preparedness for, and response to crises in agriculture, livestock, fisheries and forestry

<sup>6</sup> [http://www.swissre.com/media/news\\_releases/nr\\_20130327\\_sigma\\_natcat\\_2012.html](http://www.swissre.com/media/news_releases/nr_20130327_sigma_natcat_2012.html)

### ***I02 - Effective response to crisis***

176. FAO provided the support required in emergencies in over 45 countries to assess the level of response, with its advice leading to the mobilization of USD 505 million in humanitarian funding. Of these, the major regional crises handled by FAO included: the Sahel food and nutrition insecurity crisis, the Syrian conflict, and significant country level responses in the Philippines, Central African Republic and South Sudan. During an emergency response, FAO in partnership with the World Food Programme coordinates the food security element. A formal evaluation is currently underway, with a final report due for presentation in December 2014.

177. During the biennium, to streamline and boost the humanitarian response to the most urgent needs in recent crisis, FAO developed a 100-day response plan. This plan prioritizes FAO's assistance to agriculture in terms of restoring production, protecting and strengthening community livelihoods and capacity building. It aims to secure the immediate resumption of agricultural production through seed distribution, restoration of communal storage facilities, protection of livestock, and cash-for-work activities, and to increase livelihoods diversification.

#### **Typhoon Haiyan: Quicker, more effective response**

When the typhoon struck the Philippines in November 2013, the Philippine Government was quick in applying its Disaster Risk Reduction plan developed with FAO's support. FAO quickly responded with expert teams on the ground in Tacloban within 72 hours, ensuring immediate support and rapid needs assessment. By the end of 2013, less than two months later, FAO had provided some 44 000 farming households with rice seed in time for the critical December/January planting season. This will yield enough milled rice to feed more than 800 000 people for a year, at a market value of USD 84 million. FAO is also supporting with cash for work schemes, the rehabilitation of the fisheries and aquaculture sector. This complements other ongoing longer-term work building the resilience of individual farmers and the institutions and ecosystems on which they depend.

The response of the Government, with the strong support of FAO, showed effective learning and the benefits of work done on prevention, preparedness and transition.

### ***I03 - Improved transition to rehabilitation and development***

178. Improving countries' ability to transition smoothly from emergency to rehabilitation involved helping countries in a post-crisis situation to establish rehabilitation plans, including strategies for securing the necessary funding; and to strengthen the resilience of food and agricultural systems to future shocks. On FAO's side, the emphasis was on developing plans for emergency interventions whose objectives are linked to the longer-term development goals and include a defined exit strategy.

179. Between 2009 and 2013, FAO implemented 125 transition projects in 41 countries. Two thirds of these projects (for a total of approximately USD 250 million) took place in countries affected by conflict and/or protracted crises. With the new perspective of resilience, the FAO concept of transition has evolved to being embedded in the overall resilience framework and is no longer one phase in the Disaster Risk Management cycle.

180. FAO's approach to managing transition evolved during the biennium following the completion of its review of lessons learnt and its benchmarking against international best practice, published in October 2012 in "FAO's work on transition: from crisis to development - Good practices for food and nutrition security", and complemented by a "Guidance Note on Transitional Programming in 2013". The revised approach established practice on transition on five elements:

- a) enhancing national ownership through stakeholder consultation and public participation;
- b) integrating Disaster Risk Recovery measures into preparedness, prevention, response and mitigation work;
- c) developing the capacities of governments and institutions in Disaster Risk Management;



- d) basing plans on a thorough understanding of the context and using inclusive techniques and participatory approaches (e.g. livelihoods assessments) with particular attention to include women and marginalized groups; and
- e) deploying market-based interventions to promote access to agricultural inputs and to restore and support local markets.

181. Transitional programming and related project delivery played a key role in the FAO's decentralization process. Country and regional offices are now responsible for programme/project management responsibility under the decentralized and integrated teams. This is already promoting unified coherent programming, spanning across the phases of a crisis "before, during and after", thereby supporting sustainable development and bringing the humanitarian and development actors under the same overarching objective of increasing the resilience of livelihoods.

182. The combination of decentralisation and a revised approach allowed the concept of transition under the reviewed Strategic Framework to become embedded in the resilience result chain. Through the country programming frameworks, decentralized offices in disaster- and crisis-prone countries now have integrated Disaster Risk Management into a coherent programme structure, that connects short (emergency), medium (recovery) and longer-term (development) interventions into CPFs. One implication of this new approach, for example, is that exit strategies for emergency actions are no longer needed.

183. Nevertheless, while humanitarian appeals for food aid requirements are usually well resourced, appeals for agriculture emergency assistance are consistently underfunded, receiving on average less than half of what is needed. Despite consensus on the need to link humanitarian, recovery and development strategies and assistance, there continues to be significant gaps in funding for transition programmes assisting vulnerable and affected people in between shocks. This affected FAO's ability to meet its targets, in particular for strengthening resilience of food and agricultural systems to further shocks.

***Strategic Objective K: Gender equity in access to resources, goods, services and decision making in the rural areas***

- FAO's Policy on Gender Equality was endorsed, providing conceptual guidance to gender equality in FAO's work.
- FAO successfully advocated for the preparation of a General Recommendation on Rural Women (CEDAW Article 14), contributing to the provision of additional guidance to governments in advancing rural women's rights.

***Policy context***

184. FAO has continued to build on the momentum generated by the gender audit,<sup>7</sup> gender evaluation<sup>8</sup> and the flagship publication State of Food and Agriculture (SOFA) 2010-11 dedicated to women in agriculture. SOFA established the socio-economic business case for promoting gender equality in agriculture, and has proved to be highly influential in shaping national and international debates and policies on gender and development. FAO's first ever Policy on Gender Equality was promulgated in March 2012, paving the way for further mainstreaming of gender work across all FAO's programmes and policies, made possible by the network of gender focal points across the Organization.

***K01 - Rural gender equality in UN policies and joint programmes for food security, agriculture and development***

185. FAO has made substantive contributions to UN policies, platforms and joint initiatives (e.g. the Commission on the Status of Women, OECD- DAC,<sup>9</sup> the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women, the Women Watch Web site on rural women). Consequently, the perspectives of rural gender equality and rural women's empowerment have been promoted in UN system-wide programming. FAO's work on gender has resulted in the UN Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women, which is the first joint programme of the Rome-based Agencies and UN Women. FAO's successful advocacy and liaison work in support of rural women contributed to the decision of the Committee on the Elimination of Discrimination against Women to prepare a General Recommendation on Article 14 (Rural Women) of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). This is a significant step to advance women's rights and governments' commitments for addressing critical issues on rural women. The FAO Guidelines (2013) will serve as a basic tool to support countries and FAO country offices in the implementation of Article 14 of CEDAW. Through a systematic review of CPFs, gender equality and rural employment perspectives have been mainstreamed in the CPFs. The knowledge materials produced with FAO's input and promoted through the Women Watch Web site significantly contribute to raise awareness of rural women's issues.

***K02 - Capacity development in gender and agriculture, food security and rural development***

186. Building on the recommendations of the gender audit and gender evaluation, FAO has adopted a more integrated and comprehensive approach to develop the gender skills and competencies of individuals and institutions in member countries. The first gender capacity development strategy was approved in February 2013.

187. Capacity development starts with a country needs assessment, identifying training needs of individuals and institutions and the requirements for an enabling environment to promote gender equality and women's empowerment. A total of 28 countries in Asia and Eastern and Southern Africa have benefited from the Socio-economic and Gender Analysis (SEAGA) capacity development in the biennium. New training materials were developed to assist countries with the implementation of the gender related aspects of the Voluntary Guidelines on the Responsible Governance of Tenure of Land,

<sup>7</sup> <http://www.fao.org/docrep/meeting/023/mc027E.pdf>

<sup>8</sup> PC 108/5; PC 108/5 Sup.1; PC 114/5; PC 114/5 Sup.1

<sup>9</sup> Development Co-operation Directorate

Fisheries and Forests in the Context of National Food Security. Angola and Mozambique received policy support to implement gender-responsive land and water management programmes.

188. FAO has continued to strengthen regional knowledge sharing networks and platforms. A passport to mainstreaming gender in water programmes developed in partnership with the Gender and Water Alliance and the GEWAMED<sup>10</sup> programme in the Mediterranean region was well received. FAO has been invited to be a keynote speaker at a major regional conference on water, women and leaders in Asia and the Pacific.

189. An agrigender toolkit aimed at sex-disaggregated data was produced in Africa, based on 20 years of work in supporting countries with their agricultural censuses and surveys. Further work is being done to adapt this toolkit to meet the needs of Latin America and the Caribbean. Technical support and capacity development was provided to 37 countries on sex-disaggregated data collection and analysis to support national and regional statistics institutions.

190. The success of the Dimitra approach of the community listeners' clubs (CLCs) continued to grow, with an increased number of clubs (1 100) and partnerships and expanded geographical coverage. The CLCs are fully functioning in Burundi, DRC, Ghana, Mauritania, Niger and Senegal. The CLC approach complements Farmer Field Schools in Niger, Mauritania and Senegal, including a FAO resilience programme in Niger. CLCs are a gender-sensitive approach that helps women and men become aware of gender inequalities and take action to address them. They help give rural people, especially women, a voice and contribute to socio-economic and political empowerment of women and men through access to information, participation, inclusion and social accountability.

### ***K03 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development***

191. Fifteen countries were enabled to benefit from the gender-related knowledge products and policy-support materials produced by FAO. The Gender and Land Rights database, established in 2010, was updated with six new countries. An online discussion on gender and land rights in Peru was organized, based on the database, with the participation of Government officials and local groups. Case studies on gender implications of land-based investments were carried out in Tanzania, Ghana, Laos, Sierra Leone and Zambia. Profiles on gender inequalities in rural employment were produced for Ghana, Malawi and Tanzania and made available to ministries of agriculture and national statistical officers. Substantial policy support work for rural women's economic empowerment was undertaken in Ghana and Niger.

192. FAO has partnered with the International Land Rights Coalition, jointly hosting a side event at the Commission on the Status of Women in 2012. A gender perspective has been provided to key FAO knowledge products and policy support materials such as SOFA, SOFI, SOFIA and the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests.

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<sup>10</sup> Mainstreaming Gender Dimensions into Water Resources Development and Management in the Mediterranean Region (GEWAMED)

***K04 - FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work***

193. For the first time, FAO has a corporate Policy on Gender Equality providing conceptual guidance to gender equality in FAO's work. The backbone to the implementation of the policy is the gender architecture of FAO which consists of the technical gender unit and the network of gender focal points. The gender focal points conducted gender stocktaking exercises to identify lessons learned and determine the capacity development needs of their division/office, and participated in online and face-to-face training. The gender focal points in selected divisions/offices have organized training workshops introducing gender sensitive-approaches to the technical work of their divisions/offices. For example, two regional workshops on gender and livestock were held in Addis Ababa and Bangkok, resulting in guidelines for poultry and small ruminants. A gender marker system is now in place as part of FAO's programme planning and reporting tool.

194. In the staff learning platform, there are four e-learning courses available on gender, including one on gender and investment. A comprehensive e-learning course on gender in food and nutrition security and another one on UN Common Country Programming Principles are being developed to be launched in July 2014.

***Strategic Objective L: Increased and more effective public and private investment in agriculture and rural development***

- FAO successfully promoted national and international investment in Food Security, Nutrition, Agriculture and Rural Development (FSNARD).
- FAO supported country-led investment planning through an expanding and tailored set of capacity development interventions, which stakeholders found relevant and useful.

***Policy context***

195. There have been key shifts in aid for FSNARD in recent years: a change in funding priority has seen aid commitments move to the social sectors; a shift in priority from the productive sector towards support for policy development and administrative capacity strengthening; and a change in the aid architecture with the emergence and rise in commitments from non-traditional bilateral donors, private sector foundations and venture capital finance. These new players, often working outside the Development Aid Committee and other official development assistance frameworks, have introduced alternative aid channels that not only complement, but also reshape aid relationships between the traditional donors and the global South. FAO's role remains critical at the country level, encouraging government spending on FSNARD and promoting synergies between the different players and initiatives to make the best use of what is available. Producer organizations, private sector and civil society organizations have increased their participation in FSNARD dialogue at country and regional levels.

***L01 - National and regional development plans include investment strategies for food, agriculture and rural development***

196. In 2012, FAO's flagship publication, the State of Food and Agriculture focused on investment in agriculture. FAO has been involved in more than 300 global fora with food and agricultural investment as a key focus, contributing indirectly to the global increase of investment in agriculture and food security to 9.9 percent as measured by OECD-DAC.

197. FAO's upstream work in identifying specific investment opportunities led to financing by IFIs, donors or national governments in at least 24 countries during the biennium. Through its partnership with governments and international financing institutions (IFIs), mainly the International Fund for Agricultural Development (IFAD), the European Bank for Reconstruction and Development (EBRD) and the World Bank, FAO facilitated policy dialogue and provided policy advice, implemented sector and feasibility studies, and supported the development of national investment strategies and plans. In Africa, FAO also supported countries and regional economic communities in the context of the Comprehensive Africa Agricultural Development Programme (CAADP) as well as the Horn of Africa and the Sahel global initiatives on resilience. Finally, FAO, with the African Development Bank (AfDB) and the Economic Community for West African States (ECOWAS) conducted major analytical and policy work on Agricultural Growth in West Africa (AGWA).

198. FAO worked closely with Members and EBRD. In particular undertaking sector studies informing investment decisions in Eastern and Central Asia, producing agricultural policies to enhance private investments in Ukraine, as well as promoting food safety and quality standards in Croatia, Macedonia and Serbia. FAO partnership with EBRD expanded in 2012 to include Northern African countries.

199. Working at the regional level, FAO has worked with the Intergovernmental Authority on development (IGAD) and several countries in the Horn of Africa to develop common country programming papers and regional programming frameworks to enhance drought resilience in the region. FAO has also provided expertise to put together investment programmes aimed at improving the resilience of (agro)pastoralist communities, including support to the design of the World Bank-financed Regional Pastoral Livelihoods Resilience Project covering Ethiopia, Kenya and Uganda, and the AfDB in developing investment programmes in Djibouti, Ethiopia, Somalia, South Sudan and Sudan. AfDB investments in Somalia will scale up some of FAO's successful programmes.

## **Togo**

Work in Togo demonstrates the strategic role that FAO has played in increasing and enhancing the quality of investment. In response to a request from the Government of Togo, FAO assisted country stakeholders in the development of the national agricultural and food security investment plan which defines priority areas for investment, providing capacity development support during the process, linking IFI partners, and undertaking further specialised studies in support of the investment areas (e.g. agricultural mechanization) resulting, in addition to government increased commitments, in significant and coordinated external investment of over USD 120 million through IFAD, World Bank, the West African Development Bank (BOAD) and ECOWAS Investment and Development Bank (BIDC).

200. FAO also developed an investor friendly database on country investment profiles, integrating five existing datasets on official development assistance, government expenditure to agriculture, capital stock estimates, foreign direct investment and bank credit to agriculture.

### ***L02 - Improved public and private sector organizations' capacity to plan implement and enhance the sustainability of food and agriculture and rural development investment operations***

201. FAO deployed a range of modalities from longer-term country support, strengthening national investment planning processes, to short-term targeted training in priority investment topics, on-the-job, face to face and increasingly through e-learning modalities to enhance outreach. Peer learning was promoted, in particular through South-South Cooperation. Individuals trained through FAO programmes, have included those managing investment in ministries and other public institutions, national consultants and producer organizations. A multi-country assessment found the satisfaction of counterparts to be very high, measured according to DAC criteria of relevance, efficiency, effectiveness and sustainability. Partnerships with national, regional and global organizations have contributed significantly to enhanced quality, outreach and hence likely impact of FAO's capacity development support. At the same time partnership approaches also create challenges where organizational rules, processes and timelines for implementation are not compatible, or if partners' priorities change. FAO also provided capacity development support for agribusiness and agro-industries investment in 25 countries which was supported by a training programme and a number of publications on agribusiness investments with the objective to increase outreach.

### ***L03 - Quality assured public/private sector investment programmes, in line with national priorities, developed and financed***

202. The rolling four-year average of investment significantly supported by FAO is now USD 4.2 billion, exceeding the target by USD 0.5 billion. Over the 2012-2013 biennium, FAO supported some 68 member countries in partnership with IFIs and other donors to increase investments in FSNARD to a total of over USD 8 billion of which external financing represented almost USD 6 billion and national funding USD 2 billion. In 2012-13, 91 projects have been approved, against a target of 80; the average project size has also sharply increased by 24 percent from USD 71 million per project to USD 88 million, showing increased effectiveness in terms of economies of scale. Main financing partners include the World Bank Group, IFAD and EBRD, and also AfDB, the Global Environment Facility (GEF), the Global Agriculture and Food Security Program (GAFSP) and the European Union.

203. While keeping a high level of diversification, the overall portfolio is focusing on natural resource management (including land and water), agricultural services and institutional development, as well as agricultural productivity and value chain development. The latter implies stronger support to investment from the private sector including farmers and small-scale local entrepreneurs who invest in value addition. Furthermore, significant investments are being made in regions affected by drought disasters and other hazards, including the Horn of Africa and the Sahel, with a strong focus on resilience, including for livestock and pastoralism.

204. Several investments with a regional scope have also been prepared in Africa (6), East Asia (2) and the Near East (1), enabling better regional integration through *inter alia* increased trade, improved animal health and transboundary disease control, conflict management, and building on economies of scale in agricultural research, institutional capacity and infrastructure. The quality enhancement process has been strengthened to ensure adequate inclusion of social and gender aspects in investment projects. FAO also provided significant technical support to countries and IFIs during implementation as a way to improve investment quality, coordination of efforts and development effectiveness. In this respect, it supported an investment portfolio of some 317 projects, exceeding the target of 230 projects. Implementation support has focused on all major FSNARD thematic areas, and has contributed to improving knowledge sharing and learning, and country capacity to develop and manage investments.

205. The FAO-GEF portfolio has increased significantly during 2012. The ongoing portfolio consists of 38 operational projects with a total value of USD 112 million in GEF resources and USD 240 million in co-financing. The growth in the FAO-GEF portfolio and pipeline is supported by capacity development initiatives and by FAO's participation in stakeholder meetings at country, subregional and international levels, which contribute to showing FAO's comparative advantage and raising its profile.

206. FAO has formed a new partnership with the International Finance Corporation (IFC), the private sector arm of the World Bank Group. The two institutions will work together to develop responsible agribusiness practices, increase the use by IFC of FAO's technical expertise and knowledge networks, and support agribusiness investment in low-income countries eligible for Global Agriculture and Food Security Programme funding.

***Functional Objective X: Effective collaboration with Member States and stakeholders***

- FAO overhauled its management structures to bring greater clarity and focus to its work globally and at country level.
- 42 partnership agreements established to strengthen the impact of FAO's work on the ground.
- Independent external assessors conclude that FAO's evaluation, audit and investigation functions meet professional standards.

***Policy context***

207. This Functional Objective covers four sets of services which, taken as a whole, ensure that FAO mobilizes and manages its resources wisely, works coherently at the national, regional and international level and delivers results that Members want.

***X01 - Effective programmes addressing Members' priority needs developed, resourced, monitored and reported at global, regional and national levels***

208. This Organizational Result covers the activities involved in formulating, implementing, monitoring and reporting on the Strategic Framework. It embedded results-based management in FAO, including the operational framework for the development and management of the Medium Term Plan and Programme of Work and Budget, the application and use of Regular Programme and extrabudgetary funds, and improved the effectiveness of the decentralized office network.

209. The main focus over the biennium was the review of FAO's Strategic Framework, its internal governance structures, accountability and monitoring mechanisms through transformational change. As described in Section I of this report under Major Policy Developments, this work has brought greater focus to FAO's work, built greater commitment to the delivery of meaningful results and improved quality through designing multidisciplinary responses. This work was supported at a global level by the introduction of Enterprise Risk Management, and in the field by the rollout of an improved Country Programming Framework process.

210. The development of a results-based culture in FAO was further advanced by the adoption in 2012 of the new FAO Project Cycle Guide. The Guide revised FAO's approach to the design and management of extrabudgetary projects so that they are more closely aligned to strategic and country priorities, including those regarding gender, meet international standards on development effectiveness, and produce economically, socially and environmentally-sustainable results. New operational modalities were developed and piloted such as Fund Administrator or Managing Agent, as in the case of the Global Trust Fund to implement the Global Strategy to Improve Agricultural and Rural Statistics Action Plan.

***X02 - Effective and coherent delivery of FAO core functions and enabling services across Organizational Results***

211. The Organizational Result covers the development and application of FAO's strategies and policies on information, knowledge management and statistics, information technology and communication systems and capacity development. Matrix management of inter-related core functions proved to be an effective mechanism to heighten the linkages and collaboration amongst technical departments while providing lessons learnt for further restructuring and the gaining of further administrative and work flow efficiencies towards the latter half of the biennium.

212. With the creation of the role of the Chief Statistician and the Interdepartmental Working Group on Statistics, progress was made on greater coherence in the FAO statistical system through inter-divisional coordination and cooperation on statistical programmes. This involved all units within FAO concerned with the collection, compilation and dissemination of statistics, including regional offices. The Global Strategy to Improve Agricultural and Rural Statistics was launched with extrabudgetary resources.

213. In the area of Information Technology (IT) an Integrated Service Desk was established and a self-service function was deployed to all offices worldwide to facilitate IT incident management for the whole of FAO. Internet links continued to be improved in all decentralized offices to keep up with the increased demand, for example, from the introduction of the Global Resource Management



System. The data centre at headquarters has been converted to an unattended service in preparation for the transfer of the monitoring function to an outsourced provider.

214. Intranet services have been extended with the continued deployment of collaboration tools such as the workspace and [my.fao.org](http://my.fao.org) serving working groups and individuals all over the Organization. The intranet search engine was updated to index this content and facilitate its access. Access to management information through data management and business intelligence solutions increased significantly over the biennium, with the number of users having doubled to more than 1 700.

***X03 - FAO's activities enhanced through effective corporate communication and advocacy, key partnerships and alliances***

215. Much of FAO's success depends on its ability to persuade others to take action. This Organizational Result sought to protect and enhance FAO's reputation and credibility and reinforce its effectiveness and efficiency through building partnerships and alliances, particularly with non-State actors, and through advocacy, wider communications and media relations.

*Partnerships and advocacy*

216. As part of FAO's approach to translate the Strategic Objectives into tangible results, 42 partnership agreements were concluded with a variety of partners in civil society and with the private sector, cooperatives and academia. Because of the flexibility of partnership as a tool, these partners provide FAO with a very wide range of support, from project implementation and capacity building to outreach and advocacy. For example, the International Federation of Red Cross and Red Crescent Societies agreed to mobilize their network of thousands of volunteers to support FAO's advocacy work and assist in its response to emergencies; and entities like Rabobank, a cooperative bank based in the Netherlands, and Eataly, a multi-national food retailer, are passing on their private sector know-how to help smallholders obtain better market access. To complement these international agreements, FAO developed tools and guidelines to help FAO officers develop similar agreements at more operational levels.

217. A second strand of FAO's work under this Organizational Result was to assist the representation and participation of non-State actors in the formulation of policy and strategy at regional and national levels. For example, in Cape Verde FAO helped establish the National Council for Food and Nutrition Security as one of several mechanisms to broaden stakeholder involvement in national governance frameworks for food and nutrition security. It also created the platforms for stakeholder involvement in revising and updating the National Strategy for Food and Nutrition security in Angola and Regional Strategy for Food and Nutrition Security for the Community of Portuguese Language Countries.

218. Lastly, FAO increased collaboration among the Rome based UN agencies in political, technical and administrative areas. The International Year of Family Farming is a particularly good example of strengthened collaboration. In preparation for the Year, five regional dialogues, attended by hundreds of stakeholders, provided key regional policy information and analyses.

*Communications*

219. The communications service supported offices and staff worldwide to communicate FAO's key messages to new and existing partners using traditional and social media. FAO employed social media channels to identify, attract and engage key constituencies. FAO's Web site obtained a monthly average of 4.67 million visits per month which exceeds the target for the biennium. A new Intranet site was launched in 2012 which provides a unified resource for all employees worldwide and a new external Web site was launched in 2013. A communication strategy was developed to convey FAO's reviewed Strategic Framework to internal and external audiences.

220. The transformational changes approved by the Conference led to the creation of the Office for Corporate Communication (OCC) which consists of four branches: Media Relations; Internet and Internal Communication; Outreach and Promotions; and the Library and Publications. The new Office provides a strengthened and coordinated approach to corporate communication activities. As part of its responsibilities, OCC created and coordinated a network of communication officers in technical

departments and regional offices and provided communications support to the 2013 International Year of Quinoa.

#### ***X04 – Effective direction of the Organization through enhanced governance and oversight***

221. Governance and oversight comprise a range of functions: advice and support to the governing bodies of the Organization and their functioning by the Conference, Council and Protocol Affairs Division; evaluations carried out by the Office of Evaluation; audits and investigations undertaken by the Office of the Inspector-General; support provided to administration by the Legal and Ethics Office and senior management direction and monitoring of corporate performance. This section summarises the work of these units.

222. During the biennium, the Legal Counsel supplied legal advice as requested, and secretariat support to the Committee on Constitutional and Legal Matters. The financial disclosure programme was launched in March 2013. All 232 staff required to file a financial disclosure did so; none presented a conflict of interest. At the same time, the Conference, Council and Protocol Affairs Division further enhanced the dedicated channels of communication through the Permanent Representatives Web site and governing bodies Web pages. It also streamlined the schedule of Regional Group meetings, reduced the cost of translation, interpretation and external storage of publications, and enhanced protocol services to Members and staff. A report on the implementation of the FAO language policy is provided in Annex 2.

223. During 2012-13, the Office of Evaluation (OED) and the Office of the Inspector-General (OIG) issued the results of independent quality assurance assessments. These assessments, covering evaluation, audit and investigation, identified areas for improvement, but concluded overall that these functions complied with applicable professional standards.

224. The Office of Evaluation issued nine thematic evaluations, five country evaluations and 56 project evaluations during the biennium. Topics and scope included field and normative work of the Organization at global, regional and country level aimed at enhancing food security, support to agricultural policy and investment, natural resources management and tenure, gender equality, nutrition, functioning of regional and subregional offices, cooperation with middle-income countries and fragile states. The Office also improved its working methods, in particular as regards consultation with member countries on country and institutional performance evaluations, validation of management replies to follow-up exercises, development of a new policy for financing evaluations of extrabudgetary funded initiatives, improved evaluation coverage of the field programme, enhanced collaboration with OIG, establishment of an evaluation knowledge management position and development of an Evaluation Knowledge Management Strategy.

225. The Office of the Inspector-General issued audit reports on 59 audits of decentralized offices, and 18 audits of major programmes or corporate initiatives, aimed at improving the FAO's governance, risk management and internal control. The audits were prioritized according to a biennial risk-based audit plan and 31 identified high risks were covered in the audits completed. The Office's investigatory work includes responding to individual allegations and providing advice on other matters related to the integrity of the Organization. The Office received 144 complaints of misconduct by FAO personnel, contractors or implementing partners in the biennium and closed 162, including some carried over from the previous biennium. All complaints falling within OIG's mandate were subject to preliminary review and in 46 cases the matter was closed after full investigations. Further details on the Office's audit and investigatory work can be found in the Office's 2012 and 2013 Annual Reports.<sup>11</sup>

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<sup>11</sup> FC 148/16; FC 154/13

## B. Regional dimensions

### *Africa*

#### ***Background***

226. FAO addressed four regional priorities in Africa during the 2012-13 biennium: i) increase production and productivity of crops, livestock and fisheries; ii) promote sustainable use and management of natural resources; iii) support to market access and sanitary measures for better trade; and iv) promote knowledge management information and advocacy in Africa. The Regional Office also implemented two pilot regional initiatives: Reducing rural poverty in northern Ghana and Increasing the resilience of livelihoods to threats and crises in the Sahel and in the Horn of Africa.

#### ***Increase production and productivity of crops, livestock and fisheries***

227. FAO's work on the intensification of crop production applied the principles of *Save and Grow*, which have produced significant results. For example, in a regional project in West Africa funded by the Spanish Government, rice production improved by up to 73 percent. Also, a conservation agriculture programme in southern Africa increased by four-fold crop yields among practicing smallholder farmers. Similarly, FAO projects in Lesotho have increased maize and wheat production by 42 percent and 48 percent respectively; in Kenya, they registered production increases of 54 percent in wheat and 25 percent in millet production; and in Nigeria, a network of extension workers established with FAO's assistance provided farmers, agroprocessors and dealers with the knowledge, skills and tools to reduce post-harvest losses of major crops by up to 20 percent.

228. Furthermore, 32 countries from central, eastern and southern Africa developed action plans and roadmaps on the incorporation of nutrition into their CAADP<sup>12</sup> investments plan as a result of the CAADP Nutrition Capacity Development initiative 2011-2013.

#### ***Promote sustainable use and management of natural resources***

229. FAO's work to promote sustainable use and management of natural resources primarily involved capacity building. In sub-Saharan Africa, FAO trained community leaders and public officials in the forestry and land sectors from 19 countries in the governance and management of sustainable natural resources. In central Africa, in collaboration with the Central Africa Forests Commission, FAO built the capacity of 10 countries to design and implement national systems to monitor, report on and verify the state of national sustainable forest management. Policies and strategies governing the utilization of non-timber forest products and forest investment were developed.

230. FAO advised the Economic Community of West African States (ECOWAS) on the development of its "Convergence Plan for the sustainable management and utilization of forest ecosystems in West Africa". The convergence plan puts ECOWAS in a better position to foster collaboration, policy harmonization and coordination for better management of its forest resources. FAO also convened meetings of technical commissions, such as the African Forestry and Wildlife Commission, which deliberated and made recommendations on regional and global issues of relevance to FAO's work in the region.

#### ***Support to market access and sanitary measures for better trade***

231. FAO's support in the development of policies and strategies relating to food safety, value chain development, and phytosanitary measures for trade improved the policy environment across the region. As a result, smallholder farmers are better skilled in agribusiness management, postharvest handling and value addition; food control systems are more robust; and countries participate more effectively in the Codex Alimentarius standard setting process. FAO also provided advisory services to the African Union in pursuit of its goal to establish by July 2014 the first African Food Safety Authority.

232. In the Great Lakes region, FAO's work helped increase by 32 percent the volume of agricultural production intended for sale in local, national and regional markets, rather than

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<sup>12</sup> Comprehensive Africa Agriculture Development Programme (CAADP)

consumption by the smallholder. This was part of a wider initiative to support the priority set by countries in the region to increase value addition and the commercial side of agriculture as a means to increase rural incomes youth employment.

### ***Promote knowledge management information and advocacy in Africa***

233. FAO trained decision-makers in the region to make better use of scientific and empirical data in policy and strategy formulation. As part of this initiative, FAO has helped spread throughout Africa the analytical tools related to the Integrated Food Security Phase Classification and Cadre Harmonisé providing decision-makers with the means to better gauge and direct emergency and development work on food insecurity.

234. Owing to FAO's support, agricultural extension personnel are improving the scientific awareness of smallholders. FAO built capacities of at least 13 715 extension agents and policy-makers in various areas, including on production techniques, early warning information systems, monitoring and evaluation, among others.

235. FAO issued over 100 different knowledge products through the media, Internet, workshops, and paper print. FAO's research confirmed that these products are used for advocacy and awareness creation, capacity development, policy and programme development and research, by over 227 500 individuals and 1 275 institutions.

### ***Pilot Regional Initiative on Reducing rural poverty in northern Ghana***

#### *Scope*

236. The pilot initiative consisted of a one-year programme, which applies an integrated approach to rural development and poverty reduction. It addressed the multiple development challenges faced by rural poor in northern Ghana, in particular those heavily reliant on cassava. The initiative targeted government agencies, producer and other community organizations to improve rural livelihoods through: a) strengthened rural organizations; b) improved access to technology, markets and basic infrastructure and services; c) skills development and diversification of rural employment opportunities (especially for youth and women); and d) strengthened social protection mechanisms. FAO provided support by analysing rural development constraints, providing tools for policy analysis, opening policy dialogue among multiple stakeholders, developing capacity among producer organizations, and formulating integrated rural development poverty reduction strategies.

237. The initiative provided an assessment of the potential for increasing value added along the cassava value chain and the findings have been made available to the local communities, the private sector and government authorities. Work under the initiative comprised four elements: construction of three Community Service Centres to enable smallholders to increase their income from cassava by processing it themselves for different market uses; establishment of 36 Community Listeners Clubs that will broadcast about markets, prices, agricultural inputs, and farming practices; training of 70 farmers to organize and manage local Farmer Based Organizations and Producers Organizations; and training of 75 young people in business and entrepreneurial skills.

238. As a result of the programme, the Government of Ghana extended its social protection scheme to cover all 18 beneficiary communities. As part of this exercise, central and local government agencies mapped existing policies and identified gaps and opportunities, and benefit from more closely coordinating their work in agriculture production, rural infrastructure development, employment and social protection.

#### *Lessons*

239. The Ghanaian Government has decided to increase activity in the targeted communities and to apply some of the techniques developed by this initiative in the central region of the country. The experience from the initiative will be applied to similar initiatives to be undertaken by other regions and countries during 2014-15.

#### *Key partners*

240. Partnering with key stakeholders has been instrumental in the delivery of the initiative. A High-level Steering Committee was established to ensure alignment of the programme's activities

with policies, programmes and initiatives undertaken by the Ghanaian Government and other development partners and to create ownership of the programme with national stakeholders with their full engagement. A Technical Focal Points Group has supported the Steering Committee and ensured coherence of activities at the technical level. Private sector companies have been engaged at several levels – at the local level in the conceptualization of the cassava storage and Community Service Centres and at the central level through the participation of two major companies as members of the Steering Committee. A local non-governmental organization provided technical advice in the setup of the Community Listeners Clubs. Several national research institutes were engaged in the development of the diagnostics tools and methodologies, policy mapping and the main studies.

241. In terms of South-South Cooperation, an exchange was organized with an NGO from Niger to learn from mutual experience in setting-up Community Listeners Clubs. Furthermore, technical support visits and exchanges have been programmed with a Brazilian development cooperation agency, to share knowledge and ideas regarding improvements to cassava uprooting and processing.

242. Further interventions must assure country ownership. The Government of Ghana's commitment to the initiative, as well as that of other key stakeholders, from the outset has been key to ensuring commitment and several tangible results. Interagency collaboration and partnerships with local NGOs and other UN partners, in particular in sharing policies, priorities and similar experiences, has been another positive factor.

***Pilot Regional Initiative to Increase the resilience of livelihoods to threats and crises in the Sahel and in the Horn of Africa***

*Scope*

243. The regional initiative supported FAO's work on resilience within the Sahel and Horn of Africa. The initiative sought to strengthen the regulatory frameworks of countries in the area for Disaster Risk Reduction and crisis management for agriculture, food and nutrition. The initiative set the foundation for a coherent programme for increasing the resilience of livelihoods in the Sahel and the Horn of Africa, linking emergency, development, investment and policy interventions. Building on collaboration with countries, regional authorities, donors and NGOs, these products were selected because of their potential multiplying effect for scaling up resilience interventions and their high visibility to attract additional resources.

*Results*

244. FAO developed multiyear resilience programmes for the Sahel and the Horn of Africa at regional level and in key countries. FAO also brought together 250 experts and practitioners for a Good Practice and Knowledge Share Fair entitled Strengthen Resilience to Food and Nutrition Insecurity in Sahel and West Africa. FAO has played a key role in the production of a multi-actor reference report to be published in 2014 on the economics of resilience in the drylands of sub-Saharan Africa under the lead of the World Bank.

*Key partners*

245. Partnerships formed an important part of the approach adopted. FAO signed an agreement with the Intergovernmental Authority on Development (IGAD) to establish a five-year Resilience Partnership Programme due to start in 2014. External funding amounting to USD 50 million has already been secured to support the programme. FAO also entered into a strategic partnership with IGAD and CILSS<sup>13</sup> on development and resilience building, using the accumulated experience of the three agencies to build resilience from the Horn of Africa to West Africa.

*Lessons*

246. The pilot regional initiative has laid the foundations for further work to be undertaken through Strategic Objective 5 in 2014-2015. One of the first actions will be to support the set-up of two Resilience Analysis Units that both IGAD and CILSS have requested to support their information and monitoring work, and to widen the network of partnerships to include other regional intergovernmental organisations in Africa, rolling out further country multi-year programmes for

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<sup>13</sup> Permanent Interstate Committee for Drought Control in the Sahel (CILSS)

resilience, and promoting and facilitating participation of farmers and relevant civil society organizations in policy dialogue, decision-making and implementation.

247. The experience of this initiative is also informing the 2014-15 regional initiatives in the Caribbean and in the Near East and North Africa. The experience of implementing this regional initiative has demonstrated the importance of a governance and delivery mechanisms that closely associated staff at headquarters, regional and country offices, in terms of internal ways of working. It has enabled the Organization, through lessons learnt, to better support its member countries and build partnerships and deliver more effectively through the framework that joins the Strategic Objectives and work undertaken at regional and country level.

## *Asia and the Pacific*

### ***Background***

248. The Asia and the Pacific region has witnessed tremendous changes over the past few decades. Rapid economic growth has led to a profound structural transformation of the economy in the region, with the share of agriculture compared to other sectors in GDP<sup>14</sup> declining in all countries. Food security has improved as the number of undernourished has steadily declined during the past two decades. However, the region has also been facing major challenges: rapid urbanization, widening income disparities in some of the countries, stagnation of expansion of arable land, increased scarcity of water resources, impact of energy and food price volatilities, climate change and the incidence of natural disasters.

249. In response to these challenges, FAO's work in the region during 2012-13 focused on five priorities: i) strengthening food security and nutrition; ii) fostering agricultural production and rural development; iii) enhancing equitable, productive and sustainable natural resource management and utilization; iv) improving capacity to respond to food and agriculture threats and emergencies; and v) coping with the impact of climate change on agriculture and food security and nutrition. Complementing these, it undertook a specific exercise - the Regional Rice Initiative.

### ***Strengthening food security and nutrition***

250. FAO's aims under this priority were to contribute to the eradication of hunger and malnutrition in Asia and the Pacific, in line with the targets of the World Food Summit Goals and the Millennium Development Goals, and to support related initiatives taken by partners and other UN organizations in the region.

251. Following the global launch of the Zero Hunger Challenge at the Rio+20 Conference, the Deputy Secretary-General of the United Nations launched the Zero Hunger Challenge in Asia and the Pacific, as a joint initiative comprising FAO, ESCAP<sup>15</sup> and UNDP.<sup>16</sup> Subsequently, FAO coordinated the formulation of a Regional Zero Hunger Challenge Guiding Framework to assist countries in formulating Zero Hunger Challenge National Action Plans.

252. Under the Zero Hunger Challenge, FAO also helped countries to better deal with volatile food prices. A High-level Regional Consultation, jointly organized by the Asian Development Bank, FAO, the International Fund for Agricultural Development and the World Food Programme in Bangkok in October 2012 agreed a set of actions at national and regional levels to help member countries respond effectively to high food prices. FAO also provided regular market information on common food prices and national policies, either directly through its Asia-Pacific Food Price and Policy Monitor or indirectly in collaboration with the ASEAN<sup>17</sup> Food Security Information System.

253. Lastly, FAO advocated and raised awareness on the importance of good nutrition and the role of the food and agriculture sector in reducing malnutrition. It supported mainstreaming nutrition in the ASEAN Integrated Food Security Framework and its Strategic Plan of Action on Nutrition. It also promoted forest foods, highlighting the significance of underutilized and indigenous foods for reducing poverty, hunger and improving nutrition.

### ***Fostering agricultural production and rural development***

254. Under this priority, FAO aimed to: i) increase output and productivity of agriculture, focusing on major food crops such as rice, wheat and maize, as well as livestock; ii) support the development of agriculture, agribusiness and agro-industries, particularly for small farmers and entrepreneurs, enabling them to respond to market opportunities, build resilience and attract investment; iii) raise rural living standards through increased investment in infrastructure, human resources and services for employment and income generation; and iv) improve market access for small-scale producers and promote inclusive growth.

<sup>14</sup> Gross domestic product (GDP)

<sup>15</sup> United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)

<sup>16</sup> United Nations Development Programme (UNDP)

<sup>17</sup> Association of Southeast Asian Nations (ASEAN)

255. In Asia and the Pacific, 80 percent of farmers are smallholder farmers who produce nearly 90 percent of the region's food. A critical bottleneck has been the stagnation of crop productivity, in particular for major cereal crops. FAO addressed this through the regional rice initiative. FAO also conducted country studies to assess the constraints and emerging needs in the coconut sector and formulated a regional strategy on coconut-sector development, in collaboration with the Asian and Pacific Coconut Community.

256. Alongside direct measures to increase agricultural productivity, FAO also worked to improve the livelihoods of small farmers, in collaboration with other UN agencies. As part of this, FAO developed an integrated livelihood development and human security strategy framework to assist governments in the implementation of integrated livelihood programmes in countries. FAO also joined the Regional Social Protection Floor Initiative and developed in partnership with the International Labour Organization a joint action plan to address rural employment and social protection, placing agricultural production within a broader rural development context.

***Enhancing equitable, productive and sustainable natural resource management and utilization***

257. Under this priority, FAO sought to: i) reduce the degradation of natural resources, especially land and soils, to reach a sustainable level of use; ii) develop a broad-based consensus on the use and management of natural resources to reduce the threat of exploitation in the future; iii) increase water productivity and improve management of groundwater and surface water irrigation systems; and iv) conserve genetic resources and biodiversity. FAO accordingly worked through its technical expert consultations and Regional Technical Commissions to identify recommended actions, particularly in the area of natural resource conservation and management. Sustainable natural resources management is also an important pillar in the majority of the region's country programming frameworks.

***Improving capacity to respond to food and agricultural threats and emergencies***

258. There were two main focuses of work under this priority: i) to facilitate the shift in emphasis from emergency response with short-term relief measures towards broad-based and concerted disaster risk reduction, preparedness and prevention programmes, and follow-up action aimed at mitigating the long-term impact of disasters on food security and balanced nutrition; and ii) to enhance subregional capacity for disaster and risk reduction, preparedness for natural disasters and effective emergency response which links relief and rehabilitation to longer-term sustainable development.

259. FAO assisted countries to strengthen their management information systems and communications; conduct strategic planning to implement disaster risk reduction and management in collaboration and partnership with other organizations, with a particular emphasis on transboundary animal and zoonotic diseases; assess approaches and best practices in crop, aquaculture and fisheries insurance; provide technical and capacity-building support on biosecurity and food control systems; and improve productivity, resilience to production risks and safety nets for small-scale farmers, livestock owners and fisherfolk.

260. FAO has supported the work related to disaster risk reduction, disaster risk management and climate change adaptation across the region and strengthened capacities for disaster risk reduction in agriculture in Cambodia and the Philippines. In Pakistan and Bangladesh, FAO increased knowledge and early warning capacities to improve response planning for food security, when emergency events occur, by implementing Integrated Food Security Phase Classification (IPC). FAO has also supported regional country projects on food safety and standards.

261. FAO has strengthened country and regional capacities to control and prevent avian influenza and other infectious diseases among animals and humans. Externally, this involved working with regional political and economic organizations and other international organizations to develop regional coordination mechanisms. Internally, FAO adopted a more integrated, multidisciplinary approach to promote the development of regional and national One Health strategies, and helped establish action plans at regional and country levels to support specific disease controls (e.g. for rabies, foot-and-mouth disease and avian influenza variant H7N9).

***Coping with the impact of climate change on agriculture and food security and nutrition***

262. FAO's work on climate change in the region had two objectives: i) to identify innovative technologies and appropriate practices in subregions for coping with the adverse impacts of climate



change on the agricultural sector with a view to protecting and consolidating progress in food security and nutrition; and ii) to reduce the contribution of agriculture, including livestock and aquaculture and deforestation, to greenhouse gas emissions and integrate climate change adaptation and mitigation into strategies for agriculture and rural development. Examples of support included policy advice on climate change adaptation in the agricultural sectors in Thailand and a “Study on climate change impacts on rice yields in Lao PDR” which provides information and knowledge products for policy-makers to better manage climate risks to the rice sector and identify adaptation needs and various studies on the linkages between bioenergy and food security.

### ***Regional Rice Initiative***

#### *Scope*

263. Asia accounts for more than 90 percent of world rice production and consumption. Rice production is an important source of livelihood for around 140 million rice-farming households and for millions of rural poor. Demand for rice is increasing driven by population growth, but the growth in rice yield is slowing, intensive rice production is damaging the environment, the range of genetic stock of rice is narrowing and land, labour and water inputs for rice production are under competition from the industrial and urban sectors.

264. The Regional Rice Initiative started in 2013 in support of the Regional Rice Strategy to develop and test technical options for rice production that would be sustainable and took account of aquatic biodiversity and agroforestry issues. Phase I of the initiative responded primarily to national needs related to sustainable production intensification of goods and services of rice ecosystems. The three pilot countries involved (Indonesia, Lao People's Democratic Republic and the Philippines) requested further mainstreaming the project into national policies in the 2014-15 biennium.

#### *Key partners*

265. The pilot phase engaged 12 external implementing partners from academia and civil society. These partners worked closely with counterparts in local and central government, and provided the initiative with technical inputs and operational support in conducting assessments of rice-based ecosystem services and management practices. The modality of the partnership included knowledge and skill transfers and lessons' sharing from one pilot country to another.

#### *Results*

266. The main focus of the testing of technical options concerned sustainable production. However, particularly useful results were also obtained from an examination of related products, heritage systems and climate change modelling.

267. A review of external literature revealed that: a) the application of “ecological intensification” techniques, that use land, water, biodiversity and nutrients efficiently, increase yields with reduced inputs and provide better protection for ecosystems than conventional or traditional rice production; and b) natural control of insect pests coupled with minimised, strategic use of pesticides has the potential to substantially increase rice yields.

268. *Save and Grow* principles were integrated into field training programmes with a particular focus on sustainable intensification of rice production and aquatic biodiversity. FAO trained over 750 local farmers in the three targeted countries and amended the programme as a result.

269. Research found that aquatic organisms present in rice ecosystems provide essential nutrients that are otherwise not sufficiently present in the diets of local people. In two provinces of Lao PRD alone, 95 such organisms were documented. In the Philippines, FAO developed programmes to reduce the cost and waste of producing these organisms.

270. A separate FAO study on trees surrounding rice production areas confirmed the role of these trees in income generation, provision of food and, importantly, erosion control and stream water regulation.

271. Various models were developed to examine the effect of climate change on rice and rice markets. A regional rice market climate change model suggested that continued investments in the agriculture sector in eight countries in the region would be a cost-effective response to projected

higher international rice price volatility under a changing climate. In the Philippines, a rice market climate change model simulated the effect of government agriculture expenditures for climate change adaptation. Also in Lao, modelling and analysis recommended how funds could be efficiently allocated and targeted to assist rice yields to adapt to the effects of climate change.

272. Activities in the Philippines and Indonesia on Globally Important Agricultural Heritage Systems identified agricultural heritage sites with high agrobiodiversity of global significance, resilient farming systems and good practices for climate change adaptation. They also promoted policies and programmes for dynamic conservation of agro-ecosystems with rice in pilot sites, and recommended policies for recognizing nationally important agricultural heritage systems.

#### *Lessons*

273. Two main lessons emerged from Phase I of the Regional Rice Initiative and will be applied in Phase II from 2014. Firstly, management practices can enhance or diminish the productivity of ecosystem services of rice-based systems. The second phase is therefore designed to better integrate rice, fish, trees, rice cultures and heritages, and climate change adaptation. Secondly, successful delivery of this integrated approach requires cross-disciplinary, multi-layered working across many FAO units.

## *Europe and Central Asia*

### ***Background***

274. FAO's work in the Europe and Central Asia Region addressed six regional priorities during the 2012-13 biennium: i) strengthening food security and nutrition; ii) policy advice to governments in support of sustainable intensification for small farms; iii) natural resource management, including climate change mitigation and adaptation; iv) control of animal, plant and food-borne pests and diseases; v) policy and institutional support for entry of Member States into regional and global trade, standard-setting and organizations of regional economic cooperation; and vi) supporting and building global and regional public goods through applied research in the areas of food, agriculture, fisheries and forestry. FAO also developed and implemented a pilot Regional Initiative on Agrarian Structures for Europe and Central Asia.

### ***Strengthening food security and nutrition***

275. The Regional Office published studies on cooperatives, agricultural innovation systems, and agrifood systems to improve nutrition and reduce food waste and losses. It provided direct support to countries in the region, including capacity development in improving food security and nutrition in Tajikistan and Kyrgyzstan with funding support from the European Union and the Russian Federation. As part of a UN Joint Programme, FAO helped the Government of Albania to develop a National Food and Nutrition Action Plan to reduce malnutrition among children, and the Government of Kyrgyzstan to prepare an Agriculture Development Strategy. FAO also guided and supported countries as they developed National Country Papers on Nutrition for the Joint FAO/WHO Second International Conference on Nutrition. Capacity development for a regional food composition database development in the Western Balkan region was implemented in 2013 in Serbia in partnership with the Network for Capacity Development in Nutrition in Central and Eastern Europe.

### ***Policy advice to governments in support of sustainable intensification for small farms***

276. FAO advised countries (Kyrgyzstan, Tajikistan, Georgia, Armenia and Moldova) on building more effective food safety systems and on raising sanitary and phytosanitary standards. In addition to the Agriculture Development Strategy in Kyrgyzstan, FAO provided advice to: improve Ukraine's agricultural policy framework; establish an animal identification system in Armenia; strengthen the capacities of ministry in Moldova in market price analysis; and create a centre to survey and analyse farm data in Azerbaijan. In Albania support was provided to the Government to develop the sectoral policy for agricultural research, extension and innovation to address the rural development agenda.

### ***Natural resource management, including climate change mitigation and adaptation***

277. FAO conducted a comprehensive regional study on farm-level impacts of climate change in 19 countries, promoted aquaculture as an alternative source of income and provided training and other capacity development activities in support of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. It also undertook a study on the status of conservation agriculture in Central Asia and Turkey, which led to a regional framework for using conservation agriculture to achieve sustainable increases in agricultural production. At national level, FAO assisted Governments in Kosovo, the Russian Federation and Serbia to formulate forestry policies. It also carried out an inventory of traditional varieties of wheat in Turkey, Tajikistan and Uzbekistan to define their contribution to food security of rural households and assess their potential in future breeding programmes. The capacity of national governments in the formulation of forestry policies has been strengthened through direct support in Kosovo, Russian Federation and Serbia, including guidance and technical support on integrating climate change mitigation and adaptation into forestry policies, management and practice, as well as on a landscape approach in managing watersheds.

### ***Control of animal, plant and food-borne pests and diseases***

278. Strengthened capacity in pesticide and obsolete pesticide management was the focus of a Turkey and EU-funded project. Four selected countries were trained in microbiological food safety risk assessment in collaboration with the Hungarian Food Chain Safety Office. FAO also strengthened capacities of countries in the region to control the spread of plant pest and diseases, including advice and assistance to control potato and tomato moth in Armenia and fall webworm (a moth that feeds on

deciduous trees) in Georgia using integrated pest management techniques. It also strengthened monitoring, surveillance and control of cereal and other pests and diseases, especially locusts and wheat rust. A brucellosis strategy has been prepared and implemented in Tajikistan and used as a basis for a larger initiative of the World Bank, and is also under consideration for an Armenian initiative funded by Switzerland. On the basis of experiences of countries of the region and in consultation with World Organisation for Animal Health (OIE) and WHO, a regional approach and recommendations for brucellosis control was agreed.

***Policy and institutional support for entry of Member States into regional and global trade, standard-setting and organizations of regional economic cooperation***

279. Emphasis has been given to Western Balkan countries and the Caucasus countries in their aspirations to closer integrate with the European Union. In this context, sector studies or policy support has been provided to Albania and Georgia. The Russian Federation received capacity-building assistance in preparation for its World Trade Organization accession with focus on agricultural policies, sanitary and phytosanitary measures, food safety and risk analysis. In 2012-13, over 200 food safety authority staff from across the region received training on Codex, resulting in increased knowledge on Codex structure, procedures and current work. Ministry representatives and officials of the Eurasian Economic Commission also received capacity development training on selected issues of policies to support the creation of a single economic space within the Russian-Belarus-Kazakhstan Customs Union.

***Supporting and building global and regional public goods through applied research in the areas of food, agriculture, fisheries and forestry***

280. FAO prepared for the first time a regional Statistical Yearbook. It published 14 policy studies covering cooperatives and their alternatives in countries of the region, legislation on agricultural cooperatives in the Commonwealth of Independent States (CIS), and a comparison of service cooperatives in countries of the CIS and the EU. Other publications included four assessments of food losses and waste in Europe and Central Asia, three studies on agrifood systems for better nutrition and one regional study on mitigation and adaptation measures to deal with climate change.

281. FAO mainstreamed gender as a cross-cutting regional activity in all regional priorities, particularly in the formulation and implementation of projects. Examples of gender-related activities include a conference and workshop on women in forestry in Kosovo, targeted pilot projects in Albania, and gender mainstreaming in the seed policy of the Republic of Moldova.

***Pilot Regional Initiative on Agrarian Structures for Europe and Central Asia***

*Scope*

282. The pilot Regional Initiative on the Agrarian Structures contained six elements, designed to strengthen the role played by small farms into market value chains: i) extension services in Kazakhstan; ii) policy studies on food losses and waste; iii) agricultural cooperatives in Europe and Central Asia; iv) formation of producer and marketing groups for livestock producers in Tajikistan; v) a policy dialogue on agricultural markets in the Russia/Kazakhstan/Belarus Customs Union; and vi) focused training for government staff on accession to the World Trade Organization and commitments.

*Results*

283. Much of the work undertaken to address the six regional priorities supported the objectives of the pilot regional initiative. In addition to these activities, in Kazakhstan FAO convened a national forum on agricultural extension and undertook pilot exercises in order to better inform the redesign of national extension policies. In Gorno-Badakshan, Tajikistan, FAO helped to raise producers' incomes, by establishing meat and cheese producer and marketing groups, training their members and linking their products to urban markets.

284. Concerning support to countries on their accession to the World Trade Organization (WTO), FAO hosted two workshops, published background studies and held an online consultation, thereby improving the understanding of WTO principles and rules for agriculture and of the implications of accession for trade policy in the agricultural sector. FAO also trained representatives from countries in

the region, including the Eurasian Economic Commission in two workshops on harmonization of budget support and on the regulation of agricultural commodities.

285. To ensure sustainable approaches, partnerships were established with a wide variety of organizations from across the region, covering government departments, academia, research institutes, non-governmental organizations, civil society and regional industry organizations, regional economic organizations and the international public sector.

#### *Lessons*

286. Lessons learned on collaborative work will increase efficiency in FAO's future work in the region. For instance, the budgetary and programme flexibility provided for the initiative allowed it to be much more responsive to changing needs, less time spent on bureaucratic processes, and more on increasing the effectiveness and impact of the various activities. Among the technical support provided, advice on extension was particularly appreciated by member countries in the region.

## *Latin America and the Caribbean*

### **Background**

287. FAO addressed four regional priorities the Latin America and the Caribbean region during 2012-13: i) food security and nutrition; ii) family farming and rural development; iii) climate change and environmental sustainability; and iv) plant and animal health and food safety. In order to prepare the way for implementing the new Strategic Objectives from 2014, the region also developed a pilot regional initiative to support the 2025 Hunger Free Latin America and the Caribbean Initiative.

### **Food security and nutrition**

288. FAO strengthened the capacity of regional integration bodies to provide advice and support work on food security and nutrition, mainly within the Community of Latin American and Caribbean States. This work led to the establishment of a Latin American and Caribbean Programme for Poverty and Hunger Eradication. In addition, FAO provided technical advice and support to the Latin American Parliament to prepare a regional regulatory framework that focused on food and nutrition and school feeding and incorporated the right to food.

289. At the national level, FAO assisted 17 countries to improve public policy and regulatory frameworks in food security and nutrition and 24 countries to strengthen their monitoring systems in this area. To reinforce the policy dialogue, FAO built the capacity of 330 civil society organizations in 12 countries and backstopped 14 groups of parliamentarians, under the framework of the Parliamentary Front against Hunger.

### **Family farming and rural development**

290. At the regional level, FAO formulated with the Andean Community and sister international organizations the Rural Development Programme and Guidelines for Family Farming and Rural Territorial Development. It published good practices in production, commerce and policy-making in the subsectors of agriculture, livestock, community forestry and small fishery/aquaculture. It also strengthened a family farming functional technical group made up of governments, civil society, producers' organizations, academia and international agencies. At the national level, the main focus was on seed systems. In addition to the seed certification programme in the Andes (reported under Strategic Objective A in Section II), FAO worked with local and national governments to open access of smallholders to seed markets, in order to raise family incomes, diversify supply and protect endangered seed varieties. In Central America, FAO worked with small farmer-owned seed businesses to help them raise to the attention of policy-makers matters affecting their sector. This work resulted in changes to policy, legislation, regulations and administrative procedures and more efficient and open markets for seeds.

291. FAO established an agreement with MERCOSUR's<sup>18</sup> Specialized Network for Family Farming in 2012 to support family farming policies and to administer the regional fund created by countries of this subregion.

### **Climate change and environmental sustainability**

292. FAO advised five governments in the region on measures to improve their agro-environmental policies. It helped to protect vulnerable marine-coastal areas and the livelihoods of communities which live there by developing sustainable management and legal frameworks. FAO also developed a new strategic framework for forestry in the region, which considers the role of forests from a more integrated perspective, linking forest management with food security, rural development, climate change, energy and the conservation of biodiversity, soil and water.

293. Climate-Smart Agriculture was promoted via capacity building with technicians and public officials training them in different tools for decision-making. Climate change adaptation was integrated into agricultural sector planning, together with the Ministries of Agriculture in Peru, Chile, Uruguay and Nicaragua. In the area of risk management, the National Plan for Risk Management and Climate Change Adaptation in the Agricultural Sector for the period 2012-2021 was developed in Peru. In the high Andean plateau shared by Bolivia and Peru, response and resilience capacities in the

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<sup>18</sup> Southern Common Market (MERCOSUR)

face of adverse climate phenomena were strengthened among 78 Bolivian and 60 Peruvian communities. In Colombia and other Andean countries of the region, production models were developed for emergency situations to mitigate food and nutrition vulnerability of the population.

### ***Plant and animal health and food safety***

294. FAO's work on animal health in the region centred mainly on foot-and-mouth disease and swine fever. As the result of FAO's work, Peru has been declared free of foot-and-mouth disease, as have the highlands of Bolivia. Good progress is also being made to eradicate the disease from Colombia and, following FAO's assistance in Ecuador and Venezuela, for the first time in 50 years, more than 21 months have passed with no clinical cases of the disease in the region. In the Andean region, FAO promoted the development of cross-boundary handling of foot-and-mouth disease and swine fever through its ongoing support to the Agriculture and Animal Health Technical Advisory Committee of Andean Community of Nations and in particular its programme to eradicate foot-and-mouth disease and swine fever from its member countries by 2017.

295. Huanglongbing (citrus greening disease) is a highly destructive disease for citrus trees. In response to its appearance in the region, FAO brought together a panel of experts which formulated a regional strategy to combat the disease and a recommended national framework for countries to adopt. Elements of the strategy implemented with FAO's support during the biennium included draft regulations for a Registry of Biological Pesticides and Post-Registry of Chemical Pesticides; the formation of an Andean Network of Laboratories to test samples in a consistent, comparable manner; and training of workers in phytosanitary services to manage the disease and in registration and post-registration of pesticides. FAO also launched a Web-based regional information system for the disease, and an automatic tool was designed for the evaluation of highly-dangerous pesticides. At the national level, 10 countries in South America and the Caribbean are now involved in managing the disease.

### ***The 2025 Hunger Free Latin America and the Caribbean Initiative***

#### *Scope*

296. The Hunger Free Latin America and the Caribbean Initiative was launched in 2005, as a commitment from the countries and organizations of the region to create the conditions to eradicate hunger in the region by 2025. FAO's 2013 pilot regional initiative supported this wider undertaking by providing policy advocacy support within three targeted countries.

297. At the regional level, FAO contributed to the preparation of the Programme for the Eradication of Hunger and Poverty in the Community of Latin American and Caribbean States. As a result FAO, together with ECLAC and ALADI<sup>19</sup> - two organizations promoting economic cooperation in the region - was requested to design, implement and monitor an Action Plan for the Eradication of Hunger and Extreme Poverty, for which FAO presented the initial guidelines. A regional legal framework for school feeding was endorsed by the Latin American Parliament, as part of a wider alliance with FAO.

298. At the national level, in Ecuador, FAO helped create the National Institute for Food Supply for public procurement of family farming products for school feeding. In Nicaragua, FAO contributed to the legal recognition of 12 new Municipal Food and Nutrition Security Commissions, to the implementation of two major public policies to eradicate hunger at the local level, covering food and nutrition security: the National Strategy for Food Sovereignty and FNS (FSFNS) and Municipal Plans for FSFNS and Disaster Risk Management. FAO's support to the Zero Hunger Challenge in Antigua and Barbuda contributed to intersectoral policy coordination, and to strengthen governance mechanisms for food and nutrition security in the Caribbean subregion.

#### *Lessons*

299. The regional initiative will be carried forward to the 2014-15 biennium, with nine further countries being targeted. The scope and the methodology will be amended to include: greater support to political processes; a results-based approach; use of a monitoring platform for activity and resource

<sup>19</sup> Economic Commission for Latin America and the Caribbean (ECLAC); Latin American Integration Association (ALADI)

delivery planning to support a single objective; inclusion of areas of work identified in regional and subregional discussions such as public procurement, school feeding, FSN policy and programme implementation at the territorial level.

300. The focus provided by the pilot initiative, coupled with a clear vision of FAO's role, strengthened existing partnerships and brought new organizations into partnership with FAO. One by-product of this was the establishment of the Action Plan for the Eradication of Hunger and Poverty in the Economic Zone of Petrocaribe, supported by Venezuela. Also a new source of South-South Cooperation was established: Hunger-Free Mesoamerica, supported by Mexico.

301. Complex issues cannot be addressed on a project-by-project basis, where individual agreements lead to a fragmented approach and the increased risks that actors and institutions critical to success will be overlooked. New concepts, methods, instruments and capacities are necessary, and will be developed. Eradicating hunger requires commitment of governments and social stakeholders, which can be encouraged by keeping food security and nutrition on the public agenda.

302. Supranational fora are increasingly important for bringing together stakeholders from different sectors and for innovation in public management. Good policy is born from good information. Strengthened information systems and their use by national bodies is essential to monitor the progress made a country level and share experiences.



## *Near East and North Africa*

### ***Background***

303. The main challenges to agricultural development and food security and nutrition facing the Near East and North Africa Region are: high population growth and growing urbanization; limited economic growth and high youth unemployment; limited and fragile natural resource base of land and water and high reliance on dry land agriculture; high exposure to the threat of climate change; conflict and natural disasters; and high dependence on food imports.

304. In addition, recent changes in the political environment in many countries of the region have further challenged efforts to eradicate food insecurity and malnutrition. The slowing of economic activity in most countries has led to an increase in national budget deficits and exacerbated the fiscal pressures which have rendered the financing of development and social programmes increasingly difficult and have delayed reforms in the food and agriculture sectors.

305. FAO has responded to these challenges by focusing its work in the region on five priority areas during the 2012-13 biennium: i) enhancing food security and nutrition; ii) fostering agricultural production and rural development for improved livelihoods; iii) sustainable natural resources management, including fisheries and aquaculture; iv) responding to climate change impacts and developing adaptation strategies; and v) preparedness for and response to agriculture and food emergencies. In addition it launched the pilot Regional Initiative on Water Scarcity.

### ***Enhancing food security and nutrition***

306. FAO gave particular attention to food security and nutrition during the biennium, including by organizing a number of high-level multi-stakeholder events and consultations. FAO helped governments to increase the productivity of agricultural systems, strengthen resilience to climate change and improve capacities to make sound, evidence-based decisions on food standards, food security and nutrition.

307. Through its collaborative work, FAO contributed to the increased and improved dialogue of Members on food security issues, especially on food losses, nutrition, investment in agriculture and the agenda for action in countries with protracted crises. FAO also provided substantive technical assistance to a number of countries (Egypt, Iraq, Libya, Oman, Saudi Arabia, Sudan and Syria) to improve national policy and institutional frameworks, including developing food security information systems, for addressing food security and nutrition. FAO also continued its assistance to countries in the region in developing capacities in assessing, monitoring and analysing nutrition and food safety (Egypt, Lebanon, United Arab Emirates and Yemen); developing and modernizing agricultural statistics systems through the adoption of the Global Strategy to Improve Agricultural and Rural Statistics; and strengthening capacities for information management and knowledge exchange.

### ***Fostering agricultural production and rural development for improved livelihoods***

308. Work on this priority was undertaken in three main areas: plant production and protection; animal production and health and agro-industry and infrastructure.

#### ***Plant production and protection***

309. Under this priority, FAO focused on enhancing national and regional capacities to increase crop yields and the quality of the produce. It supported international research conferences, regional workshops and the promotion of intercountry cooperation for sharing experience, knowledge and technical information.

310. With support from its partners, FAO advised and assisted countries (Algeria, Egypt, Iran, Iraq, Jordan, Lebanon, Morocco, Syria, Tunisia) to reduce the use of agrochemicals through integrated pest management projects across the region. The average reductions achieved in the cultivation of tomato, olive, grape, date palm, cucumber, mango, strawberry, mint, apple, wheat and citrus ranged between 40 percent and 80 percent depending on the country, and led to lower production costs, higher profits and less environmental damage. Training represented a core element of the programme with over 1 000 training sessions arranged involving more than 17 000 farmers.

### *Animal production and health*

311. Threats of transboundary animal diseases have increased during the biennium in the region due to the breakdown of animal disease control systems in countries in conflict and the increased movements of unvaccinated animals. FAO built capacity of countries in veterinary quarantine systems, good emergency management practices, preparedness, early disease detection, early warning and early response to livestock disease emergencies, as well as provided direct support through vaccination campaigns, epidemio-surveillance, diagnosis and vaccines, and diseases strategies and roadmaps for control and eradication.

312. A feature of improved animal production in the region was the development of small-scale dairy programmes, including milk quality and safety, accessing inputs, services and marketing of milk and milk products through organising producers' cooperatives often targeting women-headed households and disadvantaged groups. FAO also assisted honeybee and small ruminant producers associations in the region. With a view to reducing threats to animal genetic resources, FAO assisted countries to identify gaps in breed characterisation, value addition to local breeds and their products, and transferred knowledge of unique features of the breeds and their products as a support for their valorisation and market access. Technicians were trained in animal identification, performance recording and traceability. FAO analysed impacts of climate change on livestock and proposed measures for adaptation and mitigation.

### *Agro-industry and infrastructure*

313. FAO's work on agro-industry and infrastructure in the region focused on reducing food losses and waste mainly through improved value chains, quality and safety management, infrastructure development and increased value addition. Key achievements were the development of the Strategic Framework for Food Loss and Waste Reduction in the Near East and North Africa Region and the extensive advocacy for urgent actions at national and regional level. In addition, a dedicated project in Sudan assisted in value chain development and livelihoods. Other planned projects will deal with improving capacity building, marketing and cooperatives in other countries of the region.

### *Sustainable natural resources management, including fisheries and aquaculture*

314. A significant factor limiting agricultural production in the region is related to the management of natural resources, including water scarcity, inefficient use of water, land tenure insecurity, fragmentation of agricultural lands, salt-affected lands, saline water intrusion in coastal areas, degraded lands. During 2012-13, FAO has worked to address these challenges by developing and implementing initiatives, strengthening partnerships, promoting awareness, documenting and identifying best practices for the efficient and sustainable management of water and land, and encouraging the adoption by countries of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. A major element of the region's response to these challenges was the development and implementation of a pilot Regional Initiative on Water Scarcity.

### *Responding to climate change impacts and developing adaptation strategies*

315. The Near East region is particularly affected by climate change through desertification, drought and natural resources degradation (water, forests and land). FAO supported the development and adoption of policies to help countries adapt to changing climate, which led to increased awareness among countries and their partners of the importance of adopting a participatory multidisciplinary approach to addressing the issues of scarce natural resources and climate change mitigation and adaptation.

### *Preparedness for and response to agriculture and food emergencies*

316. FAO interventions in agriculture and food emergencies sought to protect the livelihoods of affected and vulnerable households, to restore small farmers' and herders' agriculture activities and to avoid depletion of assets. FAO helped to protect and build livelihoods through: i) providing essential equipment and training which improved crop production, fruit and vegetable cultivation and backyard food production; ii) restoring and protecting herders' livelihoods through water cistern rehabilitation, animal health interventions, fodder production and distribution, dairy production rehabilitation and the

establishment of herders' feed and service centres; and iii) improving water resource management through small-scale irrigation networks and water storage.

317. FAO also provided technical assistance and emergency response to prevent and control major animal diseases and plant pests including avian influenza, FMD, PPR, Rift Valley fever, LSD, locust outbreaks, Tuta Absoluta and red palm weevil.

318. A particular focus of project activity under this priority was the growing problem of youth unemployment in North Africa, which was addressed through technical capacity building, social cohesion activities, building partnerships with financial organizations and the promotion of microfinance products.

### ***Pilot Regional Initiative on Water Scarcity in the Near East***

#### *Scope*

319. Water scarcity is one of the most urgent food security issues facing countries of the Near East and North Africa, with fresh water availability in the region expected to drop by 50 percent by the year 2050. Through the pilot Regional Initiative on Water Scarcity in the Near East, FAO helped member countries to identify and streamline policies and best practices in agriculture water management to boost agricultural productivity, improve food security and sustain water resources. The initiative identified the main areas requiring action and created new opportunities for partnerships and collaboration on water management between countries of the region and with regional and development partners. Six countries were selected as pilot (Morocco, Tunisia, Egypt, Oman, Yemen, Jordan) for an in-depth country assessment, but all countries of the region are associated with the initiative.

#### *Results*

320. By the end of 2013, FAO had tested the new approach, having established multidisciplinary teams and launched country assessments in the six pilot countries. It had developed and secured agreement from countries in the region to a Regional Collaborative Strategy on Sustainable Agriculture Water Management, which was presented at the inaugural Near East Land and Water days; mobilized funds to support sustainable water management in Yemen; and brought together fifteen regional and international institutions under a regional partnership to support implementation of the collaborative strategy. The strategy identified six focus areas of work for implementation through tailored partnerships during the next biennium, including: strategic planning and policies adopting a water-food-energy nexus approach; strengthening/reforming governance at all levels; improving agricultural water productivity both in rainfed and in irrigated agriculture; managing the water supply, including climate change and unconventional water reuse; building sustainability, with focus on ground water, pollution and soil salinity; and benchmarking, monitoring and reporting on agricultural water use efficiency and productivity.

#### *Lessons*

321. The initiative helped prioritize FAO's work on an area of high strategic relevance for countries in the region, with activities undertaken at regional and country level. The funding arrangements for the initiative provided it with the flexibility to adapt to evolving situations. Partnerships with other organizations working in the region produced a coherent and harmonized approach, leading to reduced competition for funding, a critical mass of 'capacities', and a better, more joined-up service to member countries. The inclusion of political economy considerations and regional collaboration raised great interest from partners as it opened a dialogue on the political and institutional factors that drive how water and food security policies are developed and implemented. However, the team underestimated the amount of time required for this innovative initiative to achieve internal buy-in within FAO and secure the involvement of member countries. As a result, some scheduled activities could not be completed within 2013 and were carried forward to 2014.

### C. Decentralized office network

322. A key aspect of the transformational change of FAO in 2012-13 was the enhancement of its decentralized offices network, aimed at enabling the Organization to translate its normative and standard setting work into country level impact, its global knowledge products into tangible change in policy and practice, and for its programmes in the field to produce concrete results and impact. The improvements implemented during the biennium to the structure and functioning of the network were supported by FAO Members, including by all the 2012 Regional Conferences and by the Council, which at its 144<sup>th</sup> session<sup>20</sup> endorsed a reallocation of USD 10.4 million in savings from within the PWB to decentralized offices, which enabled the creation of 31 new positions at decentralized locations.

323. The transformative enhancement of the decentralized offices network in 2012-13 was based around four main elements:

- Improved planning and priority setting
- A more flexible decentralized offices network
- An integrated model for programme delivery
- Monitoring and Oversight

#### *Improved planning and priority setting*

324. Good progress was made in improving planning and strengthening priority setting at country level, both in terms of rolling-out country programming frameworks (CPFs) and their integration into broader corporate planning processes. At the close of the biennium, out of 149 countries expected to have a CPF, 103 countries had either an earlier NMTPF,<sup>21</sup> or a completed CPF, and work was ongoing in 46 countries.

325. The CPFs provided a solid basis for identifying country priorities for FAO's collaboration, in line with government strategic plans and the broader UN Development Assistance Frameworks (UNDAFs) and therefore guided the focus of the Organization at the country level as new initiatives were agreed with governments and external resource partners. At the same time, they provided inputs into the wider Organization-wide planning process with CPF results informing the formulation of Strategic Objective Action Plans within the reviewed Strategic Framework.

326. Several successful CPF experiences were documented, their lessons synthesized and relayed throughout the network. As most of the work was built upon analysis and priorities that emerged from the governments' own planning processes, inclusiveness of national stakeholders was assured and ownership by the Members ensured.

#### *A more flexible decentralized offices network*

327. A guiding principle in 2012-13 was to ensure that all of FAO's human and financial resources in a particular region were used for an efficient and effective delivery at the country level. In this regard, the selection criteria of FAO Representatives (FAORs) became more stringent and a mandatory assessment of managerial competencies, administered by an external firm, was introduced. These measures allowed a turnover and intake of FAORs of the highest quality who are able to lead the CPF process, coordinate technical inputs, mobilize resources, play an advocacy role for food security and agricultural matters, form strategic partnerships and manage integrated development and emergency programmes.

328. Increased staff mobility and rotation strengthened the sharing of knowledge and experience across the network, and from headquarters to the field and vice-versa. Of the FAORs appointed during the biennium, 23 had previous FAO experience, either at headquarters, in a regional or subregional office, as an emergency or project coordinator in the field, or as national staff in a country office, bringing an almost 60:40 percent mix of internal and external qualified recruits.<sup>22</sup>

<sup>20</sup> CL 144/REP para. 25; CL 144/3

<sup>21</sup> National Medium-Term Priority Framework (NMTPF)

<sup>22</sup> As of September 2013

329. Skills mix reviews were undertaken during the biennium to ensure that staffing structures in the decentralized offices will match the priorities of the countries and regions and were aligned with the work plans of corporate level objectives. The capacity of regional and subregional offices was strengthened as required.

330. In line with the guidance from the governing bodies to ensure that member countries contribute in a significant manner to the strengthening of the decentralized network, contacts took place with member countries that had requested a stronger presence of FAO and an expansion of activities through more partnership and liaison activities, possible new funding arrangements and either a new presence or a modification of the scope of the existing one. As a result, three Members signed new Host Country Agreements and good progress was made with a number of other member countries.

#### *An integrated model for programme delivery*

331. The transfer of responsibility, management and accountability for operations related to emergency and rehabilitation activities to the decentralized offices, under the overall authority of ADG/Regional Representatives and further delegated to FAO Representatives, was successfully completed in the 2012-13 biennium.

332. The decentralization process was carried out in a progressive manner to ensure a smooth transition. Action was taken to review the structure of the recipient offices and gradually build the capacity of the concerned FAO Representations, particularly those with a large volume of emergency operations including through the establishment of Deputy FAO Representative positions in selected countries using funding from extrabudgetary resources. Accordingly, in 2012-13 nine Deputy FAOR positions were established and filled. With the integration of emergency and development activities, country offices are now fully in charge of all national projects, and a comprehensive reference manual on the project cycle was developed.

#### *Monitoring and oversight*

333. Continued progress was made during the biennium to strengthen leadership at country level, including by more stringent measures for appointment and appraisal of FAO Representatives as described above.

334. The implementation of the new Global Resource Management System (GRMS) in 2013 strengthened accountability and control across the Organization by connecting all decentralized offices and headquarters under a single administrative systems umbrella for the first time. The availability of up-to-date management information enabled more effective monitoring of financial and administrative actions of offices, as well as of overall performance management.

335. Work also began in 2012-13 to systematically monitor high-level measures of FAO's effectiveness at country level, using a number of elements, including the reviews of country office finance, administrative and programme management by the Office of the Inspector General (OIG), and quantitative analysis of performance benchmarks across countries, or groups of countries based on size and complexity of the country and the FAO programme.

## D. Technical Cooperation Programme (TCP)

### *Objective and purpose*

336. The Technical Cooperation Programme (TCP) allows the Organization, drawing from its own Regular Programme (RP) resources, to make its know-how and technical expertise available to member countries and respond to constitutional functions namely “to furnish technical assistance as governments may request”.<sup>23</sup>

337. The Programme is used to access FAO’s technical expertise in all areas of action that are covered by the Organization’s Strategic Framework. It allows the implementation of demand-driven technical assistance intended to respond to governments’ priority needs, catalyse change, foster capacity development and assist countries in mobilizing resources.

338. TCP-supported assistance must align to national priorities and fill critical technical gaps by providing technical inputs that are not available locally or that project beneficiaries cannot access through their own means or through local support systems. TCP projects are intended to produce tangible and immediate results in a cost-effective manner and catalyze development changes.

### *Main challenges faced over the biennium and FAO response*

339. The main challenge during the biennium has been to ensure that the TCP adapts to the transformational changes in the Organization and remains an important programme for Members to access FAO’s technical expertise. Efforts were directed at: i) better aligning the TCP to the Strategic Framework, facilitating a more strategic use of TCP resources while ensuring that TCP interventions are aligned to national priorities through the CPFs; and ii) strengthening the effective management of the TCP, ensuring greater role and responsibilities for decentralized offices, as well as identifying further simplification and harmonization of procedures.

340. Principles and specific proposals for the enhancement of the TCP were submitted to and approved by FAO governing bodies. In December 2013, the Council at its 148<sup>th</sup> session endorsed the enhancement measures and related implementation plan, expressing its support to the proposed alignment of the enhanced TCP to the reviewed Strategic Framework and the bottom-up alignment to national priorities through CPFs.

### *Ensuring that TCP supports Members’ priorities as reflected in the Strategic Objectives (SOs) and Country Programming Frameworks (CPFs)*

341. As part of the implementation of the reviewed Strategic Framework, activities funded from the Regular Programme, as well as TCP resources and voluntary contributions should gradually converge and be aligned with the SOs and their action plans. In order to enhance the use of TCP to improve FAO’s response to country-level priorities and improve impact at the country level, CPFs will be used to identify the priorities to guide the use of TCP resources at country level.

342. While alignment with the CPF is already part of the TCP approval criteria, CPFs are to become a starting point for the prioritization of in-country TCP assistance in line with the SOs. Specific support and guidance was provided to decentralized offices (in particular through the updated CPF quality assurance review procedures) so that during CPF formulation FAORs start identifying those outputs and/or activities that could be achieved using TCP. In addition and as part of the enhancement measures, specific CPF-related guidance will be issued so that during the CPF formulation phase, FAORs highlight those outputs and/or activities which could be achieved through TCP contributions. This will become an indicative TCP pipeline to be added as an Annex to the CPF document and included in its resource mobilization plan.

### *Organizational and managerial actions: roles and responsibilities, as well as TCP procedures*

343. Since the TCP decentralization in 2010, its roles and responsibilities have followed the subsidiarity principle. Roles and responsibilities of staff with TCP-related functions have been reviewed to optimize oversight, management and advisory services, building on the integration of emergency and development projects’ quality assurance, monitoring, reporting and support functions.

<sup>23</sup> FAO Constitution, Article I paragraph 3a

These roles and responsibilities were endorsed by the Corporate Programmes Monitoring Board (CPMB) in September 2013 and communicated to all decentralized offices.

344. Measures were implemented to allow the improvement of the approval, monitoring, oversight and reporting of TCP interventions. Specific functionalities were introduced into the Programme Management Information System (FPMIS) to monitor TCP performance in terms of approval and delivery rates of TCP. Standard reports have been made available to TCP units in decentralized offices and headquarters. The Ex-Post Assessment (EPA) was launched in mid-2012 to capture information on results, outcome, follow-up, sustainability and catalytic effects, capacity development and gender.

345. Furthermore, harmonization between TCP and project cycle procedures will be undertaken taking into account alignment with the Strategic Framework, TCP enhancement measures, lessons learnt from the decentralization of the TCP management, improvement of project preparation time and simplification of procedures.

*Overview of funds approved and delivery*

346. During the biennium, 438 TCP projects for a total of USD 119.9 million were approved, as shown below, compared to 426 projects for USD 117.8 million in 2010-11.

*Table 2: TCP Project approvals in 2012-13 (USD million)*

Type of TCP Project	Total Budget	Number of projects*	Average budget per project	Percentage of total approved budget
National	78.1	236	0.331	65
Subregional	10.1	27	0.376	9
Regional	9.5	25	0.378	8
Inter-regional	2.7	6	0.443	2
TCP Facility**	19.5	144	0.135	16
<b>Total</b>	<b>119.9</b>	<b>438</b>	<b>0.274</b>	<b>100</b>

\* Includes Phase II projects

\*\* Includes 9 subregional and 8 regional TCP Facilities

Nearly 80 percent value of TCP projects approved during the biennium was due to be spent at country level.

347. The distribution by region of the resources approved during 2012-13 is reflected in the table below (all types of projects).

*Table 3: Distribution of approved TCP resources by region*

Region	Total budgets USD million	Number of projects	Percentage of total approved resources
Africa	46.7	153	39
Near East	10.0	39	8
Asia and the Pacific	29.1	110	24
Europe	11.7	46	10
Inter-regional	2.7	6	2
Latin America and the Caribbean	19.7	84	17
<b>Total</b>	<b>119.9</b>	<b>438</b>	<b>100</b>

348. The distribution by category (development and emergency) of the resources approved during 2012-13 is reflected in the table below.

*Table 4: TCP project approvals in 2012-13 by category*

<b>Project category</b>	<b>Total budgets (USD million)</b>	<b>Number of projects</b>
Emergency assistance	13.7	31
Support to development*	106.2	407
<b>Total</b>	<b>119.9</b>	<b>438</b>

\* Includes 144 TCP Facility projects for USD 19.5 million

349. Clearly, demands for emergency assistance vary from one biennium to another due to the unpredictable nature of threats and crises. During the 2012-13 biennium, 31 emergency projects for a total of USD 13.7 million were approved (43 emergency projects for a total of USD 17.4 million had been approved in 2010-11).

350. The level of approvals and number of projects have increased by 6 percent as compared to the previous biennium. In 2012-13, 407 projects totalling USD 106.2 million were approved for development support. Of this, the TCP Facility amounted to 144 projects (USD 19.5 million) in line with the use of the Facility in 2010-11 (139 projects totalling USD 19.6 million). The Facility has proved to be a catalytic instrument in support of the formulation of CPFs, with USD 1 708 211 directly allocated for this purpose in 2012-13, compared to USD 907 000 in 2010-11.

351. During the biennium, the delivery reached USD 99.5 million compared with USD 94.4 million during 2010-11, as shown in Table 5. An effective monitoring of project implementation contributed to improved delivery during 2012-13.

*Table 5: TCP spend by project category in 2012-13*

<b>Project category</b>	<b>USD million</b>	<b>Percentage</b>
Emergency assistance	13.5	13.6
Support to development	69.4	69.7
TCP Facility	16.6	16.7
<b>Total</b>	<b>99.5</b>	<b>100.0</b>

#### *Types of project financed and relation to major FAO programmes*

352. Table 6 shows the 2012-13 TCP delivery by strategic/functional objective and evidences the four strategic areas where TCP assistance was most requested: *Sustainable intensification of crop production (SO-A)*, *Improved preparedness for, and effective response to, food and agricultural threats and emergencies (SO-I)*, *Effective collaboration with Member States and stakeholders (FO-X)* and *Improved food security and better nutrition (SO-H)*.



*Table 6: TCP expenditure by strategic/functional objective, 2012-13 (USD million)*

Strategic/Functional Objective		Delivery in 2012-13	Percentage of total delivery
A	Sustainable intensification of crop production	18.1	18.2
B	Increased sustainable livestock production	9.3	9.4
C	Sustainable management and use of fisheries and aquaculture resources	7.8	7.8
D	Improved quality and safety of foods at all stages of the food chain	2.3	2.3
E	Sustainable management of forests and trees	9.0	9.0
F	Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture	8.1	8.1
G	Enabling environment for markets to improve livelihoods and rural development	5.1	5.1
H	Improved food security and better nutrition	11.0	11.1
I	Improved preparedness for, and effective response to, food and agricultural threats and emergencies	14.5	14.6
K	Gender equity in access to resources, goods, services and decision-making in the rural areas*	0.3	0.3
L	Increased and more effective public and private investment in agriculture and rural development	2.0	2.0
X	Effective collaboration with Member States and stakeholders**	12.0	12.1
<b>Total</b>		<b>99.5</b>	<b>100.0</b>

\* Gender – given the small size of TCP projects, individual budgets are not distributed over several SOs, but recorded only against the main SO. In fact, the figure reported in this table for SO-K captures only the projects directly falling under SO-K as the main Strategic Objective. It does not reflect TCP projects recorded against a different main Strategic Objective, but which contribute in part to gender equality in access to resources, goods and services and in decision-making in rural areas.

\*\*Includes in particular TCP Facility components.

### *Lessons and future challenges*

353. Taking into account lessons learnt from the decentralization of the TCP in 2010, as well as requests from governing bodies to prepare an implementation plan for the enhancement of the Technical Cooperation Programme, consistent with the Strategic Thinking Process and Country Programming Frameworks, in 2013 a TCP enhancement process and related implementation plan was prepared. A number of actions were defined which were endorsed by the Joint Meeting of the Programme and Finance Committees in November 2013 were approved by the 148<sup>th</sup> session of Council in December 2013.<sup>24</sup>

354. Enhancement actions include better alignment with the Strategic Framework and the bottom-up alignment to national priorities through CPFs, improved monitoring of TCP performance, a more strategic use of TCP funding and harmonization between the project cycle and TCP procedures. These actions will be implemented during the 2014-15 biennium.

<sup>24</sup> <http://www.fao.org/docrep/meeting/029/mi537e.pdf>

### III. MANAGING RESOURCES WISELY

#### A. Introduction

355. This section reports on the administrative and financial mechanisms used by FAO to manage the resources put at its disposal during 2012-13 to support the delivery of its programme of work. It covers progress in efficient and effective administration (Functional Objective Y) and examines overall biennial financial performance, the cost of support to extrabudgetary activities, resource mobilization, the Capital and Security Expenditure Facilities, and action taken on commitments to improve through efficiency savings, corporate greening and completion of the Immediate Plan of Action for FAO Renewal.

#### B. Functional Objective Y: Effective and efficient administration

- In order to improve administrative effectiveness and efficiency, strengthen internal control and access to information across all geographical locations, the Global Resource Management System (GRMS) was deployed worldwide.
- Human resources management was strengthened and modernized, including changes to selection and appointment processes aiming at reducing recruitment time by more than half.

#### *Policy context*

356. To support the achievement of its goals and objectives FAO needs efficient and effective administrative processes which ensure value-for-money while fulfilling fiduciary, policy-setting and monitoring functions. This requires clear lines of authority and accountability supported by information systems and training, especially in a context where resources and decisions on their use are increasingly decentralized to locations where projects and programmes are implemented.

357. Aiming for value-for-money in the context of continuing efforts to identify efficiency savings, FAO's strategy for achieving this objective focused on three main areas: providing cost-effective services supporting staff in their work; making available relevant and timely management information and safeguarding resources; and implementing best practices in people management in order to attract and retain high-quality and well-motivated staff and improve their professional and managerial skills.

#### ***Y01 – FAO's support services are recognised as client-oriented, effective, efficient and well managed***

358. This Organizational Result focuses on the delivery of the main corporate support functions: infrastructure and facilities management, procurement, financial transaction processing, human resources management and occupational safety and health of staff. The scope of these services encompasses both policy formulation and monitoring of its application and operational support.

359. A key element of the efforts to make FAO's support services effective and efficient is streamlining administrative processes and simplifying related rules and regulations. During 2013, the review of the FAO Manual and of other administrative rules and regulations led to the elimination of a large number of redundant guidance documents; in the area of human resources alone more than 300 documents were identified for deletion. The review also resulted in the publication of the FAO Handbook, making FAO administrative rules and other guidance easily accessible online in one place to all FAO staff worldwide. Another outcome of this process was the FAO Streamlining Compendium, which set out the streamlining methodology and provided a prioritized list of identified streamlining initiatives in each administrative area. Several streamlining ideas were implemented during 2013 and work will continue in the next biennium on a number of other initiatives.

360. An important step towards increasing accountability and setting clear performance standards in the Organization was the finalization of the Service Level Agreements (SLA). Performance against service level targets is now measured and reported on a regular basis.

361. The savings initiatives in the area of support services also included the introduction of the Preferred Hotel Programme (PHP) where agreements were reached with hotels in many cities across the globe for official travel of FAO staff and consultants. In 2012, its pilot year, alone the PHP achieved estimated gross savings of more than USD 2.8 million.

***Y02 - FAO's management information is recognized as being comprehensive, accurate and relevant***

362. This area focuses on defining financial policies and procedures that meet the highest professional standards and safeguard FAO's resources; keeping accounts that accurately record financial activities and meet the requirements of internal and external audits; and reporting the financial status of the Organization and its activities to senior management, governing bodies and resource partners. Another important aspect is ensuring the safe custody and efficient use of the Organization's financial assets and overseeing financial operations, wherever performed in the Organization.

363. One of the major accomplishments during this biennium was the implementation of the Global Resource Management System (GRMS) and its successful deployment to FAO offices worldwide. The implementation of GRMS is a critical, long-term investment for the Organization and a key tool to enable the vision of an empowered FAO both at headquarters and decentralized offices (see Section III.F).

***Y03 - FAO is recognised as an employer that implements best practices in performance- and people-management, is committed to the development of its staff, and capitalises on the diversity of its workforce***

364. FAO's work to strengthen and modernize human resources management focuses on supporting the development of a talent base that meets current and future needs of the Organization, while improving geographic representation and maintaining gender balance (see Annex 3). This involves advising on organizational design, and improving recruitment and selection processes, mobility and rotation, evaluation of staff performance, and staff learning and development. Two of the main areas of focus during the biennium were the improvement of selection and recruitment procedures and the definition of a new competency framework.

365. The competency framework, which was adopted in 2013 for use in all core HR processes and functions, will help in recruiting staff who share FAO's values and have the key competencies for each job. The new framework will also support a stronger performance management process, evaluating all FAO staff against a consistent and transparent set of behavioural expectations.

366. FAO introduced revised procedures for staff selection to improve the quality of selection decisions and significantly reduce the recruitment time. The new streamlined procedures foresee a more active role of the Human Resources function, providing support to the hiring manager in every step of the process. Revised guidelines have also been issued for the recruitment and management of consultants, providing hiring managers greater authority and accountability within a defined framework. The new guidelines standardise the processes and thus reduce the cost of the administration of this large portion of FAO's workforce.

367. A Corporate Mobility Policy was introduced in December 2013 with two main objectives: to support the increased decentralization of FAO's work and to contribute to the career development of staff. Geographic reassignment is now mandatory for all international professional staff members whose current posts are classified as rotational. The first such exercise will be undertaken in 2014.

368. The development of a results-based culture remains a corporate priority. The FAO HR function supported this through: the management and leadership training programme, with participation of 61 percent of all managers both headquarters and the field as at the end of 2013; the corporate learning platform, [learning@fao](#), launched in July 2012, which provides cost-effective training opportunities to FAO employees at all locations; and the Effective Country Programming training which strengthens the capacity to improve strategic focus, relevance and impact of FAO's work at country level.

## C. Financial performance

- Total expenditure decreased by USD 258 million (9 percent) in 2012-13, mainly as the result of the closure of the European Union Food Facility.
- FAO spent 99 percent of the net budgetary appropriation of USD 1 005.6 million.
- Greater decentralization has increased the amount of expenditure managed from the field.

### *Use of resources*

369. A main feature of the PIR is to report on the use of resources during the biennium in relation to the delivery of products and services. This section summarizes the evolution and use of total available resources from assessed and voluntary contributions. The analysis refers to total expenditure as reported in the financial accounts for the biennium, which for 2012-13 was USD 2 479 million, USD 258 million (9 percent) lower than in 2010-11.

### *Evolution of total resources*

370. The main funding sources are presented in Table 7, 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 assorted items; and
- b) “*Trust Funds and UNDP*” comprise activities funded from voluntary contributions through projects, including those funded by the United Nations Development Programme.

371. Expenditure under *General and Related Funds* increased by USD 6.8 million (1 percent) over the previous biennium (see Table 7), mainly caused by an increase in Regular Programme expenditure of USD 4.2 million in line with the higher net appropriation compared with the previous biennium, and a decrease between 2010-11 and 2012-13 in the amount transferred forward to subsequent biennia as authorized by the Financial Regulations governing the Technical Cooperation Programme and the Capital and Security Expenditure Facilities (see Table 8).

372. Expenditure related to *Trust Funds and UNDP* decreased by USD 264.5 million (16 percent), in part caused by the closure in 2011 of the EU-funded Food Facility (for more details see Tables 7 and 10).

Table 7: Expenditure summary by source of funds (USD million)

Funding Source	2010-11	2012-13	Difference (USD)	Difference %
<b>General and Related Funds</b>				
Regular Programme expenditure (for 2012-13 versus budget of USD 1 005.6 million)*	991.8	996.0	4.2	0%
Jointly financed investment activities	38.1	35.8	(2.3)	(6%)
Voluntary contributions and funds received under inter-organizational arrangements	109.3	112.2	2.9	3%
Government cash contributions and other sundry income	16.5	18.2	1.7	10%
TCP, Capital Expenditure and Security Expenditure Facility adjustments	(18.3)	(10.7)	7.6	(41%)
Currency variance**	(12.6)	(20.2)	(7.6)	60%
Other***	(20.4)	(20.0)	0.4	(2%)
<i>Subtotal General and Related Funds</i>	<i>1,104.4</i>	<i>1,111.2</i>	<i>6.8</i>	<i>1%</i>
Trust Funds/UNDP (excluding emergency projects)	887.6	580.9	(306.7)	(35%)
Special relief operations (emergency projects)	744.5	786.7	42.2	6%
<b>Trust Funds and UNDP</b>	<b>1,632.1</b>	<b>1,367.6</b>	<b>(264.5)</b>	<b>(16%)</b>
<b>Total expenditure</b>	<b>2,736.5</b>	<b>2,478.8</b>	<b>(257.7)</b>	<b>(9%)</b>

\* Regular Programme expenditure for 2012-13 excludes USD 8.7 million funded from the carryover of unspent balance of the 2010-11 appropriations authorised by the Conference Resolution 5/2011.

\*\* Currency variance represents adjustments to the actual expenditure and actual other income 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.

\*\*\* Under the line "Other", the main item represents USD 21.1 million for health insurance premiums which is recorded as a reduction of After-service Medical Coverage (ASMC) liability for financial reporting.<sup>25</sup>

<sup>25</sup> Effective 31 December 2007, in conjunction with the Organization's move towards adoption of International Public Sector Accounting Standards, FAO recognized in its financial statements the full actuarial value of its after-service liabilities. Consequently, beginning in 2008, the Organization's accounts for payments for health insurance premiums on behalf of retirees differently for financial reporting than for budgetary reporting. For the 2012-13 biennium, USD 21.1 million of payments for health insurance premiums on behalf of retirees are recognized as expenditure for budgetary reporting, but are recorded as reduction of ASMC liability for financial reporting.

*Table 8: TCP, Capital Expenditure and Security Expenditure Facility adjustments 2012-13 (USD million)*

<b>Funding source</b>	<b>2010-11</b>	<b>2012-13</b>	<b>Change</b>
Prior biennium's TCP appropriation transferred to current biennium	54.2	65.5	11.3
TCP appropriation deferred to subsequent biennium	(65.5)	(76.8)	(11.3)
Prior biennium's Capital Expenditure Facility resources transferred to current biennium	-	4.1	4.1
Capital Expenditure Facility resources deferred until subsequent biennium	(6.1)	-	6.1
Prior biennium's Security Expenditure Facility resources deferred to current biennium	-	-	-
Security Expenditure Facility resources deferred to subsequent biennium	(0.8)	(3.4)	(2.6)
<b>Net amount transferred into current biennium/ (forward to subsequent biennia)</b>	<b>(18.3)</b>	<b>(10.7)</b>	<b>7.6</b>

### *Programme of Work - Performance*

373. The budget for the Programme of Work 2012-13 was planned from the approved level of the net appropriation and an estimate of the extrabudgetary voluntary funding, as mandated by the Conference in the reform of programming and budgeting under the IPA. The Programme of Work is based on the requirements to achieve the two-year targets under the results frameworks for the Strategic and Functional Objectives, the Technical Cooperation Programme and Capital and Security Expenditure.

374. Table 9 lays out FAO's performance, by Strategic and Functional Objectives against the 2012-13 budget for the Regular Programme net appropriation and the estimates for extrabudgetary activity. The estimates and chapter distribution of extrabudgetary resources are those published in the Programme of Work and Budget 2012-13<sup>26</sup> in February 2011. The budgetary chapter distribution of the Regular Programme net appropriation was revised several times during the biennium due to the transformational change process. The distribution of the Regular Programme budget in Table 9 is that approved by FAO Council in December 2012.<sup>27</sup>

375. The implementation of the Regular Programme net appropriation inevitably diverges from what was planned, as the result of factors such as: shifts in priorities reflecting changing external requirements and the measures taken to respond to Members' most pressing needs; unbudgeted inflation; unforeseen costs; and impact of exchange rates. In 2012-13, the Organization spent 99 percent of the net appropriation of USD 1 005.6 million, resulting in an overall underspending of USD 9.6 million. This balance is carried over to 2014-15, as authorized by Conference Resolution 7/2013, for any additional expenditures of a one-time nature associated with transformational change.

376. In accordance with Financial Regulation 4.5 (b), the budgetary performance was presented to the Finance Committee at its November 2013 session to take note of the overall forecasted budgetary outturn for 2012-13 and chapter transfers.<sup>28</sup> Any unspent balances in the Technical Cooperation Programme, Capital Expenditure and Security Expenditure are transferred for use in the subsequent financial period, in line with the Organization's current financial regulations, and are therefore shown as fully spent in Table 9.

<sup>26</sup> C 2011/3

<sup>27</sup> CL 145/3

<sup>28</sup> FC 151/7

377. Under extrabudgetary implementation,<sup>29</sup> the expenditure was USD 127 million, 9 percent, higher than the amount estimated in the Programme of Work and Budget. This is a consequence of prudent assumptions used to forecast such resources, given the unpredictability of such fund flows.

Table 9: Programme of Work performance 2012-13 (USD 000)

Strategic/ Functional Objective	Regular Programme Implementation			Extrabudgetary Implementation			Total Implementation		
	PWB Net Appropriation	Net Appropriation Budget Rate Expenditure*	(Over)/ Under- Expenditure	PWB Extra- budgetary Planned	Extra- budgetary Expenditure	(Over)/ Under Expenditure	Total Planned Budget	Total Expenditure	Total (Over)/ Under Expenditure
A	60,191	59,607	584	262,504	229,888	32,616	322,695	289,495	33,200
B	37,145	35,676	1,469	131,214	149,333	(18,119)	168,359	185,009	(16,650)
C	67,614	63,822	3,792	86,092	78,641	7,451	153,706	142,463	11,243
D	33,022	31,136	1,886	17,576	21,295	(3,719)	50,598	52,431	(1,833)
E	51,410	49,228	2,182	57,254	77,293	(20,039)	108,664	126,521	(17,857)
F	72,250	69,391	2,859	112,004	169,718	(57,714)	184,254	239,109	(54,855)
G	48,223	47,920	303	34,712	62,709	(27,997)	82,935	110,629	(27,694)
H	95,196	92,186	3,010	116,047	180,794	(64,747)	211,243	272,980	(61,737)
I	8,177	8,056	121	401,675	337,299	64,376	409,852	345,355	64,497
K	21,756	19,947	1,809	9,972	13,284	(3,312)	31,728	33,231	(1,503)
L	39,885	41,281	(1,396)	81,896	74,829	7,067	121,781	116,110	5,671
X	207,784	207,042	742	33,687	63,229	(29,542)	241,471	270,271	(28,800)
Y	95,111	103,445	(8,334)	47,128	59,433	(12,305)	142,239	162,878	(20,639)
TCP	116,027	116,027	0	0	0	0	116,027	116,027	0
Contingencies	600	0	600	0	0	0	600	0	600
Capital Expenditure	26,439	26,439	0	0	0	0	26,439	26,439	0
Security Expenditure	24,809	24,809	0	1,139	2,579	(1,440)	25,948	27,388	(1,440)
<b>Total</b>	<b>1,005,639</b>	<b>996,011</b>	<b>9,628</b>	<b>1,392,898</b>	<b>1,520,323</b>	<b>(127,425)</b>	<b>2,398,539</b>	<b>2,516,336</b>	<b>(117,797)</b>

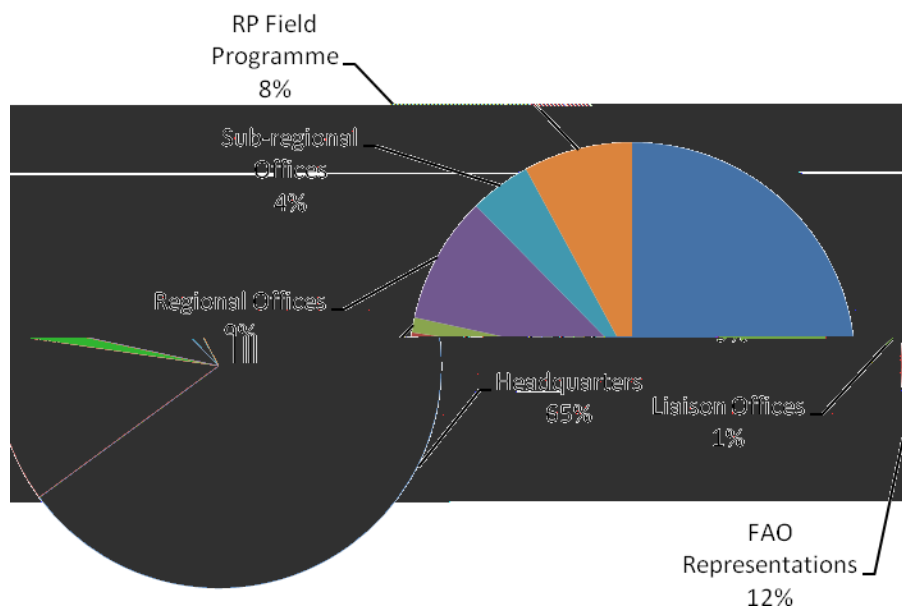
\* Expenditure in Functional Objectives X and Y (Chapters 12, 13) was adjusted to exclude 2012-13 IPA investment costs which were funded from the USD 8.7 unspent balance of the 2010-11 appropriation, carried forward as authorized by the Conference Resolution 5/2011.

<sup>29</sup> Expenditure in the extrabudgetary column includes income earnings credited to the General Fund; this is in line with the presentation in the PWB 2012-13, where income earnings were included as part of extrabudgetary resources.



378. Headquarters accounted for 65 percent of total Regular Programme expenditures in 2012-13 (see Figure 2). This is 3 percent lower than in 2010-11, demonstrating the anticipated financial consequences of the increasing decentralization of activity within FAO. In particular, the share of expenditure incurred in FAO Representations increased from 10 percent to 12 percent between 2010-11 and 2012-13.

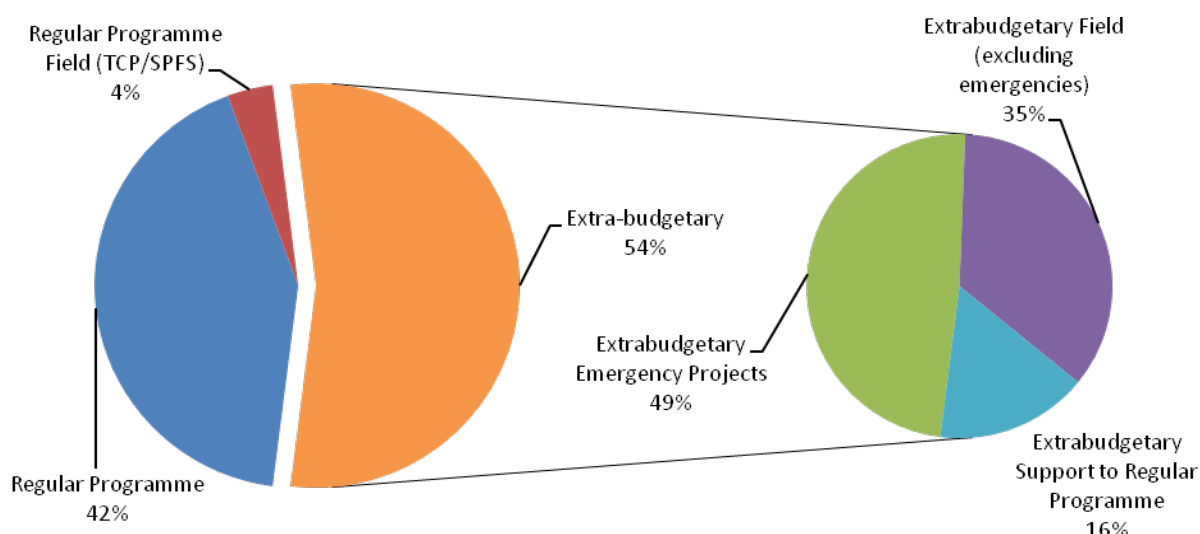
Figure 2: Regular Programme Expenditure at headquarters and decentralized offices, 2012-13



379. Figure 3 shows the Regular Programme and extrabudgetary resources expenditure during the 2012-13 biennium as a share of total expenditure. The figure also includes the extrabudgetary expenditure breakdown by type: field, emergencies and support to the Regular Programme.

380. The share of Regular Programme expenditure during 2012-13 accounted for 46 percent of total expenditure, of which 4 percent was for the Technical Cooperation Programme (TCP). Compared to 2010-11, the Regular Programme share of total expenditure increased from 42 to 46 percent, due to the decline in extrabudgetary expenditure. Within the extrabudgetary category, emergency assistance projects accounted for the largest share (49 percent), followed by non-emergency field projects (35 percent), and extrabudgetary support to the Regular Programme (16 percent).

*Figure 3: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2012-13, and breakdown of extrabudgetary expenditure by type*



***FAO field programme and extrabudgetary support to Regular Programme delivery***

381. As shown in Table 10, the total expenditure (excluding income) of FAO's field programme and extrabudgetary support to Regular Programme reached USD 1 450.1 million, a decrease of USD 256.7 million compared to 2010-11, which was mainly caused by the closure in 2011 of the USD 211 million Food Facility funded by European Union. Nevertheless, compared to 2008-09, the extrabudgetary expenditure increased in 2012-13 by USD 223.2 million.

Table 10: Field programme and extrabudgetary support to the Regular Programme by type of contribution (USD million)\*

Description	2008-09	2010-11	2012-13
<b>FAO/UNDP Implementation</b>			
Non-emergency	8.2	3.3	4.7
Emergency assistance	-	9.8	4.9
<i>Subtotal UNDP</i>	8.2	13.1	9.6
<b>Trust Funds</b>			
<b>Non-emergency</b>			
FAO/Government Cooperative Programme (GCP)	319.9	401.6	388.8
Associate Professional Officer (APO) Programme	14.0	15.0	10.9
Unilateral Trust Funds (UTF)	133.7	94.3	108.3
FAO-Donors Partnership Programmes	9.1	14.5	16.3
FAO/EU Food Facility	0.4	211.2	0.0
UN Joint Programme (UNJP)	16.3	71.4	66.3
Other UN Trust Funds	13.7	15.0	10.1
TeleFood	3.8	3.4	4.1
Multilateral Trust Funds	37.7	63.3	89.4
<i>Subtotal TF non-emergency</i>	548.2	889.7	694.2
<b>Emergency Assistance**</b>			
Special Relief Operations – General	558.7	673.1	607.2
FAO/Government Cooperative Programme (GCP)	-	30.4	31.3
Unilateral Trust Funds (UTF)	-	6.6	7.3
UN Joint Programme (UNJP)	-	5.5	9.7
<i>Subtotal TF emergency assistance</i>	558.7	715.6	655.6
<i>Subtotal Trust Funds</i>	1,106.9	1,605.3	1,349.8
<b>Total external funding</b>	<b>1,115.1</b>	<b>1,618.4</b>	<b>1,359.4</b>
<b>Regular Programme</b>			
Technical Cooperation Programme (TCP)	109.8	72.4	78.6
Technical Cooperation Programme (Emergency)	-	15.8	12.1
Special Programme for Food Security (SPFS)	2.0	0.2	
<b>Total Regular Programme</b>	<b>111.8</b>	<b>88.4</b>	<b>90.7</b>
<b>Total field programmes (including RP, excluding Income)</b>	<b>1,226.9</b>	<b>1,706.8</b>	<b>1,450.1</b>

\* The total extrabudgetary expenditures exclude project support costs credited to the General Fund.

\*\* Prior to 2010-11 only assistance under Special Relief Operations was recognized as emergency assistance. However, UNDP, GCP and other funding sources often provide assistance in emergencies. Therefore, recognizes emergency assistance regardless of funding source. Expenditure data for emergency assistance under these funding categories was not available for 2008-09.

382. Table 11 shows the main sources of external funding ranked by related project expenditure in 2012-13, compared to the two previous biennia. In total, during 2012-13 there were 26 external sources of funding with contributions over USD 10 million, accounting for 87.9 percent of all extrabudgetary delivery. More than 2 500 extrabudgetary projects had some level of activity in the biennium. Multidonor funding of specific programmes or large projects continued to be a major component of delivery. There were 157 programmes and projects with expenditures of over USD 2 million, accounting for 51 percent of total delivery.

*Table 11: Sources of external funding in USD million\**

<b>Donor</b>	<b>2008-09</b>	<b>2010-11</b>	<b>2012-13</b>
European Union	189.7	414.2	195.4
<i>of which European Food Facility</i>	<i>0.4</i>	<i>211.2</i>	<i>5.2</i>
Multilateral Contributions	116.3	135.7	197.6
United States of America	81.4	160.0	116.3
Spain	64.7	142.7	76.0
UN Office for Coordination of Humanitarian Affairs	63.4	86.6	72.3
UNDP and UNDP Administered Donor Joint Trust Fund	56.6	69.0	65.1
United Kingdom	24.2	31.5	60.1
Japan	24.8	46.8	53.8
Italy	57.1	58.9	42.7
Canada	10.1	21.7	39.7
Belgium	28.9	32.5	37.4
Global Environment Facility	7.2	27.4	28.5
Germany	19.4	25.4	27.0
Norway	28.7	20.3	22.5
Sweden	56.9	26.9	22.2
Brazil	12.3	13.5	19.6
Common Fund for Humanitarian Action in Sudan and in Somalia	25.9	27.8	14.4
World Bank and Regional Development Banks	12.2	18.3	15.5
Netherlands	33.4	20.1	12.7
Australia	10.2	22.8	9.7
<i>Subtotal top 20</i>	<i>923.4</i>	<i>1,402.10</i>	<i>1,128.6</i>
Other donor countries	138.3	162.3	161.9
Other donors	41.9	42.8	19.8
Other UN donors	11.6	11.4	49.0
<i>Subtotal Other</i>	<i>191.8</i>	<i>216.5</i>	<i>230.8</i>
<b>Total</b>	<b>1,115.20</b>	<b>1,618.60</b>	<b>1,359.4</b>

*\* Total extrabudgetary expenditures exclude project support costs credited to the General Fund. In accordance with the Organization's accounting policy, Trust Fund contributions are recognized when expenditures are actually incurred.*

## D. Cost of field programme support

383. The provision of technical assistance is part of FAO's mandate, as specified under Article I.3.a) of the Constitution, which states that: "It shall also be the function of the Organization to furnish such technical assistance as governments request". Technical assistance may be provided from the Regular Programme – especially under the TCP and SPFS<sup>30</sup> – and from extrabudgetary resources under the GCP, UTF, UNDP<sup>31</sup> or other arrangements for voluntary contributions to the field programme. Essential contributions to technical assistance and support to extrabudgetary activities include: i) technical support services, generally provided directly to Members; and ii) administrative and operational support services to ensure effective delivery of activities defined through projects, whether funded from the Regular Programme (e.g. TCP projects) or extrabudgetary resources.

384. The Organization has made consistent efforts to measure and report in a transparent manner the cost of supporting the field programme and other extrabudgetary-funded activities. This is achieved through the annual Work Measurement Survey which involves the completion of a detailed questionnaire by relevant staff at headquarters and decentralized locations. The resulting data has been used in a number of ways:

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

### *Technical support services*

385. Between 2010-11 and 2012-13, the total cost of technical support services decreased from USD 104.8 million to USD 99.4 million (Table 12), a consequence of the reduced level of extrabudgetary activity during the biennium. Nevertheless, the costs of technical support services as a percentage of total delivery increased from 6.1 percent to 6.9 percent, showing steady if not increasing demand for FAO's technical skills.

*Table 12: Technical support services\**

	2010-11 (USD millions)	2012-13 (USD millions)
Total extrabudgetary, TCP and SPFS project delivery	1 706.8	1 450.1
Total cost of technical support services	104.8	99.4
<b>Total as a percentage of total spend</b>	<b>6.1%</b>	<b>6.9%</b>

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

386. The USD 99.4 million cost of technical support services represents the estimated cost of staff time under the Regular Programme devoted to the provision of these services. Of this amount, USD 27.6 million in 2012-13 (USD 29.7 million in 2010-11) was recovered from projects as a reimbursement. The recovery rate of 27.8 percent in 2012-13 is consistent with previous biennia (28.3 percent in 2010-11 and 27.5 percent in 2008-09).

<sup>30</sup> Technical Cooperation Programme (TCP); Special Programme for Food Security (SPFS)

<sup>31</sup> Government Cooperative Programme (GCP); Unilateral trust fund (UTF); United Nations Development Programme (UNDP)

387. On average, 28 percent of professional staff time was devoted to providing technical support services in 2012-13 (Table 13), 2 percent more than the 26 percent recorded in 2010-11. Staff in regional and subregional offices continue to spend a greater proportion of their time (38 percent and 35 percent respectively) on these services, than staff at headquarters (22 percent). The three Strategic Objectives with the highest proportion of staff time associated with technical support services were Strategic Objective A - *Sustainable intensification of crop production* (34 percent), and L - *Increased and more effective public and private investment in agriculture and rural development* (39 percent).

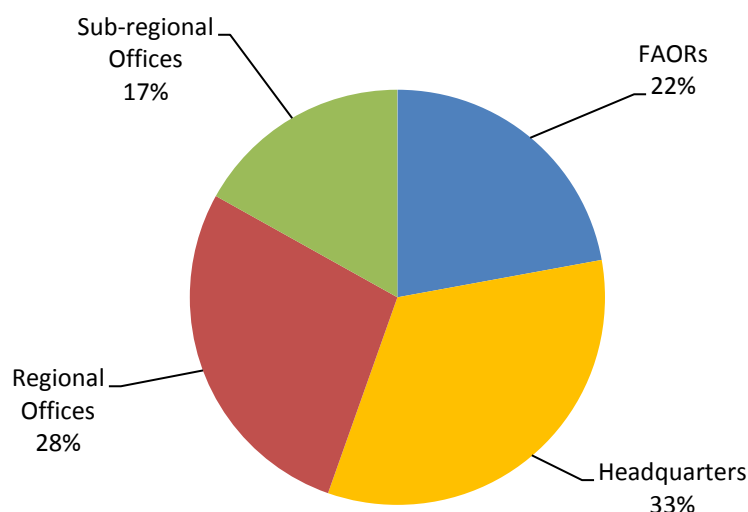
*Table 13: Percentage of time of professional staff at headquarters technical departments and decentralized offices devoted to technical support services, 2012-13*

Strategic Objective	Headquarters (%)	Regional Office (%)	Subregional Office (%)	Total (%)
A	27	41	42	34
B	28	44	35	34
C	27	54	33	32
D	16	30	26	21
E	15	33	41	23
F	29	35	43	33
G	22	36	52	26
H	22	33	34	27
I	31	52	47	33
K	20	44	37	30
L	26	61	34	39
TCP		14	0	14
X	21	24	27	24
Y	1	3	7	4
<b>Average</b>	<b>22</b>	<b>38</b>	<b>35</b>	<b>28</b>

388. The proportion of technical support services provided by staff in decentralized offices increased significantly to become the main source of such services during 2012-13. Taking into account the relative numbers of staff in each location, staff in decentralized offices provided 67 percent of total technical support services (Figure 4) compared with 45 percent in 2010-11.<sup>32</sup> Staff at headquarters provided 33 percent of technical support services in 2012-13 compared with 55 percent in 2010-11.

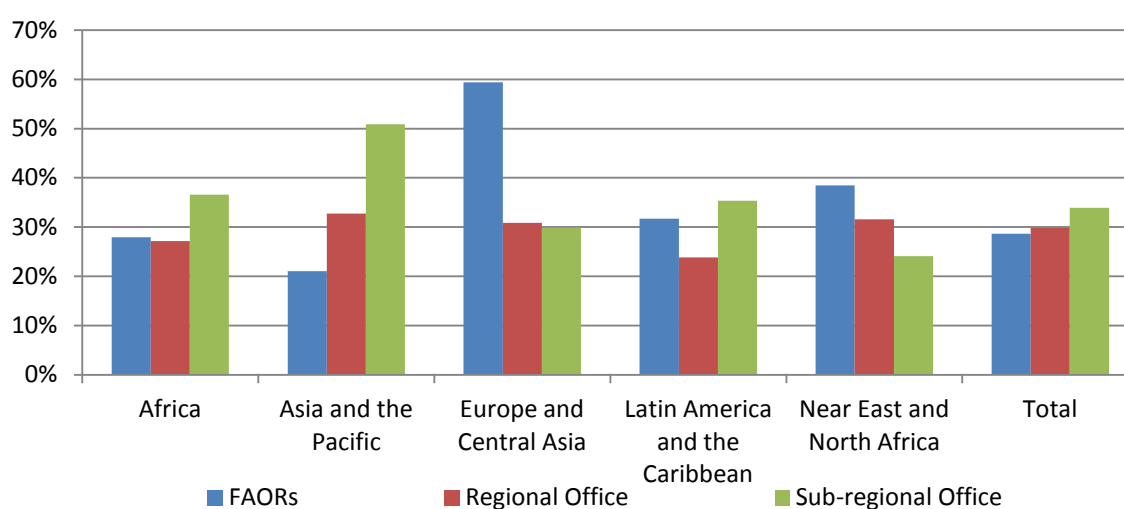
<sup>32</sup> C 2013/8 Figure 17

Figure 4: Provision of technical support services by professional staff, 2012-13



389. The regional distribution of technical support services is shown in Figure 5. The highest percentage of staff time (over 35 percent) was in the Subregional Offices for Africa, Asia and the Pacific. Regional and subregional offices in all other regions devoted more than 30 percent of their professional staff time to technical support services in 2012-13.

Figure 5: Percentage of professional staff time devoted to field programme support, 2012-13



### Administrative and operational support (AOS) services

390. Administrative and operational support costs represent variable indirect costs incurred under the Regular Programme which are associated with project delivery.<sup>33</sup> Trends in the management of these costs have continued to improve: the rate of recovery of these costs from project budgets has risen; and they form a falling proportion of total project costs.

<sup>33</sup> AOS costs include: recruitment, briefing and servicing of project personnel; fellowships placement and servicing and formulation of study plans; selecting and procuring supplies and equipment; preparation and formalization of contracts; preparation, monitoring and revision of budgets and control of project expenditures; receipt, custody and disbursement of funds; maintenance of project accounts, financial reporting and support to external and internal audits location and recommendation of qualified personnel; coordination and supervision of project implementation (FC 93/4).

391. In the 2012-13 biennium, administrative and operational support costs totalled USD 139.4 million, USD 23.8 million less than in 2010-11 (Table 14). Ninety percent of these costs were recovered from project budgets in 2012-13, an increase of 16 percent since 2008-09. This increase in recovery resulted mainly from the streamlining and structural adjustments in administrative divisions.

*Table 14: Administrative and operational support costs and extent of reimbursement received from project budgets (field programme and other extrabudgetary-funded activities)*

	2008-09 (USD million)	2010-11 (USD million)	2012-13 (USD million)
Administrative and operational support costs	144.1	163.2	139.4
Reimbursements*	106.9	137.8	125.4
<b>Under-recovery of support costs</b>	<b>37.2</b>	<b>25.4</b>	<b>14.0</b>
<b>Net percentage of cost recovered</b>	<b>74.2%</b>	<b>84.4%</b>	<b>90.0%</b>

\*Includes AOS as direct costs recovered

392. The cost of administrative and operational support has fallen by proportionately (15 percent) the same amount as expenditure on extrabudgetary, TCP and SPFS projects. As a result, although project expenditure has fallen, administrative and operational support costs relative to total project expenditure has not changed since 2010-11, and remains at 9.6 percent (Table 15).

*Table 15: Administrative and operational support costs compared to project spend*

	2008-09 (USD million)	2010-11 (USD million)	2012-13 (USD million)
Total extrabudgetary, TCP and SPFS project delivery	1 226.9	1 706.8	1 450.1
Emergency operating costs	29.1	32.0	24.6
All other AOS costs	115.0	131.2	114.8
<b>Total AOS costs</b>	<b>144.1</b>	<b>163.2</b>	<b>139.4</b>
<b>Total AOS costs as a percentage of total delivery</b>	<b>11.8%</b>	<b>9.6%</b>	<b>9.6%</b>

*Note: The figures include the impact of staff cost variance so as to reflect actual costs at budget rate of exchange between Euro and USD. Costs have been restated to include incremental indirect costs.*

393. To improve the recovery of costs<sup>34</sup> borne by the Regular Programme, but driven by extrabudgetary activities, FAO introduced in 2012-13 a new mechanism - the Improved Cost Recovery Uplift. This mechanism extended the scope of cost recovery to include headquarters office space costs, security, and information systems and technology as an uplift on project employee costs to recover those costs most closely associated with the level of staffing of extrabudgetary programmes and projects. The mechanism was initially applied at headquarters during 2012-13. By the end of 2013, it had generated recoveries of USD 10.1 million, of which USD 6.3 million were for IT-related costs, USD 1.9 million for security costs and USD 1.9 million for office occupancy costs.

<sup>34</sup> FAO is committed by Financial Regulation 6.7 of its Basic Texts to recover the full cost of Regular Programme support to extrabudgetary projects.



## E. Resource mobilization

### *Highlights*

- USD 1.7 billion in extrabudgetary resources have been mobilized by FAO during the 2012-13 biennium, despite the global economic uncertainty.
- FAO revised its strategies for South-South Cooperation and resource mobilization and management during 2013.
- Tried and tested resource mobilization training and tools form a key pillar of the briefing of FAO country representatives to enhance knowledge and skills for innovative partnerships.

### *Overview*

394. In order to deliver its programme of work, FAO relies heavily on securing extrabudgetary funding in addition to the assessed contributions. Despite global economic uncertainty, voluntary contributions have remained relatively stable in the past four years, and for the 2012-13 biennium FAO mobilized USD 1.7 billion in extrabudgetary resources. Lessons learned over the biennium have proved that the more flexible the partnership and modality, the more effectively can FAO focus on Members' priorities as approved in FAO's Strategic Framework.

### *The composition of voluntary contributions mobilized in 2012-13*

395. FAO seeks voluntary funding to complement funding from the Regular Programme to support core global programmes; emergency assistance, mainly humanitarian activities; and the field programme, mainly development activities.

*Table 16: Overall trend by main category of funding (USD million)*

	2010-2011 biennium	2012-2013 biennium	Percentage Change
Core	280	295	5%
Field	564	671	19%
Emergency	804	735	-9%
<b>Total new approvals</b>	1,648	1,701	3%

396. Voluntary funding mobilized for the Organization's core and field programme increased by 5 and 19 percent respectively in 2012-13 compared to 2010-11 while voluntary contributions mobilized for emergency assistance declined by 9 percent (Table 16). The increase of the core funding is a welcome reversal of a three-year trend which had seen a large decline in funding for core programmes.

### *Innovative and traditional funding mechanisms*

397. FAO has further consolidated its traditional partnerships and sought to diversify its partnership base through using innovative methods. Over the biennium, FAO has made more extensive use of innovative forms of partnership, including support through Unilateral Trust Funds, the private sector and South-South Cooperation. These innovative mechanisms generate funds that are less earmarked, offering greater flexibility.

398. Still, a significant share of voluntary contributions remains unpredictable. Over 40 percent of voluntary contributions are for emergency assistance, for which precise forecasting is problematic. In addition, considering the decentralization of funding decisions to the country level, the forecasting and planning of voluntary contributions remains challenging.

399. There are three main forms of innovative funding modality (Table 17):
- Multidonor Trust Funds, a form of pool funding, in which USD 187 million was mobilized in 2012-13 compared to USD 168 million in 2010-11
  - UN joint programmes such as the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD);
  - Unilateral Trust Funds, where countries fund their own programmes through FAO. This source of funding represents overall 10 percent of voluntary contributions mobilized for 2012-13 (same percentage as in 2010-11), with over USD 175 million approved (USD 160 million in 2010-11) and 38 participating countries. The modality in itself has existed for a long time. The innovation lays with the successful extension to new partners or upscaling of existing agreements. Saudi Arabia is the largest user of Unilateral Trust Funds.

Table 17: Partnership modality

Partnership Modality		2012-13
<b>Traditional</b>	<b>Total</b>	<b>1,087</b>
<b>Innovative</b>	<b>Total</b>	<b>614</b>
	Multi Partner	187
	Types of Innovative Funding Modalities	
	Unilateral Trust Fund	175
	UN Multilateral Trust Fund	252

400. Some 30 percent of innovative funds were provided through the multilateral route. Multi-partner trust funds and global and regional trust funds are FAO's preferred means of resource partnership. Examples are the Africa Solidarity Trust Fund for Food Security (created at the 2012 FAO Regional Conference for Africa and launched in July 2013); the Global Strategy to Improve Agricultural and Rural Statistics trust fund (GSTF), where FAO is the fund administrator; and the FAO Multipartner Funding Mechanism (FMM). An external evaluation of this mechanism, undertaken in 2013 led to its renewal, aligning it to the new Strategic Objectives, with strengthened monitoring, evaluation and reporting mechanisms, and to lessons learned that have been internalized in setting up the GSTF.

401. Meanwhile, the top six resource partners, shown in Table 18, provided nearly 50 percent of the approved funds; and the top 20 resource partners provided 89 percent of the total resources mobilized in the biennium.

402. The resources mobilized correspond to about a total of 1 900 agreements signed during the biennium, with about half originated from and being concluded at the decentralized level. For this reason, FAO has developed resource mobilization training targeted at the skills and knowledge required for effective resource mobilization in decentralized offices, which was coupled with briefings on the implementation requirements of particular donors.

403. During the biennium, FAO refocused and improved its Resource Mobilization and Management Strategy as follows.

- Alignment with the needs of the new strategic framework, at global, country and regional/subregional levels.** FAO developed guidance, and provided on demand support, for teams delivering the new Strategic Objectives, and at regional, subregional and country levels to develop Resource Mobilization Action Plans. The guidance provides the flexibility for the Action Plans to be responsive to changing priorities, and thereby provide a more dynamic approach to resource partner engagement and interaction. These plans have proved to be a strong feature in motivating the engagement of potential resource partners at all levels.

Table 18: Resources mobilized – Top 20 resource partners between 2010 and 2013as at December 2013 (USD million)

Resource Partner	2010	2011	2010-11	2012	2013	2012-13
European Union	116	121	237	151	176	327
USA	110	67	176	86	59	145
UK	24	14	37	41	82	124
UNOCHA <sup>35</sup>	54	39	94	47	36	83
Japan	47	38	85	20	48	68
Saudi Arabia	7	1	9	58	7	65
UNDP Administered Donor Joint TF	32	38	70	34	25	59
Norway	13	1	14	20	29	49
GEF (FAO)	18	31	50	11	36	47
Germany	21	7	28	10	32	43
Belgium	27	20	46	12	22	33
Italy	33	23	55	22	11	33
Sweden	19	16	35	12	15	27
Switzerland	1	6	8	7	17	24
Brazil	10	26	37	20	4	24
Netherlands	9	3	12	16	8	23
Spain	74	22	95	12	8	20
World Bank	4	9	13	5	14	19
Multilateral	75	93	168	75	112	188
<i>of which FMM-funded</i>	24	1	25	0	1	1
Other UTF Projects	37	78	114	46	62	108
Other resource partners	105	168	273	113	78	191
<b>Total Approvals</b>	<b>835</b>	<b>822</b>	<b>1,657</b>	<b>818</b>	<b>882</b>	<b>1,701</b>

b) **Increasing innovation in FAO resource partnership.** To diversify its funding sources, in over 30 consultations held over the biennium, potential resource partners were provided with an overview of the reviewed Strategic Framework and innovative modalities for partnerships.

c) **Expanded FAO's resource partner base through South-South Cooperation.** South-South Cooperation (SSC) offers major opportunities and a corporate SSC strategy was formulated aiming to expand its scope through enlarged partnerships and more diverse and flexible modalities of exchange, beyond long-term deployment of expertise, to include short-term exchanges, study tours and in-kind and technology exchange support.

d) **Better monitoring, reporting and transparency on voluntary contributions.** The FAO Web site on resource mobilization has been given a renewed format, and information and statistics regularly made accessible to resource partners and the general public.

<sup>35</sup> United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)

## F. Capital Expenditure

404. Conference Resolution 10/2003 established the Capital Expenditure Facility to integrate capital expenditure planning into FAO's budgeting and financial framework. Resource requirements relating to five areas were factored in the PWB 2012-13 for: a) the Global Resource Management System (GRMS); b) corporate administrative systems; c) core ICT infrastructure; d) corporate technical applications; e) electronic content and document management systems; and f) management information systems.

### *The Global Resource Management System and corporate administrative systems*

405. The Global Resource Management System was implemented during the 2012-13 biennium to create a common management and administrative platform which connected headquarters and all FAO decentralized offices under a single administrative systems umbrella for the first time. This has led to greater internal control, more effective administration and increased efficiency and transparency in administrative processes.

406. The GRMS implementation programme included the International Public Sector Accounting Standard (IPSAS) project, the replacement of the travel system (Atlas), the replacement of the Field Accounting System and the upgrade of the Oracle suite of applications. The GRMS was implemented at headquarters and regional offices in November 2012 and then progressively deployed to more than 100 country offices between December 2012 and June 2013. Some of the main benefits of GRMS implementation include: deployment of common administrative processes, including IPSAS-compliant systems and procedures, to all FAO offices; enabling and empowering decentralized offices by supporting delegation of authority and speeding up decision-making; improving the access to complete high-quality financial and human resource information; and providing better accountability, transparency and monitoring over the use of resources.

407. Following the implementation of IPSAS-compliant systems in 2012-13, the remaining activities required to support IPSAS implementation are proceeding according to plan with the first set of IPSAS-compliant Financial Statements scheduled to be prepared for financial years commencing 1 January 2014.

### *Core ICT infrastructure*

408. An Information Security framework has been established which, in addition to improving technical monitoring and response capabilities within industry-standard guidelines, has provided a coherent set of information security policies. These actions, combined with a user awareness campaign, have improved the overall IT security stance of the Organization.

409. End-user computing services have been enhanced with the introduction of Windows 7 during the biennium, allowing the gradual phase-out of the now-obsolete Windows XP platform. The infrastructure in FAO meeting rooms has been improved, including upgrades to: the Simultaneous Interpretation Equipment, the Web streaming system, and the audio recording for the verbatim records.

### *Corporate technical applications*

410. The development of a corporate Statistical Working System (SWS) by an outsourced contractor is at an advanced stage, with delivery of its final components on agricultural production and trade flows on schedule in the first months of 2014. In addition, the FAO Country Profiles portal was significantly improved with a major update in terms of content, functionality and language coverage. Work on the FAO Document Repository proceeded with some delays and the launch of the new system is expected in 2014.

### *Electronic content and document management systems*

411. The Content Management System (CMS) project has been successfully completed and the migration from the legacy CMS platform has been done for Intranet and Internet Web sites. Intranet and PartnerNet workspaces have been successfully installed and configured, with about 210 total workspaces created and more than 100 users trained. The new FAO.org was launched on the occasion of the FAO Conference 2013. The new corporate Web site features improved navigation, fully multilingual content and specific sections addressing the main areas of information requested by

members. Work is proceeding to improve the flow of information from and to decentralized offices to achieve a consistent FAO.org that is responsive to all the Organization's stakeholders.

#### *Management Information Systems*

412. During the biennium the integrated Management Information System (iMIS) was firmly established as the source of reliable information for FAO's operations worldwide and quantifiable efficiencies have already been realized through the utilization of iMIS. One example is the vast utilization, across the Organization, of official reports which can be produced in a matter of seconds through iMIS, saving hours of manual effort per report and eliminating human error. Intangible benefits have also been realized through interactions of users with the dynamic elements of iMIS. In 2012-13 these included a comprehensive roster search facility and business intelligence tools in the areas of HR management, financials, procurement and travel which were accessed more than 77 000 times during 2013. Today iMIS has more than 1 700 active users across FAO located in 122 countries.

## **G. Security Expenditure Facility**

413. The Security Expenditure chapter provides comprehensive coverage of staff and non-staff costs directly related to security and safety of the Organization's staff and assets under the Security Expenditure Facility established by Conference Resolution 5/2005. It is divided into Field Security and Headquarters Security.

### *Field Security*

414. The Field Security provision addresses FAO personnel safety and security in the field to enable the safe and effective delivery of the Organization's mandated programme activities. It covers promulgation of UN system security policy and liaison with the UN Department of Safety and Security (UNDSS); compliance with Minimum Operating Security Standards (MOSSS); briefings for FAO Representatives and staff; and security support missions to high and very high risk locations.

### *Main activities in field locations*

415. In 2012-13, 33 security missions were completed in countries with high and very high risk duty stations. Of these, Afghanistan, Pakistan, Syria, Yemen, Nigeria, Mali, Guinea Bissau, Somalia, Egypt, South Sudan, Central African Republic were and still remain priority countries.

416. Both in the Central African Republic and in South Sudan, the Field Security has funded additional security missions and equipment, such as personal protective equipment, helmets, satellite phones, radios and armoured vehicle. Afghanistan and Pakistan remained critical countries during the entire biennium.

417. The overall MOSS compliance rate of individual FAO decentralized offices reached the rate of 87 percent. This required making resources available for procurement of security equipment and services, collaboration with outposted Security Officers from DSS, and relocation of some offices and extra security works in others.

418. A Security Awareness Training session for FAO staff was organized on 20 November 2012. The first FAO Emergency Trauma Bag training with 17 participants from 13 FAO Representations was held in Rome on 19-22 March 2013. FAO was also actively involved in security training activities of other Rome-based agencies. In 2012-13, 15 FAO participants represented the Organization at the Safe and Secure Approaches in Field Environments programme conducted under the aegis of WFP. A further 12 people attended similar trainings organized by IFAD.

### *Headquarters Security*

419. The Headquarters Security provision aims to assure a safe and secure operating environment for headquarters programme delivery and provides support for the execution of the Director-General's function as Designated Official for Italy. It includes maintaining coordination with host government authorities, establishing systems of security management, providing an enabling environment and ensuring safety and security at FAO headquarters premises.

420. The Security Service undertook an overhaul of security and safety infrastructure - upgrading the fire alarm systems, anti-intrusion alarm systems, CCTV cameras and installing new digital recorders and radios. New access-control policies for people and vehicles were progressively implemented.

421. Training programmes were undertaken as per the plan of FAO Emergency Security Measures, for Security Personnel, Emergency Squad and the Fire Wardens. Liaison with host country emergency services was also strengthened.

422. New Security Risk Assessment, Minimum Operating Security Standards (MOSS) and Minimum Operating Residential Security Standards (MORSS) and Country Security Plan for Italy were finalized, endorsed and approved by UN DSS. Mandatory information was promptly provided to UNDSS, including the Country Briefing Notes. Assistance to UN VIPs visits was provided in close coordination with local authorities. In addition eight meetings of the Security Advisory Group Meetings were held in 2012-13.

## H. Committed to improve

423. The Transformational Change initiative was the primary vehicle for driving improvements to organizational performance during the biennium. This section covers three related elements: *Efficiency savings; corporate greening; the Immediate Plan of Action; and the Multidisciplinary Fund.*

### *Efficiency savings*

- Efficiency savings amounted to USD 71.6 million in 2012-13, a 49 percent increase over 2010-11.
- Streamlined processes and procedures and critical reviews of posts in the administrative functions led to a reduction of 135 posts mainly in non-technical areas at headquarters.

424. Conference Resolution 5/2011 approved a 2012-13 budgetary appropriation of USD 1 005.6 million, which included a reduction of USD 34.5 million of efficiency gains and one-time savings in addition to the USD 26.5 million included in the PWB 2012-13. Against this target of USD 61 million, FAO secured efficiency savings for the 2012-13 biennium of USD 71.6 million. This is a 49 percent increase over 2010-11 (USD 48 million) and more than double the savings generated in 2008-09 (USD 35.1 million).

425. The 2012-13 savings were generated by better managing the cost of inputs (USD 51.5 million) and improving recovery of costs incurred on overheads for extrabudgetary projects (USD 20.1 million).

426. *Post review* (estimated efficiency gains of USD 24.3 million). FAO undertook two post review exercises during the course of the 2012-13 biennium: one in late 2011 to prepare the Adjustments to the PWB 2012-13,<sup>36</sup> and the second during 2012 to prepare the Further Adjustments to the PWB 2012-13.<sup>37</sup> Together these exercises resulted in the abolition of 135 posts, contributing to cost savings of USD 24.3 million. This includes the adjustment to the structure of the Office of Corporate Communications and External Relations which resulted in savings of USD 2.1 million.

427. *Other human resources* (estimated efficiency gains of USD 7.0 million). Efficiency savings initiatives were the consequence of more streamlined human resource processes, which freed staff time to be used for other priorities, a freeze on the remunerations of consultants and PSA subscribers, and increased use of leave rather than payments to compensate staff for overtime worked.

428. *Travel* (estimated efficiency gains of USD 6.5 million). Transferring responsibility for the selection and payment of hotels from the traveller to FAO allowed the Organization to reap savings generated by the negotiation of preferential rates. FAO also changed the entitlement criteria for business class travel and for other travel entitlements; introduced the use of low-cost carriers in Europe and the USA; and encouraged alternatives to travel, such as more extensive use of teleconferencing and videoconferencing facilities.

429. *Procurement* (estimated efficiency gains of USD 4.6 million). Savings under this category were generated mainly from the joint tendering of all headquarters-related goods and services for the three Rome-based agencies, and introducing a new procurement model that allowed greater decentralization of procurement activity.

430. *Administrative and management systems and processes* (estimated efficiency gains of USD 4.3 million). The reform of FAO registries led to modernization of record-keeping policies, processes, technology and support arrangements. Further savings were also achieved by: transferring to the Shared Services Centre and regional offices responsibility for TCP budget-related support and processing of UNDP inter-office vouchers; outsourcing mail room functions and the production of verbatim records for Conference and Council sessions; more closely coordinating of translation and interpretation services; a new printing and distribution facility; and extending the replacement cycle of FAO vehicles, especially in the field.

<sup>36</sup> CL 143/3

<sup>37</sup> CL 144/3

431. *Information Technology* (estimated efficiency gains of USD 2.8 million). The main areas of savings were in IT governance (biennial savings of USD 0.8 million); revision of policy on use of mobile telephones (savings of USD 1 million); a new multifunctional printer contract (savings of USD 0.4 million); and extending the lifecycle of all FAO desktop and laptop computers from four to five years (biennial savings of USD 0.6 million).

432. *Publications* (estimated efficiency gains of USD 2 million). The deployment of an Information Product Planning tool resulted in a substantial reduction in expenditure on formal publishing activities. In compliance with the new Publishing Policy, the approval of proposals was more selective and based on a more precise targeting of information products, and much greater emphasis was given to digital formats and targeted electronic dissemination of FAO's publications.

433. *Improved cost recovery of support costs and technical services* (estimated efficiency gains of USD 20.1 million). To improve recovery of administrative and operational support (AOS) costs, the Conference in 2011 urged the Director-General to vigorously pursue cost recovery measures, and the Improved Cost Recovery Uplift (ICRU) was endorsed by the Finance Committee in November 2011. As described in Section III.D, the Improved Cost Recovery Uplift (ICRU) generated incremental cost recoveries of USD 10.1 million in 2012-13. Other initiatives produced increased recoveries of USD 4.0 million, such as the budgeting of project staff with functions to relieve the budget holder from direct operational and administrative tasks. The increased budgeted cost recovery target of USD 6 million for technical support services (TSS) in the Adjustments to the PWB was attained by simplifying the claiming process and improving staff awareness.

### *Corporate greening*

434. There was continued progress in the 2012-2013 biennium in the area of corporate environmental responsibility within FAO. As per the UN mandate, the focus remained primarily on the areas of facilities, travel and procurement. Initiatives at headquarters built on past successes and a number of initiatives were undertaken in decentralized offices.

435. The fourth annual Greenhouse Gas emissions inventory was completed for 2012 resulting in an overall carbon footprint for the Organization of 43 514 metric tonnes of CO<sub>2</sub> compared to 42 061 from the previous year. The slight increase was mainly due to an increase in the number of locations reporting, as well as more accurate data – both positive steps. With better data, the Organization will be able to more effectively target operational areas and locations for improvements.

#### *Headquarters*

436. Many initiatives were undertaken at headquarters include *inter alia*: lighting efficiency upgrades in various areas; the upgrade of the heating, ventilation, and air-conditioning (HVAC) equipment which resulted in the elimination of ozone-depleting refrigerants (in line with the Montreal Protocol); a new waste differentiation centre was implemented which allows for better monitoring and control over the waste stream, including food waste; sustainable procurement criteria were integrated into the new catering contract, which reduced waste in the Cafeteria by 45 percent during 2013; upgrading elevator motors will provide substantial environmental benefits (over 280 000 kg of CO<sub>2</sub> per year); new high-efficiency hand-dryers were installed which will prevent over 9 million paper towels from going to the landfill; through established joint procurement initiative with the other Rome-based agencies, electricity used by FAO headquarters was offset through Renewable Energy Credits costing less than one percent of the total cost of electricity purchased.

#### *Decentralized offices*

437. A number of initiatives in decentralized locations have led to increased environmental benefits and savings.

438. The FAO Regional Office for Latin America and the Caribbean in Santiago, Chile was recognized in 2013 for its recycling efforts with an award granted by a national foundation for recycling 4.5 tonnes of electronic equipment. The office personnel also reduced paper usage by 47 percent between 2011 and 2013 and are now recycling 350 kg of other materials per month. An energy and efficiency audit at the same office has led to a lighting systems upgrade project which is planned for completion within the beginning of 2014. Once completed, this project will provide environmental



savings of more than 22 000 kg of CO<sub>2</sub> per year and an estimated financial internal rate of return of 19 percent.

439. FAO was also instrumental in implementing a solar photovoltaic backup system at the UN compound in Eritrea which has significantly increased energy reliability and decreased costs along with the environmental impacts associated with using diesel generators.

### ***Immediate Plan of Action***

#### *Completion of the Immediate Plan of Action*

440. December 2012 marked the end of the implementation of Immediate Plan of Action for FAO Renewal arising from the 2007 Independent External Evaluation, as reported in detail to the Conference in June 2013.<sup>38</sup> This five-year reform programme cost net USD 91 million and contained 274 actions that updated FAO's management structures in four ways:

- a) *Strategy and planning* – setting objectives and planning
- b) *Delivery* – the efficient use of assets and resources (staff, worldwide coverage, knowledge, partnerships, administration, finance) to deliver services
- c) *Assessment* – the monitoring and internal/external reporting of performance
- d) *Governance* – the oversight and direction provided by Members to the Organization

441. The legacy of the Immediate Plan of Action can be seen throughout this report: for example, the Performance Evaluation Monitoring System for staff evaluation, the Global Resource Management System, Results Based Management, Enterprise Risk Management were all initiatives funded by this programme and subsequently mainstreamed. The programme also laid the conceptual foundation for the Strategic Thinking Process, particularly in its assessments of comparative advantage and the assessment of external trends. Further information on the Immediate Plan of Action and its achievements can be found in the report to the 2013 Conference.

### ***Multidisciplinary Fund***

442. The Multidisciplinary Fund (MDF) and the Innovation Fund were established in the PWB 2010-11 and continued in the PWB 2012-13, with a biennial funding level of USD 4.5 million. In the Further adjustments to the PWB 2012-13, an additional USD 6.8 million was allocated to the MDF, bringing the total resources available for interdisciplinary work in 2012-13 to USD 11.3 million, combined under the MDF.

443. The 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 of delivering FAO's programmes. As part of the drive for overall transformational change at FAO, resources allocated to interdisciplinary work during 2012-13 were used to strengthen the programme of work at headquarters and in decentralized offices in areas primarily related to the new Strategic Objectives and the six pilot regional initiatives.

444. Expenditure against the MDF allocations is shown in Table 19. The unspent balance of USD 3.3 million is included in the unspent resources carried over to 2014-15 (see Section III.C), as authorized by Conference Resolution 7/2013, for any additional expenditures of a one-time nature associated with transformational change.

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<sup>38</sup> C 2013/26 Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process

Table 19: Multidisciplinary Fund 2012-13 (USD million)

Area of work (2012-13)		Allocation (CL 145/3 para 29)	Expenditure
1	Developing programme concepts and work on priority areas related to the five cross-cutting Strategic Objectives in the reviewed Strategic Framework, by providing resources for the five Strategic Objective teams.	2.0	1.8
2	Developing institutional capacity in core functions related to governance, policy advice, technology transfer, statistics and partnerships, by providing resources for the related cross-organizational working groups.	1.0	0.2
3	Developing and implementing six pilot regional initiatives in priority technical areas identified by 2012 Regional Conferences directly related to the new Strategic Objectives. Resources for one programmatic regional initiative related to each Strategic Objective (with two for Strategic Objective 2) allocated to each Strategic Objective Coordinator to work with the assigned region to develop and implement the initiative according to the related regional priority emerging from Regional Conference.	6.0	4.6
4	Supporting: a) selected corporate cross-cutting initiatives such as Rio+20, Post 2015 development agenda, tenure rights and access, Tropical Agriculture Platform, Standing Committee on Nutrition; b) development of technical networks to strengthen knowledge sharing across FAO and the linkage of normative work with field work.	2.0	1.3
5	Developing innovations in business processes to achieve sustainable efficiency gains and savings for reallocation to technical work.	0.3	0.0
<b>Total resources</b>		<b>11.3</b>	<b>8.0</b>

*Annex 1: Sources for performance information*

445. Performance information for this report was compiled in line with the quality assurance process introduced in the 2010-11 biennium using a four stage approach:

- a) officers accountable for the activities associated with each set of indicators assemble and document the relevant performance data, together with supporting evidence, a narrative exploring notable lessons learnt and the reasons for any missed targets or unmeasurable indicators;
- b) this information is reviewed first by the officer's direct supervisor and then by the officer responsible for the next level in the results chain;
- c) as this report is being put together, the data is assessed for internal coherence and consistency, and a sample of indicators is checked to confirm that adequate and sufficient supporting documentation exists; and
- d) a final control against source data before publication.

446. As reported in the Programme Implementation Report 2010-11,<sup>39</sup> FAO found the results framework for the period 2010-13 posed several challenges, in particular as regards the strength of the causal relationships between different levels of indicators and objectives, data on baselines, the clarity and measurability of indicators and targets and the coverage of indicators and reported performance against them. The experience gained informed the preparation of the results framework for the Medium Term Plan 2014-17.

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<sup>39</sup> C2013/8 Annex 1

## *Annex 2: FAO language policy*

### *Introduction*

447. The shift of dates for the Conference from November to June had an impact on the capacity of technical units to plan in advance their meetings therefore reducing the number of sessions as planned in the Programme of Work of Budget and increasing the number of unscheduled sessions during the biennium. The total number of sessions held, while slightly reduced, is in line with the previous biennium with an increase in the use of languages.

448. In 1999, the 30<sup>th</sup> FAO Conference reaffirmed the imperative of ensuring parity and balance in the use of FAO languages and the need for supervision of the quality of translation and interpretation. In looking forward to further improvements in the future, the Conference agreed to the need for Members to monitor progress closely through periodic follow-up and evaluation.

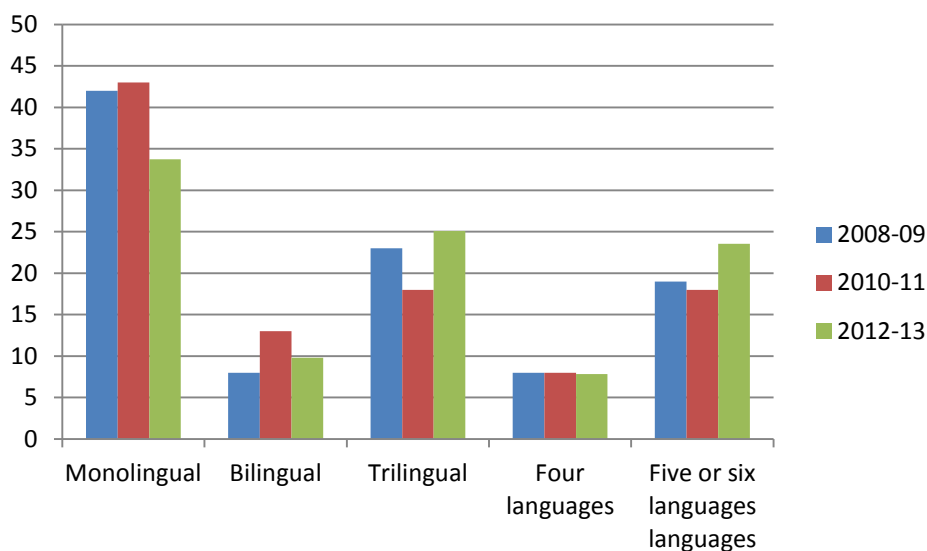
### *FAO meetings*

449. The number of PWB approved sessions in 2012-13 (157) was lower than in 2010-11. There were 109 unscheduled sessions (35 sessions under the Regular Programme and 74 financed by Trust Funds) and 11 cancelled sessions (as summarised in Table 20 and listed in Web Annex 5 at [www.fao.org/pir](http://www.fao.org/pir)), resulting in a total of 255 sessions convened in 2012-13, a 5 percent decrease on the previous biennium.

*Table 20: Sessions held at headquarters and in decentralized locations*

<b>Description</b>	<b>2008-09</b>	<b>2010-11</b>	<b>2012-13</b>
Sessions approved in PWB	171	171	157
Cancelled sessions, Regular Programme	14	15	11
Unscheduled sessions, Regular Programme	38	55	35
Unscheduled sessions, Trust Funds	53	57	74
<b>TOTAL</b>	<b>248</b>	<b>268</b>	<b>255</b>
Headquarters	127	134	147
Decentralized locations	121	134	108
<b>TOTAL</b>	<b>248</b>	<b>268</b>	<b>255</b>
Percentage decentralized meetings	49%	50%	42%

450. An indicator of language balance is the percentage of meetings held in several FAO languages (Figure 6). In 2012-13, 24 percent of meetings were held in five or six FAO languages, while the percentage of meetings in four languages was maintained at 8 percent; the combined 32 percent of those meetings was higher than the experience in the last three biennia. The percentage of meetings held in three languages was 25 percent.

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

### *Publications*

451. During 2012-13, a total of 1 745 publications in FAO languages was prepared for release, representing a 38 percent increase over the 1 269 in the previous biennium. Of the total, 53 percent were in English, 12 percent in French, 15 percent in Spanish, 5 percent in Arabic, 3 percent in Russian and 3 percent in Chinese (including those funded by the Chinese Publications Programme). The remaining 9 percent was issued in multiple language versions. Given the importance that the Organization attributes to publications, in 2013 the new publications policy was put in place to better target FAO publications to the key audiences.

### *Electronic material*

452. The language coverage of FAO.org improved substantially during 2012-13 thanks to the launch of the new FAO.org Web site in June 2013, which features all new content produced in the languages of the Organization. Regarding the FAO Document Repository, efforts were made to increase the coverage of publications prepared in decentralized offices. As a result, it now contains more than 59 000 documents in various languages. The breakdown by languages is 42 percent in English, 21 percent in French, 18 percent in Spanish, 9 percent in Arabic, 8 percent in Chinese and 2 percent in Russian.

### *Terminology and language support*

453. In 2012-13, the TERM Portal, the platform used to create, store, manage and maintain concepts, terms and definitions, was further enhanced and enlarged (see Figure 7 and Table 21). It received the additions of the highly customized Phytosanitary collection and of the FAO Aquaculture Glossary, with full workflow in order to ensure wider dissemination, streamline maintenance and ensure long-term sustainability. The Names of Countries database NOCS was completely redesigned, offering a new consolidation of data and enhanced downloading capacities to its users. A new mirror site for Nutrition was added in view of the International Conference on Nutrition (ICN2) to be held in November 2014. Initial work was carried out in order to absorb and develop the FAO Fisheries Glossary. Additional functions were created in order to accommodate a variety of new requirements, such as a more advanced management of cross references between records, the possibility of uploading images or classifying data by subject areas. FAOTERM, the biggest of the 16 collections contained in the Term Portal, underwent a thorough cleaning and update in some key areas.

454. The Term Portal Web site is now receiving over 2 700 visits per month from all over the world. Work was carried out to enhance interoperability among FAO systems, such as automated recognition from translation tools and names of countries core data sets into FAO's administrative and technical applications.

455. Translation and related work continued to rely on computer-assisted translation technologies and special efforts were made to upgrade to the latest generation technology and to streamline related processes and work methods. In particular, translation memories and corporate multilingual document tools facilitated the search and retrieval of past translations to improve consistency of FAO's documentation and expedite delivery of meeting documents.

Figure 7: Volume of terms in FAOTERM by language (per biennium)

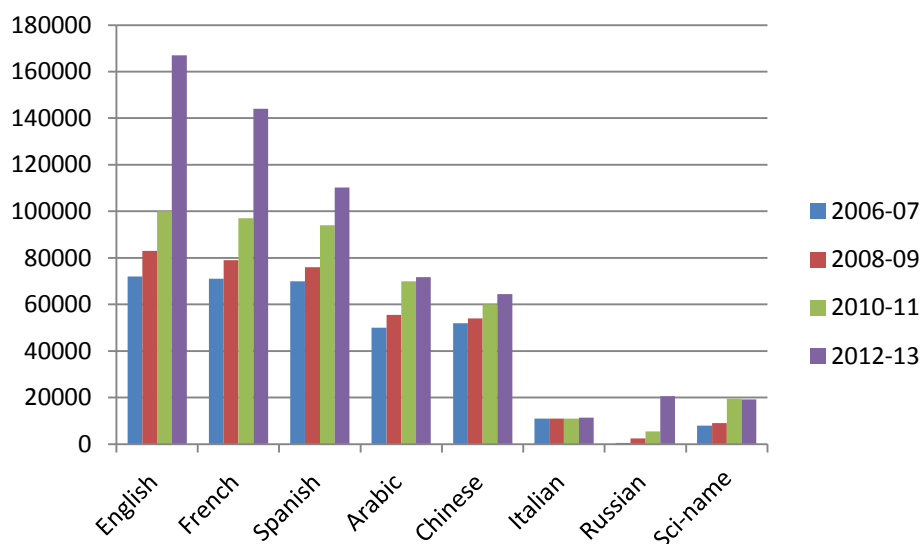


Table 21: Terms in FAOTERM by language

	English	French	Spanish	Arabic	Chinese	Italian	Russian	Latin
2006-07	72 000	71 000	7 000	50 000	52 000	11 000	500	8 000
2008-09	83 000	79 000	76 000	55 500	54 000	11 000	2 400	9 000
2010-11	100 000	97 000	94 000	7 000	60 000	11 000	5 500	19 500
2012-13	167 051	144 046	110 188	71 715	64 452	11 429	20 659	19 247

### Annex 3: Gender and geographical representation

#### Gender balance of staff

456. The Organization continued to be committed to the principle of achieving and maintain balance in the proportion of male and female staff, as demonstrated by the adoption of the FAO Policy on Gender Equality by the Conference. At the end of 2013, women accounted for just over half of all FAO staff, and the corporate gender targets set in the MTP 2010-2013 (Professionals 38 percent and Director and above levels 20 percent) were met.

457. The number of female and male staff by grade at the end of 2013 is shown in Table 22. Overall, women constitute half (52 percent) of the Organization's total staff, 67 percent of General Service staff (G1 - G7), 39 percent of Professional Officers (P1 - P5), 44 percent of other professionals (National Professional Officers and Associate Professional Officers) and 24 percent of Director and higher-level staff (D1 - DDG). Within the Professional officers, the proportion of females varies from 61 percent at P-2, 51 percent at P-3 to 25 percent at P-5 level. The greater number of women at the P-2 to P-3 grade levels reflects the increasing number of qualified women in the technical fields of the Organization. As senior staff progressively retire, it is expected that a number of these women will move into more senior positions.

Table 22: Female and male staff by grade as at 31 December 2013

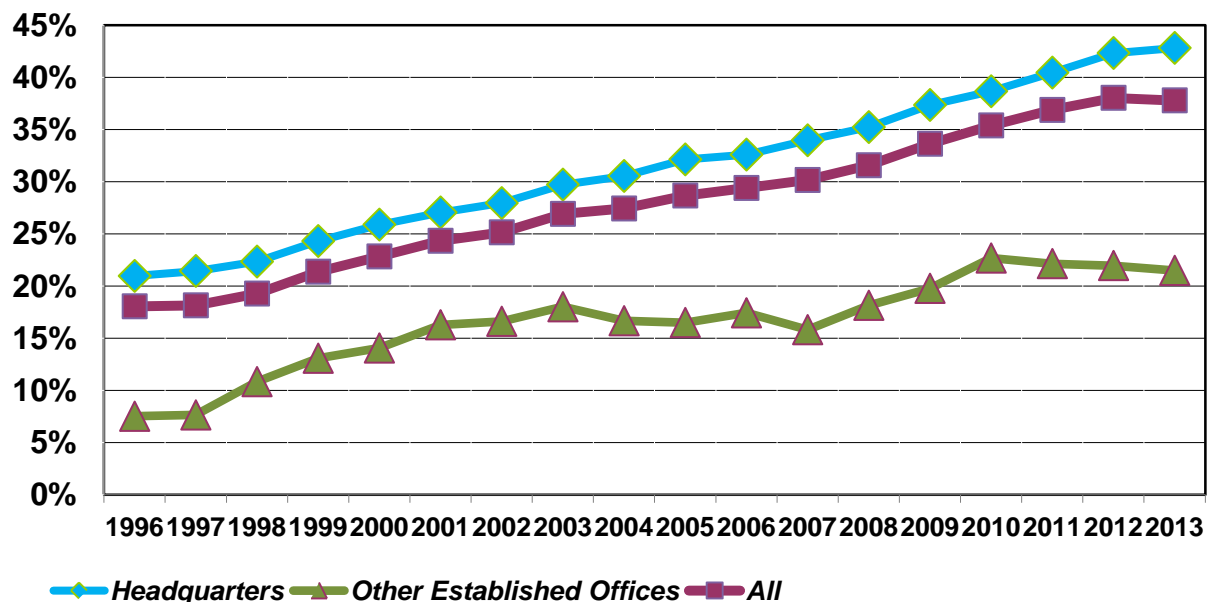
Grade	Female	Male	Total	Percentage Female
DDG	1	1	2	50%
ADG		9	9	0%
D-2	9	26	35	26%
D-1	18	53	71	25%
<b>Director</b>	<b>28</b>	<b>89</b>	<b>117</b>	<b>24%</b>
P-5	86	252	338	25%
P-4	164	318	482	34%
P-3	161	157	318	51%
P-2	91	58	149	61%
P-1*	7	10	17	41%
<b>Professional</b>	<b>509</b>	<b>795</b>	<b>1 304</b>	<b>39%</b>
NPO	75	106	181	41%
APO	20	13	33	61%
<b>Other Professional</b>	<b>95</b>	<b>119</b>	<b>214</b>	<b>44%</b>
G-7	18	12	30	60%
G-6	152	42	194	78%
G-5	320	81	401	80%
G-4	354	123	477	74%
G-3	187	148	335	56%
G-2	21	117	138	15%
G-1	2	3	5	40%
<b>General Service</b>	<b>1 054</b>	<b>526</b>	<b>1 580</b>	<b>67%</b>
<b>Total</b>	<b>1 686</b>	<b>1 529</b>	<b>3 215</b>	<b>52%</b>

\* Including Junior Professional Officers (JPOs)

458. With regard to the professional category, efforts during the last nine biennia have resulted in the steady increase of women in professional posts at headquarters from 21 percent at the end of 1996

to 43 percent at the end 2013 and an increase in all locations from 18 to 38 percent (Figure 8). These percentages are based upon the total number of professional and above staff on both Regular Programme and extrabudgetary posts with fixed-term or continuing contracts at headquarters and other established offices. While the percentage of women in professional posts in offices outside headquarters is significantly lower, the rate of increase has been relatively high, growing from 8 percent in 1996 to 21 percent in 2013.

Figure 8: Percentage representation of female professional staff



459. Additionally, the implementation of the Junior Professional Programme in 2010, with the objective of improving both geographical representation and gender balance, has yielded significant results. As shown in Table 22, the proportion of female staff at the P-1/JPO level is 41 percent in 2013.

#### *Progress on geographic representation*

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

461. FAO's methodology for calculating the geographic distribution representation was adopted by the Conference at its 32<sup>nd</sup> session in November 2003. Under this methodology, 40 percent of posts are distributed on the basis of membership, five percent on the basis of member country population and 55 percent in proportion to the scale of assessments. Although the basis of calculation has remained the same since 2003, FAO during the biennium adjusted the criteria by which a staff member would be included within the analysis. Up to December 2011, the analysis included any staff member recruited to a Regular Programme post and still employed by FAO even if, at the time the analysis was undertaken, the individual was seconded to another organization or was occupying a post funded by extrabudgetary resources. The current approach excludes this category of staff: the current analysis only covers staff occupying posts funded by the Regular Programme, not those on secondment or funded by other sources.

462. Between 2011 and 2013, the number of over-represented countries fell, but under- or non-represented countries increased, mainly as the result of a recruitment freeze, a redeployment exercise and natural attrition. At the end of 2011,<sup>40</sup> the number of over-represented countries was 9; 12

<sup>40</sup> Note: the figures recorded at the end of 2011 have been adjusted from those reported in Annex IV of 2010-11 PIR (C2013/8, <http://www.fao.org/docrep/meeting/025/md692e.pdf>) to reflect the revised methodology.



countries were under-represented; and 31 were non-represented. At the end of 2013, there were 4 countries over-represented; 17 under-represented countries; and 40 non-represented countries. Countries that are not within the range of equitable representation of as at 31 December 2013 are shown in Table 23. Table 24 shows the number of staff subject to geographical distribution policy by nationality and grade as at 31 December 2013.

463. To strengthen the representation of under or non-represented countries, FAO launched the following steps:

- a) to better identify qualified professionals from target countries, subscriptions to LinkedIn, Developmentaid and Devex were purchased;
- b) objectives for geographic representation were set for each department/office, that are accountable for the resulting performance;
- c) departments and offices are provided with advice on the recruitment strategies;
- d) user profiles of the FAO employment site are monitored to understand who is applying and what can be done to increase visitors from non- and under-represented countries;
- e) in collaboration with regional offices, FAO is researching national labour markets and local competitors, and investigating market-sensitive recruitment strategies; and
- f) FAO's visibility with Member Nations is being increased through improved corporate communications, including through the decentralized offices network.

Table 23: Countries not within range by region as at 31 December 2013

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
<b>Africa</b>	Morocco		Central African Republic, Chad, Eritrea, Gabon, Lesotho, Sao Tome and Principe
<b>Asia</b>	India	China, Indonesia, Japan, Korea Republic of, Malaysia, Thailand	Democratic P.R. Korea, Laos, Maldives, Myanmar, Timor Leste
<b>Europe</b>	Belgium, Italy	Israel, Norway, Poland, Russian Federation, Slovenia, Sweden	Andorra, Cyprus, Latvia, Monaco, Montenegro
<b>Latin America and Caribbean</b>		Cuba, Mexico, Venezuela	Antigua and Barbuda, Belize, Grenada, Panama, Saint Vincent and the Grenadines, Suriname
<b>Near East</b>		Iran, Oman	Bahrain, Jordan, Kuwait, Libya, Qatar, Saudi Arabia, Turkmenistan, United Arab Emirates
<b>North America</b>			
<b>South-West Pacific</b>			Cook Islands, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Samoa, Solomon Islands, Tuvalu

Table 24: Professional and above staff subject to geographical distribution policy by nationality and grade as at 31 December 2013

NATIONALITY	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
AFGHANISTAN						2				2
ALBANIA						2	2			4
ALGERIA					1	2	3			6
ANGOLA				1		1				2
ARGENTINA		1			1	2	2			6
ARMENIA						2				2
AUSTRALIA			2		4	4	3	1		14
AUSTRIA				1	2	3	2	1		9
AZERBAIJAN						1				1
BAHAMAS				1						1
BANGLADESH					1	2				3
BARBADOS					1					1
BELARUS							1			1
BELGIUM			1	1	8	4				14
BENIN						4	1			5
BHUTAN						1				1
BOLIVIA				1		1	1	2		5
BOSNIA/HERZEGOVINA						1		1		2
BOTSWANA					1	1				2
BRAZIL			2		6	2	2	1		13
BULGARIA						2	2			4
BURKINA FASO				1	1	2	1	1		6
BURUNDI						1	1			2
CAMBODIA									2	2
CAMEROON					3	1	2			6
CANADA			1	3	8	8	4	1	1	26
CAPE VERDE	1									1
CHILE					2	2	2			6
CHINA		1	2	2	3	6	4	2		20
COLOMBIA			1		2	2	1		1	7
COMOROS						1				1
CONGO					1	2				3
CONGO DEM. REP					1			1		2
COSTA RICA					1	2	1			4
COTE D'IVOIRE					3	2				5
CROATIA						4				4
CUBA						1				1
CZECH REPUBLIC THE						3		1		4
DENMARK				1	2	5				8
DJIBOUTI					2					2
DOMINICA					1					1
DOMINICAN REPUBLIC					1					1

NATIONALITY	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
ECUADOR					3		1			4
EGYPT						1	2			3
EL SALVADOR					1		1			2
EQUATORIAL GUINEA					1					1
ESTONIA								1		1
ETHIOPIA			1			2	3			6
FIJI					1					1
FINLAND				2	1	3				6
FRANCE		1		3	28	15	5			52
GAMBIA					2	1				3
GEORGIA							4			4
GERMANY			2	3	20	31	9	1		66
GHANA			1		1			2		4
GREECE			1		1	1	3			6
GUATEMALA					1	2		1		4
GUINEA					2	1	1			4
GUINEA-BISSAU					1					1
GUYANA				1			1			2
HAITI						1			3	4
HONDURAS					1					1
HUNGARY					2			1	2	5
ICELAND		1				2				3
INDIA					5	6	5	4	1	21
INDONESIA			1			1	1			3
IRAN					1	1				2
IRAQ						2				2
IRELAND						7		1		8
ISRAEL					2					2
ITALY			2	7	21	39	13	8		90
JAMAICA						3				3
JAPAN		1	1	3	4	8	10	1		28
KAZAKHSTAN					1	1				2
KENYA					2	4		1		7
KOREA REPUBLIC OF			1	1			1			3
KYRGYZSTAN						1				1
LEBANON				2	1	2	2			7
LIBERIA						2				2
LITHUANIA							1			1
LUXEMBOURG					1	1	1			3
MADAGASCAR							1		1	2
MALAWI				1						1
MALAYSIA		1				1				2
MALI			1		1	1	1			4

NATIONALITY	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
MALTA						1				1
MAURITANIA		1				3	1			5
MAURITIUS							2			2
MEXICO			1	1	5	4	2		1	14
MOLDOVA					1	1	1	1		4
MONGOLIA							2			2
MOROCCO			1	1	4	2				8
MOZAMBIQUE				1	1	1				3
NAMIBIA				1						1
NEPAL					2			1		3
NETHERLANDS			1		6	10	1			18
NEW ZEALAND			1		1	1	1	1		5
NICARAGUA						2	1			3
NIGER					3	1	1			5
NIGERIA		1		2	1	1	1			6
NORWAY					2	1		2		5
OMAN						1				1
PAKISTAN				1		3	1			5
PAPUA NEW GUINEA					1					1
PARAGUAY						1				1
PERU					2	3		1		6
PHILIPPINES						5				5
POLAND					1		1	2		4
PORTUGAL			1	1	2	2	1			7
ROMANIA			1		1		1			3
RUSSIAN FEDERATION			1			1	3	2	1	8
RWANDA				1	1	1				3
SAINT KITTS & NEVIS					1					1
SAINT LUCIA						1				1
SAN MARINO							1			1
SENEGAL				1	1	2				4
SERBIA							1	1		2
SEYCHELLES					1					1
SIERRA LEONE						2	1			3
SLOVAKIA							2			2
SLOVENIA							1			1
SOMALIA							1			1
SOUTH AFRICA					1	1	3			5
SPAIN		1		2	5	5	7	7		27
SRI LANKA					1					1
SUDAN					2					2
SWAZILAND						1				1
SWEDEN					1	5	1			7

NATIONALITY	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
SWITZERLAND					7	3	1	1		12
SYRIAN ARAB REP.				1		1	2			4
TAJIKISTAN						2	1			3
TANZANIA UNITED REP.				1	1	1	2			5
THAILAND					1				1	2
THE FYR MACEDONIA						2				2
TOGO						2				2
TONGA				1			1			2
TRINIDAD AND TOBAGO						2	1			3
TUNISIA			1	1	1	1	2			6
TURKEY				1	1	3	1	1		7
UGANDA						2	1			3
UKRAINE						3				3
UNITED KINGDOM			3	4	21	12	11	2		53
UNITED STATES	1		4	9	42	40	32	5	1	134
URUGUAY						2		1		3
UZBEKISTAN						1	1			2
VANUATU						1				1
VENEZUELA						1	1			2
VIET NAM					2					2
YEMEN						1				1
ZAMBIA						2	1			3
ZIMBABWE					1	1	2	1	1	6
<b>Grand Total</b>	<b>2</b>	<b>9</b>	<b>35</b>	<b>65</b>	<b>285</b>	<b>364</b>	<b>199</b>	<b>62</b>	<b>16</b>	<b>1 037</b>