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Food and Agriculture  
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Продовольственная и  
сельскохозяйственная организация  
Объединенных Наций

Organización de las  
Naciones Unidas para la  
Alimentación y la Agricultura

منظمة  
الغذية والزراعة  
للأمم المتحدة

## PROGRAMME COMMITTEE

**Hundred and Seventeenth Session of the Programme Committee and  
Hundred and Fifty-seventh Session of the Finance Committee**

**MID-TERM REVIEW SYNTHESIS REPORT - 2014**

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### **Executive Summary**

- The Mid-Term Review Synthesis Report 2014 (MTR) informs the membership of the progress during 2014 in implementing the approved Programme of Work and Budget 2014-15 (PWB) based on FAO's results-based monitoring framework for work under all sources of funds. It reports on the extent to which FAO is on track to deliver the Outputs against indicators and targets, highlighting achievements at global, regional and national level.
- 82% (42) of the Output indicators are on track and achieved the results planned for 2014, with 68% (28) of these targets exceeded. Moderate progress has been made on 14% (7) of the indicators, and 4% (2) of the indicators are off track in achieving the results planned for 2014.
- Most of the exceeded 2014 Output targets are due to the fact that more country-level contributions were reported at end-2014 than originally planned in early 2014.
- Moderate progress generally reflects a slower implementation pace in those areas where FAO provides country level support to integrated multisector policy design, implementation, reforms, and strengthened governance mechanisms and capacity, or where FAO supports the development of national capacities for mapping, collecting and analyzing data for evidence-based decisions.
- The 2014 Regional Conferences, endorsed 15 regional initiatives to ensure effective delivery and impact, providing a cohesive framework for FAO's actions at country level in each of the regions, through common themes across country priorities.
- Implementation arrangements have been put in place based on the principle of preserving existing and well-functioning delivery mechanisms, while addressing critical gaps in terms of corporate delivery and accountability.
- The delivery of net appropriation resources in 2014, the first year of the biennium, is on track, while delivery under voluntary contributions is ahead of the estimated forecast for the biennium.
- During 2014, 239 TCP projects were approved against the 2014-15 appropriation, representing 45 percent of the net appropriation of available for project approval. Of this, 91 percent has been committed for development support, and 9 percent for emergency assistance.

### **Suggested action by the Programme and Finance Committees**

The Committees are requested to:

- Review and advise on the progress towards achievement results and financial delivery;
- Provide guidance in improving the format and content of the MTR.

*For the attention of the Programme Committee:*

- Section II reports on output level progress against 2014 targets and achievements for each Strategic Objective, supported by *Annexes 1 and 2*, and *Annex 4* presents for each region the progress and achievements on regional priorities through the Regional Initiatives.
- Section II reports on progress against key performance indicators and achievements for Objective 6, supported by Annex 3.

*For the attention of the Finance Committee:*

- Section III reports on progress against key performance indicators and improvements in business processes for the Functional Objectives, TCP and Special Chapters, supported by *Annex 3*.
- Section IV provides an overview developments in the delivery of the programme of work, the financial delivery under all source of funds, and the performance of the Technical Cooperation Programme.

## I. Introduction

### *Scope of Report*

1. The Mid-Term Review Synthesis Report 2014 (MTR) informs the membership of the progress during 2014 in implementing the approved Programme of Work and Budget 2014-2015 (PWB)<sup>1</sup> based on FAO's results-based monitoring framework for work under all sources of funds. It reports on the extent to which FAO is on track to deliver the Outputs against indicators and targets, highlighting achievements at global, regional and national level.

2. The MTR will inform the preparation at the end of 2015 of the Programme Implementation Report (PIR) 2014-15, which will provide information on the Organization's achievements against the biennial Output and Outcome indicators and targets, as well as operational and financial performance.

### *Overview of FAO's results framework 2014-17*

3. FAO's results framework for 2014-17 guides the planning and monitoring of the Organization's work on a biennial basis in the Programme of Work and Budget. The results framework was updated and the monitoring process was elaborated in the Adjustments to the PWB 2014-15 in December 2013 and in a report to the Programme and Finance Committees in May 2014.<sup>2</sup>

4. The results framework is based on a 'results chain' model that links the objectives, outcomes and outputs as illustrated in *Figure 1*. It comprises:

- a) five Strategic Objectives with indicators, Outcomes with indicators and targets (two- and four-year) for the medium-term 2014-17, and Outputs with indicators and annual targets for the 2014-2015 biennium;
- b) for Objective 6, the Functional Objectives and special Chapters, Outcomes with key performance indicators and targets (two- and four-year) and Outputs.

5. While the framework has been designed from the top down, that is by the design of outcomes needed to achieve each objective, and outputs to attain each outcome, the links as they relate to delivery of results are planned and implemented from the bottom up.<sup>3</sup>

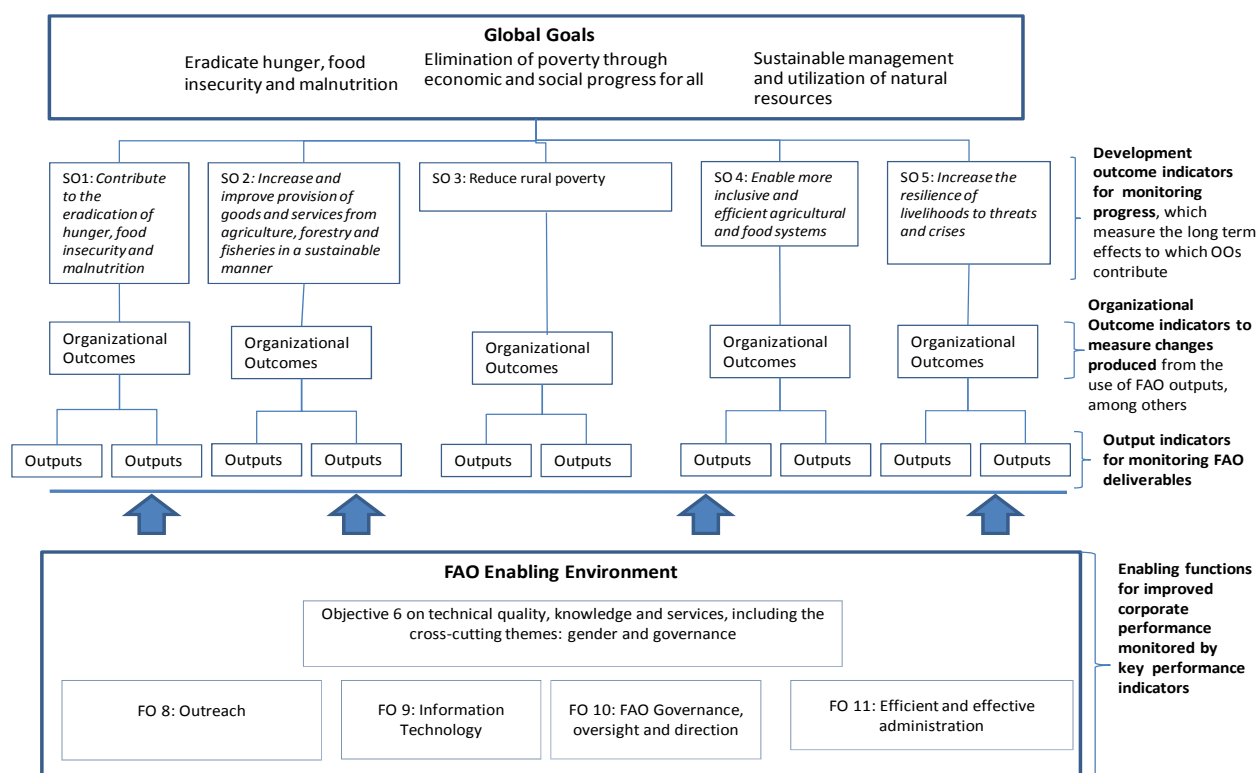
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<sup>1</sup> C 2013/3; CL 148/3

<sup>2</sup> CL 148/3; PC 115/2- FC 154/9 at [www.fao.org/pwb](http://www.fao.org/pwb)

<sup>3</sup> CL 149/LIM/6 provides more information on the FAO results chain and accountability for delivery.

Figure 1: FAO Results Chain Model



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6. FAO produces, controls and is fully accountable for delivery of Outputs in the Strategic Objective results chain. Indicators and targets have been established and are measured at the output level for each Strategic Objective. Key performance indicators and targets have been established and are measured for Objective 6, the Functional Objectives and the Special Chapters. These indicators have been measured for 2014 using a new corporate results tracking system. The Strategic Objective Coordinators are responsible for monitoring output indicators of the Strategic Objectives. Heads of Business Units are responsible for monitoring indicators of Objective 6, Functional Objectives and Special Chapters. The monitoring process for Outputs is elaborated in *Annex 1*.

#### Guide to document

7. Section II reports on output level progress against 2014 targets and achievements for each Strategic Objective, supported by *Annex 2*, and *Annex 4* presents for each region the progress and achievements on regional priorities through the Regional Initiatives, for the attention of the Programme Committee.

8. Section III reports on progress against key performance indicators and achievements for Objective 6, for the attention of the Programme Committee. It also reports on progress against key performance indicators and improvements in business processes for the Functional Objectives, TCP and Special Chapters, supported by *Annex 3*, for the attention of the Finance Committee

9. Section IV presents the overall level of expenditures against budget and resources mobilized in 2014, for the attention of the Finance Committee.

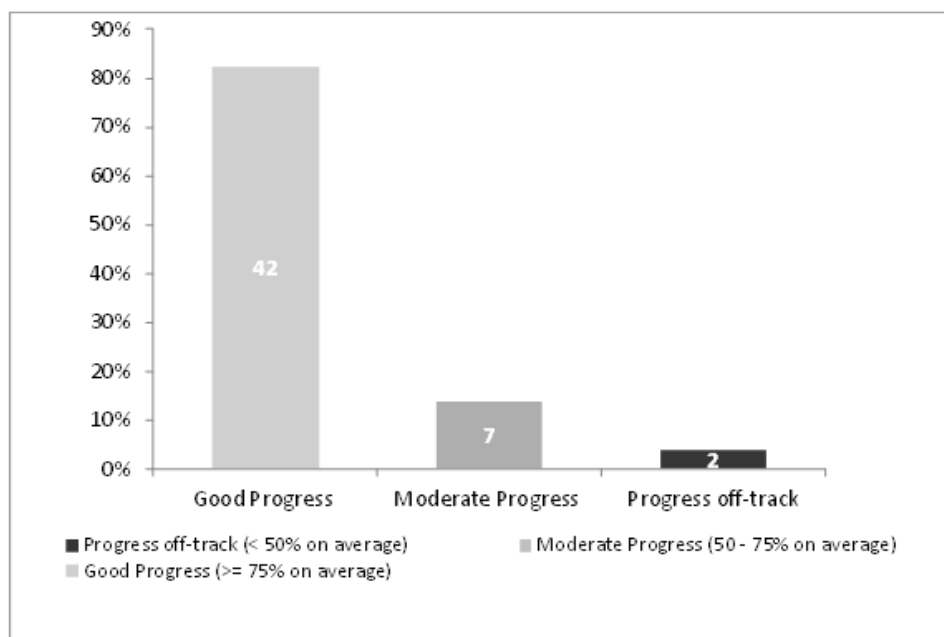
## II. Progress and achievements – Strategic Objectives and Objective 6

### *Overview of progress*

10. The year 2014 was the first year of implementation of the Medium Term Plan 2014-2017 and Programme of Work and Budget 2014-15 under the reviewed Strategic Framework approved by the Conference in June 2013. For the first time in the Organization, results-based management principles are being systematically applied throughout the programme cycle, from planning to monitoring and reporting of results and resources. It is also the first time that FAO has implemented a results framework that integrates global, regional and country level planning and monitoring of results, with indicators that measure progress in the Organization's work on policy and governance processes and the uptake of global public goods in a multidisciplinary and cross-sector manner. The results, monitored and measured through the Output indicators, have been collected at the country, regional and global level, reviewed and validated.<sup>4</sup> The monitoring process for Outputs is elaborated in *Annex I*.

11. As shown in *Figure 2* for the Strategic Objectives, 82% (42) of the Output indicators are on track and achieved the results planned for 2014, with 68% (28) of the targets exceeded. Moderate progress has been made on 14% (7) of the indicators, and 4% (2) of the indicators are off track in achieving the results planned for 2014.

**Figure 2. Overall performance of Output level indicators**



12. Most of the 2014 Output targets exceeded are due to the fact that at the time of setting the targets in early 2014, the FAO country offices had not yet identified the Outputs to which the Country Programming Frameworks and related operational projects would contribute. This process was completed in October 2014 as part of the monitoring exercise, which entailed a significant learning curve in the country offices. As a result, more country-level contributions were reported at end-2014 than originally planned in early 2014. In the case of SO5, higher than planned levels of resource mobilization also contributed to the overachievement.

13. Moderate progress generally reflects a slower implementation pace in those areas where FAO provides country level support to the application of, or improvements in integrated multisector policy

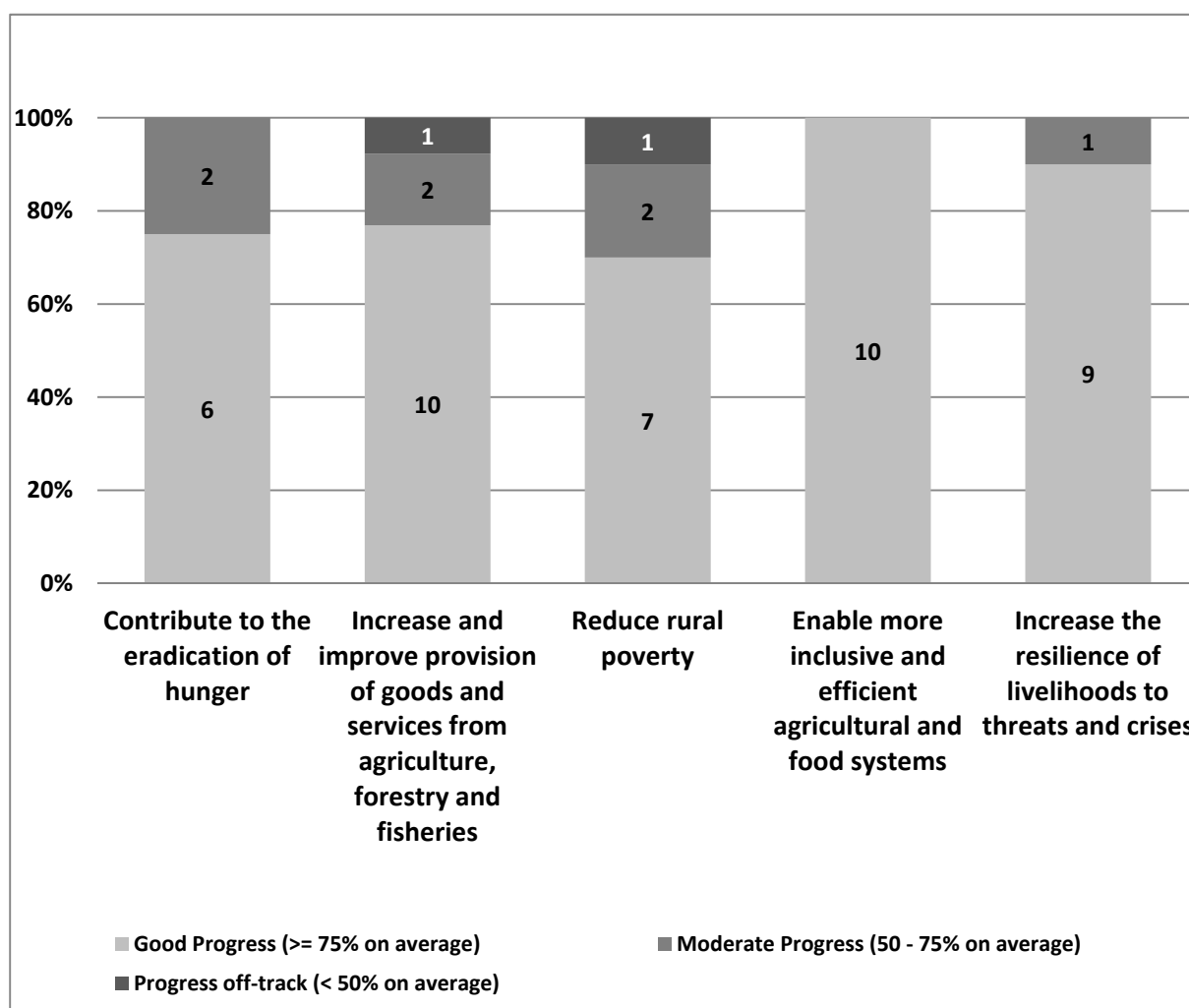
<sup>4</sup> The results framework has 48 corporate Outputs measured by 51 Indicators (of which one is a subindicator), as shown in Annex 2.

design, implementation, reforms, and strengthened governance mechanisms and capacity, or where FAO supports the development of national capacities for mapping, collecting and analyzing data for evidence-based decisions. In addition, some newer areas of work are off track, such as FAO's support to initiatives for and uptake of sustainable ecosystem management, restoration and climate change adaptation and support to the definition of gender-equitable and sustainable rural development and poverty reduction strategies

14. In summary, FAO performed well overall. While many targets against indicators were too low on account of the country level planning occurring after the targets were set, a few were also too optimistic. A few indicators may need to be reconsidered in determining whether they were useful in monitoring progress and providing a measure of results.

15. The performance in 2014 for outputs under each Strategic Objective is illustrated in *Figure 3* and summarized below.

**Figure 3: Status of performance by Strategic Objective**



16. Work to *contribute to the eradication of hunger* (SO1) is on track (6 of 8 indicators) in terms of strengthening policies, investments, programmes and legal frameworks, increased allocation of human and financial resources, and food security and nutrition information systems. Results achieved in the domain of implementation of governance, coordination mechanisms and partnerships for food security and nutrition (1.2.1), and of capacities to map and evaluate the impact of policies, programmes and legislation relevant to food security and nutrition at country level (1.3.2-1) are below 2014 target and require attention. Resource mobilization efforts have been intensified to secure

resources for country level capacity development in the domain of food security and nutrition policy and governance.

17. Work to *increase and improve provision of goods and services in a sustainable manner* (SO2) is on track (10 of 13 indicators) for support to innovative practices and technical capacities development (2.1.1,2.1.3), analysis of governance issues and support to policy processes closely related to integrated and sustainable agriculture and natural resources (2.2.1, 2.2.2), global governance through FAO and non-FAO mechanisms and implementation of instruments (2.3.1, 2.3.2, 2.3.3), development of statistics and gender disaggregated data or revised methods for the collection and analysis of data (2.4.1-1 and 2.4.1-2).

18. FAO's support to national public service organizations for reforms of institutional structures (2.2.3), and to the production of data and information by stakeholders (2.4.3) show moderate progress. It is a challenge to facilitate the uptake of integrated cross-sector strategies that have the right elements to achieve sustainable ecosystem management and climate change mitigation. This is largely because some stakeholders and resource partners conceive sustainability within sectors rather than across sectors, and some of the basic concepts such as "ecosystem services and biodiversity" and "Climate Smart Agriculture" are not being used by stakeholders. The time and resources required to achieve results in this area of support to uptake of innovative practices have been underestimated. In addition, the indicator has proved difficult to measure and may need to be modified for the next biennium.

19. Work to *reduce rural poverty* (SO3) for equitable access of the rural poor is on track (7 of 10 indicators), in terms of capacity development of rural organizations and institutions, design or implementation of pro-poor approaches and access to technologies and knowledge (3.1.1, 3.1.2, 3.1.3); providing support to countries or institutions on decent rural employment (3.2.1, 3.2.2, 3.2.3) and improving capacities for monitoring social protection systems (3.3.2).

20. Results are below the 2014 target for the support to design and implementation of pro-poor and gender sensitive social protection systems (3.3.1) and policies and approaches for rural services (3.1.4), while policy support at institutional or organization level is off track (3.1.5). Social protection is a relatively new area of work for FAO while upscaling work on the rural poor has also started under the reviewed Strategic Framework, and it is necessary to further strengthen key partnerships, make further efforts in resource mobilization, and enhance staff capacity.

21. Work to *enable more inclusive and efficient agricultural and food systems* (SO4) is on track (10 of 10 indicators), with progress exceeding targets in many cases. The higher than expected level of progress is due to more country level results than planned and to the new ways of working that have allowed greater flexibility in responding to demands, including through the Regional Initiatives, and to the successful resource mobilization efforts.

22. Work to *increase the resilience of livelihoods to threats and crises* (SO5) is on track (9 of 10 indicators). Some attention is needed to ensure extending the support work on improving capacities in resilience or vulnerability mapping to other targeted regions (5.2.2-2). Results on improving prevention and mitigation capacities and measures (5.3.1, 5.3.2) exceeded what was planned mainly due to the high level of resources mobilized, which increased the implementation of vulnerability reduction measures. In 2014, FAO provided timely support to three Level 3 emergency operations in the Philippines (Typhoon Haiyan), South Sudan and Central African Republic.



### *Regional dimension*

23. The five Strategic Objectives represent those areas of work on which FAO is focusing its efforts in support of Member Nations. Priorities for FAO activities in each region were considered by the respective Regional Conferences in 2014 based on:
- a) The reviewed Strategic Framework and new Medium Term Plan, which contain the Strategic Objective results frameworks for organizing the response to priorities in the region.
  - b) Regional priorities, which focus on region-specific needs as endorsed by the Regional Conferences. In preparation of the 2014 Regional Conferences these were updated and placed under the umbrella of FAO's new Strategic Objectives.
  - c) Country Programming Frameworks (CPF), which informed the identification of regional priorities and constitute an important and dynamic pillar of the Organization's delivery mechanisms.
24. In each of the Regional Conferences, the updated regional priorities were considered under the overall umbrella provided by the five Strategic Objectives. Within each region, Members then reviewed a set of proposed regional initiatives, taking into account the CPFs of the countries in the region and the regional priorities.
25. The Regional Initiatives serve as a mechanism to ensure effective delivery and impact, providing a cohesive framework for FAO's actions at country level in each of the regions, through common themes across country priorities. The regional initiatives are aimed at harnessing capacities, skills and resources from across the Organization and provide an important entry point for enhancing partnerships, including resource partners.
26. *Annex 4* lists the 15 Regional Initiatives endorsed by the 2014 Regional Conferences and describes the achievements to date. The contribution of the regional initiatives to the results achieved for each Strategic Objective are included in the narratives that follow.

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

Indicator	1.1.1	1.1.2	1.1.3	1.1.4	1.2.1	1.3.1	1.3.2-1	1.3.2-2
Status	●	●	●	●	□	●	□	●

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

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

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

*Results achieved in 2014*

29. As shown in *Annex 2*, the results in terms of strengthening policies, programmes and legal frameworks for food security and nutrition are well on track.

30. While the indicator value for the Output on policies, investment plans and programmes (indicator 1.1.1) is according to plan, the indicator value for the Output on legal frameworks (indicator 1.1.2) far exceeds the 2014 target. This is mainly due to the emergence of new opportunities at country level for work on land tenure in the context of national food security. While strong support has been provided to negotiation of guidelines and other instruments at global level, there is much scope for further intensifying efforts to translate these instruments into national policies, programmes and legal frameworks through inclusive and evidence-based policy dialogue.

31. Results in the domain of human resources development (indicator 1.1.3) and financial resources allocation and use (indicator 1.1.4) also exceed initial 2014 targets. In particular the work on financial resource allocation and use has benefited from opportunities that emerged during the year for mainstreaming food security and nutrition into investment support at country level. Nevertheless, more support is needed to track public expenditures for food security and nutrition and to analyse the effectiveness of resource allocation options. This is a new area for FAO and stronger strategic partnerships are required to leverage the capabilities of partners in this domain.

32. Results in the domain of governance, coordination mechanisms and partnerships for food security and nutrition (indicator 1.2.1) are below the 2014 target. While excellent progress has been

made at global and regional level, more investment and direct FAO engagement with other UN agencies is needed to strengthen accountability mechanisms at national and local levels, including advocacy for the introduction of legal provisions on accountability and grievance mechanisms and developing stakeholder capacity for their application.

33. Overall, results in the domain of evidence-based decision making are on track. The above target results on monitoring and analysis of food security and nutrition situations (indicator 1.3.1) are attributable to the allocation of extrabudgetary support for developing capacity to apply some of FAO's key normative products like the Integrated Phase Classification at country level. However, more support is needed at country level for the mapping and analysis of policies, programmes and legislation relevant to food security and nutrition (indicator 1.3.2-1) and for making sure that the results of food security and nutrition analysis is effectively used by decision-makers ( indicator 1.3.2-2).

34. Highlights of the results of FAO's engagement in global policy process include:

- a) together with WHO, the organization of the Second International Conference on Nutrition (ICN2) which brought together stakeholders from governments, civil society and the private sector and adopted the Rome Declaration on Nutrition and Framework for Action which aims to ensure food systems contribute to reducing all forms of malnutrition;
- b) the inclusive process that led to the endorsement of the Principles on Responsible Agricultural Investment and Food Systems by the Committee on World Food Security (CFS);
- c) the process that led to the adoption of the Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication by the Committee of Fisheries (COFI) at its 31<sup>st</sup> session. Recommendations on Fish Trade and Human Nutrition were adopted by for the COFI Sub-committee of fish trade at its 14<sup>th</sup> session;
- d) the development and inclusive process that led to the endorsement of a methodological proposal for monitoring CFS decisions.

35. Highlights of results from collaboration with various regional and subregional intergovernmental organizations include:

- a) the formulation and endorsement of the African Union (AU) Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, which was adopted in June 2014 by AU Heads of State which includes the "Commitment to Ending Hunger in Africa by 2025" and supported the "Renewed Partnership to End Hunger" partners with developing an action plan for implementing the Malabo Declaration;
- b) the integration of nutrition into the ASEAN<sup>5</sup> Integrated Food Security Strategy, its Plan of Action for Food Security (2015-2020) and the Food, Agriculture and Forestry Vision (2016-2025);
- c) the creation of the Community of Latin American and Caribbean States (CELAC) Food Security and Nutrition Web-based platform, which supports sharing of experiences and knowledge across countries, promotion of South-South Cooperation and evidence-based decision-making.

36. Highlights of capacity development support in over 80 countries include:

- a) mainstreaming of food security and nutrition in sectoral policies and investment programmes and the development of cross-sectoral policy frameworks for food security and nutrition in over 35 countries. This work built on the Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication in Zambia, Malawi, Mauritius and Rwanda, and on the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security in Liberia, Senegal, Sierra Leone, Mongolia, Cambodia, Indonesia, Lao PDR, Myanmar, Nepal, Thailand and Viet Nam;
- b) development and implementation of legal frameworks supportive of the right to food and more secure and equitable access to resources and assets in 13 countries. For example in El

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<sup>5</sup> Association of Southeast Asian Nations (ASEAN)

Salvador a draft Law on Food Sovereignty and Food and Nutrition Security was developed by the Parliament in partnership with civil society and the Government and Human Rights Commissioner (Procurador);

- c) development, implementation and monitoring of Bangladesh Country Investment Plan (CIP) for Agriculture, Food Security and Nutrition, including tracking of resource allocation and analysis of the efficiency of resource use for food security and nutrition;
- d) development of more inclusive cross-stakeholder partnerships around nutrition in Angola and Niger;
- e) development of national capacities to monitor, analyse, communicate and make better use of relevant food security and nutrition data and information for improved decision-making in 33 countries, including through the Integrated Food Security Phase Classification (IPC) and various other FAO-led programmes.

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

Indicator	2.1.1	2.1.2	2.1.3	2.2.1	2.2.2	2.2.3	2.3.1	2.3.2	2.3.3	2.4.1-1	2.4.1-2	2.4.2	2.4.3
Status	●	▲	●	●	●	□	●	●	●	●	●	●	□

37. Achieving sustainable agricultural<sup>6</sup> production intensification, while preserving or improving the natural resources base and related ecosystem services and goods, requires coordinated cross-sector action in the three environmental, economic and social dimensions of sustainability. For this reason, FAO supports member countries to increase productivity through: i) resource-use efficiency; ii) conservation, protection, and enhancement of natural resources; iii) improved equity, access to productive assets, and responsible consumption; iv) increased resilience, to climate change; and v) improved governance. FAO provides a rich array of global work that supports country capacity, as well as national, regional and global assessments of progress toward increased agricultural production and productivity and sustainable management of natural resources. This entails:

- a) *practices* that increase and improve agricultural sector production in a sustainable manner adopted by producers and natural resource managers (Outputs 2.1.1 to 2.1.3) ;
- b) *strengthened governance* in member countries for the transition to sustainable agricultural sector production systems (Outputs 2.2.1 to 2.2.3);
- c) *international and regional instruments and related governance mechanisms* needed to improve and increase agricultural production in a sustainable manner (Outputs 2.3.1 to 2.3.3);
- d) *evidence-based decision-making* in the planning and management of the agricultural sectors and natural resources, through monitoring, statistics, and analysis (Outputs 2.4.1 to 2.4.3).

*Results achieved in 2014*

38. The progress on results measured by the indicators are generally on track (10 out of 13). (See Annex 2).

39. Regarding results related to practices adopted by stakeholders that increase and improve agricultural sector production in a sustainable manner, two are above target: inclusive and participatory initiatives for sustainable agricultural production (2.1.1) and the number of organizations that received institutional and/or technical capacity development support from FAO (2.1.3). However, the results of ecosystem initiatives (2.1.2) are well below the target largely because recipients and resource partners continue to conceive sustainability *within* rather than *across* the sectors of crop production, livestock, forestry, aquaculture and fisheries. Hence, to advance the adoption of new concepts such as “ecosystem services and biodiversity”, Blue Growth and “climate-smart agriculture” requires more effort in communication and advocacy, resource mobilization and internal capacity.

40. Results related to strengthened governance in member countries for the transition to sustainable agricultural sector production systems are overall on track. The number of FAO-supported policy processes with cross-sector dialogue on integrated and more sustainable agricultural and natural resource management systems (2.2.2) exceeded the target. On the other hand, the number of national public service organizations and intergovernmental mechanisms to which FAO provided support for reforms of institutional structures (2.2.3) was below target, notwithstanding the scale reached.

41. Results in the domain of international and regional instruments and related governance mechanisms are on track (2.3.1 to 2.3.3). This is an area of FAO’s strength. It is also the first time that a structured attempt to measure FAO’s influence was made through the number of processes in non-FAO international mechanisms/instruments that FAO supported to reflect sustainable agricultural production and natural resource management concerns in their decisions or products. The indicator has required some efforts to measure, and as a consequence it could be that the full range of FAO’s interventions and influence on non FAO-international instruments, mechanisms and processes was not fully captured.

<sup>6</sup> Agriculture includes crop production, livestock, forestry, aquaculture and fisheries.

42. Results in the area of evidence-based decision-making are on track. The number of data points in relevant datasets of FAO's main statistical databases (2.4.1-1) included a one-time expansion of the historical coverage of the greenhouse gas emission (GHG) statistics (extending 1990 back to 1961) that led to an one-off 700% performance against target. The number of relevant data and information products that were produced by stakeholders with capacity development support from FAO (2.4.3) was slightly below target. It is noted that many Departments of Agriculture prioritise data production rather than analysis and integrated decision-making, hence FAO's need to focus its efforts in supporting capacities towards using data for decision-making purposes.

43. Highlights of results of FAO engagement at global level:

- a) the principles<sup>7</sup> and common vision for integrated sustainable food and agriculture and natural resources management were launched. Their implementation is being piloted in Bangladesh, Morocco and Rwanda;
- b) over 100 technologies used by rural women in East Africa to improve productive (also some labour-saving) family farming, food security and nutrition were presented at the Nairobi Share Fair in October 2014;
- c) FAO was instrumental in the creation and launch of the global Alliance for Climate-Smart Agriculture and now hosts its Secretariat, partnering with a large number of countries and international, national and non-governmental entities;
- d) FAO moved the global soil management agenda forward as Secretariat of the Global Soil Partnership, helped form regional soil partnerships, the World Soil Charter, and catalyzed the designation by UNGA<sup>8</sup> of a UN World Soil Day and 2015 as the International Year of Soils;
- e) the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries were endorsed by FAO Members, and the Organization developed a new Global Action Programme for their implementation;
- f) a Global Action Network on Blue Growth and Food Security was co-launched by FAO, the World Bank and several member countries;
- g) FAO updated the Global Livestock and Environment Assessment Model that now includes new methods for modelling the relationship between diets and greenhouse gas emissions, environmental sustainability, and resource use efficiency across the livestock sector;
- h) an International Symposium on Agro-ecology in Food and Nutrition Security was convened to facilitate dialogue, raise awareness and highlight interlinkages with sustainable production practices, food systems and nutrition;
- i) an FAO-led, multi-agency programme generated in 2014 a Shared Vision in groundwater governance, along with a Framework for Action to implement the vision.

44. Over 90 countries reported results, many through the implementation of the Regional Initiatives; some highlights follow:

- a) Bangladesh, Indonesia, Philippines and Sri Lanka were supported to adopt innovative practices on feed and feeding, seed production and animal health management for sustainable aquaculture production and to develop integrated national strategies on sustainable aquaculture;
- b) "Save and Grow" sustainable intensification of rice production practices, including integrated rice-fish systems, rice-livestock and rice-vegetables systems were included in the Farmer Field Schools curricula and were adopted by farmers in the Philippines;
- c) FAO supported the Globally Important Agricultural Heritage Systems (GIAHS) and 31 sites in 13 countries are now included on the GIAHS list;
- d) integrated and multisectoral approaches to watershed management were identified, tested, validated and shared in Azerbaijan, Kyrgyzstan, Tajikistan, Turkey and Uzbekistan. FAO implemented sustainable land management in 45 micro catchments in the Kagera River basin in Burundi, Rwanda, Uganda and Tanzania;
- e) Bolivia, Ecuador, Egypt, Indonesia, Niger, Panama and Rwanda were supported in analyzing governance issues and options for integrated agricultural sector sustainability;

<sup>7</sup> Building a Common Vision for Sustainable Food and Agriculture: Principles and Approaches, FAO 2014

<sup>8</sup> United Nations General Assembly

- f) FAO supported climate change adaptation (CCA) through mainstreaming of CCA in investment programs in eight countries in Asia and Africa, CC impact and vulnerability assessment of agricultural production systems in Morocco and Philippines, and sectoral adaptation strategies for West African marine fisheries communities in Ecuador and Kenya;
- g) a methodological framework for addressing gender dimensions in natural resource governance was elaborated, supported by projects in Kenya and Somalia, including several gender-responsive natural resources management case studies focusing on land tenure, water resources and rural development;
- h) Blue Growth fisheries and aquaculture strategies and policies were developed in seven countries, e.g. the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in Algeria, Blue Growth Unit in Morocco, and Illegal, Unreported and Unregulated fishing in Gabon;
- i) FAO (through UN-REDD)<sup>9</sup> has significantly increased its support to reduce GHG<sup>10</sup> emissions from deforestation and forest degradation, now covering 56 countries.

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<sup>9</sup> United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD)

<sup>10</sup> Greenhouse gas (GHG)

*Strategic Objective 3: Reduce rural poverty*

Indicator	3.1.1	3.1.2	3.1.3	3.1.4	3.1.5	3.2.1	3.2.2	3.2.3	3.3.1	3.3.2
Status	●	●	●	□	▲	●	●	●	□	●

45. Poverty is a major cause of food insecurity and malnutrition. FAO is helping fight rural poverty by promoting an integrated approach to rural development, which seeks to improve rural livelihoods through interventions aiming at dynamizing and diversifying the rural economy at large. Through the integrated approach, FAO brings together six key areas of programmatic support: i) strengthening of rural institutions and producer organisations; ii) improving smallholder productivity and market access; iii) enabling equal access and sustainable management of productive resources; iv) improving rural infrastructure and services; v) enhancing farm and non-farm decent rural employment opportunities; and vi) strengthening social protection for rural populations. FAO puts special emphasis on addressing the needs of rural women and youth.

46. FAO's strategic programme on rural poverty reduction aims to achieve three main outcomes:

- a) enhance access to productive resources, services, organizations and markets for the rural poor;
- b) enhance their decent employment opportunities; and
- c) strengthen social protection systems.

*Results achieved in 2014*

47. As shown in the *Annex 2*, FAO's support to member countries, in terms of strengthening their capacities to design and implement policies, programmes and legal frameworks for rural poverty reduction, is well on track to achieve the targets set for the biennium. During 2014, results measured in terms of positive impact on output indicators have been achieved in 42 of 49 target countries, with 7 out of 10 indicators on track. Progress has been achieved across all outputs, with FAO's work on rural organizations and people's empowerment, pro-poor and sustainable management of natural resources, and promotion of decent rural employment and social protection standing out. Working through multi-disciplinary teams and delivering through Regional Initiatives helped put greater emphasis on cross-sectoral approaches. Nevertheless, many challenges remain. Full and effective implementation of the work related to new areas of corporate priority – decent rural employment and social protection in particular – will require additional efforts to mobilize dedicated resources and enhance delivery capacity. It is necessary to further strengthen partnerships in all these areas, as well as enhance internal expertise and staff capacity.

48. With FAO's support, 38 countries made visible progress towards improving access to resources and organizations. In 23 countries, rural organizations and institutions were strengthened. For this endeavour, work under SO3 promoted close collaboration with partners from different sectors to facilitate and promote policy dialogue. Through consultation platforms and gender-sensitive capacity development support, rural organizations have improved their capacities to participate in policy dialogues in Angola, Georgia, Niger, Senegal, and Tunisia. In Gambia, Guatemala, Liberia and Nepal, this support was ensured through the Forest and Farm Facility Programme. With the support of FAO's CoOPEquity Programme in Niger,<sup>11</sup> the main federations of producer organizations are contributing to the formulation of the draft agricultural law. An estimated 250,000 rural women and men in Ghana, Niger, and Senegal have been empowered and better organized through community listeners' clubs that were set up with the support of FAO's Dimitra<sup>12</sup> programme. Farmer Field Schools (FFS) reached agricultural extension officers and low-income farmers in Kenya, Honduras, Somalia and Sri Lanka, enabling them to enhance their agricultural knowledge and skills and to join producer organizations. National policies, strategies and action plans for agriculture, fisheries and

<sup>11</sup> Promoting governance and gender equality in producer organizations in Niger.

<sup>12</sup> An FAO participatory information and communication project, which contributes to improving the visibility of rural populations, in particular of women.



forestry have been better targeted in order to enhance the rural poor's access to natural resources and strengthen their capacity to manage these sustainably. Such results were achieved in Bolivia, China, Colombia, Ghana, Lao, Lebanon, and Uruguay. FAO successfully supported 12 out of 16 target countries in improving the access of poor rural producers and households to technologies, knowledge, inputs and markets. In particular, FAO focused on improving the production of commodities that are main sources of income of poor rural producers, including – depending on the context – basic grains, cassava, quinoa, palm oil, milk and other animal source food. In Tunisia, for example, FAO supported grain producers, including by empowering women working in the sector, thereby helping to reduce rural poverty (Outputs 3.1.1 to 3.1.3).

49. Access to innovative pro-poor rural services and infrastructure was promoted by applying service delivery mechanisms such as revolving funds, piloting services and infrastructure. This ensured progress in 6 of 11 targeted countries. In Angola, policy dialogue supported by FAO has led to new legislation enabling community animal health workers to deliver animal health services to the rural poor. FAO has also supported the definition of gender-equitable and sustainable rural development and poverty reduction strategies in 6 out of 14 target countries. For example, in Mexico FAO has supported the evaluation of policies and programmes for rural development and provided technical advice for the formulation, implementation and evaluation of public programmes to increase the farm and non-farm productivity in rural areas. The results in 2014 are however below target and will require additional efforts for resource mobilization, and especially to better leverage work with regions and countries to attain the critical mass of expertise necessary to achieve sustainable results (Outputs 3.1.4 and 3.1.5).

50. *Improving employment opportunities and conditions* is central to any poverty reduction strategy (Outputs 3.2.1-3). During 2014, FAO's support focused on three areas. In the first area, FAO provided support to six countries (Ethiopia, Ghana, Nigeria, Senegal, Swaziland and Zambia) in formulating and implementing policies, strategies and programmes that generate decent employment in rural areas, especially benefitting rural young women and men. In particular, FAO supported the set-up of policy dialogue and entrepreneurship skills training for vulnerable youth in Zambia, and put in motion the Youth Employment in Agriculture Programme (YEAP) in Nigeria. FAO invested in the development of guidance tools, case studies and good practices in promoting decent rural employment, including applications related to youth employment such as Junior Farmer Field and Life Schools. FAO has a range of South-South Cooperation (SSC) activities underway globally, including on rural youth employment and entrepreneurship in El Salvador, Honduras and Paraguay to systematize public policies and programmes on rural youth employment and entrepreneurship. In the second area, FAO supported four countries (Cambodia, Malawi, Niger and Tanzania) in extending the application of International Labour Standards to rural areas with programmes to prevent child labour in agriculture. In the third area focusing on improving information systems and knowledge on decent rural employment, FAO completed five knowledge products, including preparatory work to produce statistics on decent work in agriculture and rural areas. All targets set for 2014 have been reached and preparatory work has been initiated in at least six more countries where results are expected to be achieved in 2015.

51. *Strengthening social protection systems* and making these accessible to rural populations is the third main outcome pursued by FAO in support to countries in the fight against rural poverty (Outputs 3.3.2). This is a relatively new area of work for FAO. During 2014, the Organization worked to strengthen its capacity and partnerships (including with ILO, WFP, UNICEF and World Bank)<sup>13</sup> to respond to country needs. This led to supporting decision-makers in three countries (Ghana, Lesotho, and Zambia) in forging greater synergy and better coordination between social protection, agriculture, food security and rural livelihoods. Coverage of social protection programmes among the rural population of these countries was enhanced. In addition, FAO has achieved results by supporting country-level and regional policy processes. In Thailand, for example, FAO has supported regional dialogue focused on the synergies between social protection, rural employment and food security cooperation with the ILO. Regional collaboration has also been organized with ASEAN in Cambodia

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<sup>13</sup> International Labour Organization (ILO); United Nations Children's Fund (UNICEF)

on the development of a plan of action for the implementation of the ASEAN Declaration on Strengthening Social Protection.

52. FAO's social protection-focused policy support enabled the extension of cash transfer programmes in rural parts of Ghana and Lesotho. FAO's Protection to Production (PtoP) programme has strengthened the capacity to assess the impact of cash transfer programmes on rural employment, women's empowerment, rural poverty reduction, and capacities to cope with risks and shocks. While 2014 marked the beginning of investment in institutional capacity and partnerships in this new area of work, the aim for 2015 is to pursue a more balanced allocation of efforts and expand policy support and technical assistance to countries for improving the design and implementation of pro-poor and gender sensitive social protection systems (3.3.1).

**Integrated rural poverty reduction approach piloted in Ghana** - Implementation of SO3's integrated approach in Ghana has led to tangible results. It contributed to increased productivity and incomes of smallholder cassava producers in Northern Ghana through enhanced organization, cassava processing capacity, and extended access to social protection which has lifted liquidity constraints. FAO's support has also strengthened non-farm employment opportunities through skills training, benefitting rural youth and women in particular. At the policy level, analytical tools were developed to inform the government about national wood fuel potential and to identify critical areas of intervention to integrate gender equality in agricultural and rural poverty reduction strategies.

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

Indicator	4.1.1	4.1.2	4.1.3	4.1.4	4.2.1	4.2.2	4.2.3	4.3.1	4.3.2	4.3.3
Status	●	●	●	●	●	●	●	●	●	●

53. Effective participation of member countries in shaping rapidly evolving food and agriculture systems is critical to achieving a world without hunger. Improving the efficiency of these systems will help to ensure the responsible use of available resources and facilitate the production and delivery of products that are healthy and safe. Support to the engagement of smallholder producers and economically small countries will enhance the inclusiveness of these systems. FAO contributes to enabling inclusive and efficient agricultural systems by addressing three critical areas of work in partnership with governments, the development community and affected stakeholders to ensure:

- a) *strengthened international agreements, mechanisms and standards*, that more fully reflect the different requirements of countries and that facilitate countries' capacity to implement them (Outputs 4.1.1, 4.1.2, 4.1.3, 4.1.4);
- b) *agro-industry and agrifood chain development* that combine coherent subsectoral and SME<sup>14</sup> strategies to allow the emergence and adoption of efficient business models, and to reduce food waste and loss (Outputs 4.2.1, 4.2.2, 4.2.3);
- c) *supportive policies, financial instruments and investments* that improve incentives that small-scale actors face and the environment in which they must operate (Outputs 4.3.1, 4.3.2, 4.3.3).

54. FAO provides market information, analysis, capacity development and fora for dialogue, to facilitate the work of international standard setting bodies and to enhance effective engagement in trade related negotiations. At national level, countries are supported to formulate and implement strategies for agrifood sector and value chain development, and food loss and waste reduction through the development of guidelines and toolkits, awareness raising and support to knowledge platforms. In supporting an enabling policy and investment environment, FAO assists institutions in the development of efficient financial institutions and innovative services, and works with governments and the private sector to mobilize public investment, to accelerate responsible private investment, and to establish systems for evidence-based decision-making.

*Results achieved in 2014*

55. As shown in *Annex 2*, the results against the indicator targets are all well on track, with progress exceeding targets for the majority of indicators. The higher than expected level of progress has been the result of more country level results than planned being reported and the new ways of working that have allowed greater flexibility in responding to demand, including through the Regional Initiatives.

56. The indicator values for the output on standards (4.1.1) confirm that the development and adoption of International Standards on Phytosanitary Measures has covered a larger than expected number of protocols. Similarly, more multilateral and regional trade agreements were supported (4.1.2) and, with work on a further seven agreements initiated, there is now an opportunity to deepen the level of support provided. The increase in the use of FAO's market information products also exceeded targets set for 2014 (4.1.3) reflecting the continuing high level of demand for these products. The indicator values associated with support to design and implement better regulatory frameworks for plant health, animal health and food safety (4.1.4) are in line with the target values for 2014. Targets were met on both the support to information provision through workshops, assessments and trainings, and on more in-depth support provided to a subset of these countries and to some regional bodies to improve their regulatory capacities.

<sup>14</sup> Small and medium-sized enterprises (SMEs)

57. Results on *agro-industry and agrifood chain development* are all on track (Outputs 4.2.1 to 4.2.3). The number of countries receiving support to reduce food loss and waste (4.2.2) was significantly higher than planned, reflecting a high level of demand for support through this initiative. Whilst the focus of support in this domain has been on the extension of knowledge and on awareness raising, there is significant scope for the provision of more support targeted at the development and implementation of strategies.
58. FAO's work on *supportive policies, financial instruments and investments* (outputs 4.3.1 to 4.3.3) is on track, with an increase in the demand for FAO support in mobilizing and planning investments in agriculture and food systems and of support to institutions in increasing the availability of financial products and services.
59. Whilst in aggregate, 2014 indicator targets have been exceeded, in some regions and countries progress on a number of areas of work has been delayed as partnerships are established and additional funds mobilized. These include, Inter-regional Trade in Africa, Food for the Cities, and the African Accelerated Agribusiness and Agro-industries Development Initiative (3ADI) Technical Assistance Facility. During 2015, resources will be used to ensure that the scheduled results are achieved by end-biennium.
60. Highlights of FAO's work to strengthen international agreements, mechanisms and standards:
- a) significant collaboration between the Codex and the International Plant Protection Convention (IPPC) was achieved in the development of online systems to improve the capacity of member countries to participate more effectively in intergovernmental negotiations;
  - b) at least 21 countries and two regional organizations have been assisted to strengthen animal health, plant health and/or food control services. Global tools including the establishment of a group of certified Phytosanitary Capacity Evaluators, an Assessment Tool for Food Control Systems and guidelines for the development of integrated multipurpose animal recording systems, were developed. The two former tools are essential in facilitating trade;
  - c) in support of countries' accession to the WTO<sup>15</sup> and their adjustment to the associated trade agreements, two five-week online training courses were delivered to public and private sector actors from CIS<sup>16</sup> countries and an expert network on agricultural trade policy was established to facilitate the scaling-up of FAO's support to the region;
  - d) countries have been assisted in implementing Voluntary Partnership Agreements (VPAs) with the EU<sup>17</sup> to combat illegal logging, under the EU's Forest Law Enforcement, Governance and Trade (FLEGT) Action Plan, with two of the VPA countries expected to successfully comply with the required external auditing of compliance standards during 2015;
  - e) the Agricultural Market Information System (AMIS), was further strengthened to allow governments to take informed decisions about their short- and medium-term trade strategies and investments plans.
61. Highlights of FAO's work to support the development and implementation of more inclusive and efficient agribusinesses and agrifood chains:
- a) the development of the Legal Guide on Contract Farming, in collaboration with IFAD<sup>18</sup> and UNIDROIT<sup>19</sup> provides guidance on the design of regulatory frameworks and on good practices towards the promotion of sustainable and responsible contract farming operations globally;
  - b) two initiatives were supported through South-South Cooperation: the Purchase from Africans for Africa (PAA Africa) Programme with WFP supported five countries in Africa in implementing school feedings programmes with local purchase from small farmers; training on Contract Farming Operations held in collaboration with the Community of Portuguese

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<sup>15</sup> World Trade Organization (WTO)

<sup>16</sup> Commonwealth of Independent States (CIS)

<sup>17</sup> European Union (EU)

<sup>18</sup> International Fund for Agricultural Development (IFAD)

<sup>19</sup> International Institute for the Unification of Private Law (UNIDROIT)

Language Countries (CPLP) supported countries in the design and implementation of contract farming;

- c) partnerships with the private sector were facilitated by the 2014 Annual FAO/Private Sector Forum and through the Food Loss and Waste private sector and civil society forum. The development of sustainable value chains in the banana sector was supported through a multi-stakeholder collaborative programme on health and safety;
- d) under the Save Food Initiative, which includes eight UN agencies and more than 200 private sector and civil society representatives, an FAO-IFAD-WFP project on mainstreaming food loss reduction initiatives for smallholders in food-deficit areas was launched. Coordination was provided to the High-level Task Force Working Group on Food Loss and Waste under the Zero Hunger Challenge with actions taken to raise awareness about the magnitude, causes and impact of food loss and waste. Support is being provided to nine African countries to develop food loss reduction strategies.

62. Highlights of FAO's work to support the development and implementation of policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems:

- a) under FAO's long-standing cooperation with the World Bank, FAO formulated innovative investment operations in support of efficient and inclusive agrifood systems, including a USD 170 million value chain development project in Cameroon;
- b) the development of the Principles for Responsible Investment in Agriculture and Food Systems led by the CFS was endorsed at its 41<sup>st</sup> session;
- c) co-developed a joint global conference in Kenya for finance and policy leaders with the Technical Centre for Agricultural and Rural Cooperation (CTA) on agricultural financing and financial innovations, with almost 900 participants from 89 countries;
- d) an East African financial innovations and risk management policy forum was held in Ethiopia, leading the government to form a task force of the Government, NEPAD,<sup>20</sup> WFP and FAO for further policy support.

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<sup>20</sup> New Partnership for Africa's Development (NEPAD)

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

Indicator	5.1.1	5.1.2	5.2.1	5.2.2	5.3.1	5.3.2	5.4.1	5.4.2	5.4.3
Status	●	●	●	● □	●	●	●	●	●

63. To increase the resilience of agriculture livelihoods to threats and crises, thus preventing, protecting, restoring and improving livelihoods systems, requires strategic multi-actor partnerships for direct and coherent action at local, national, regional and global levels in four mutually reinforcing outcomes: i) govern risks and crises; ii) watch to safeguard; iii) reduce risk and vulnerability at household and country level; iv) prepare and respond to crises.

64. Building on lessons and experiences learned over the past fifteen years of work in natural disasters and human-induced crisis, FAO provides multidisciplinary technical and operational expertise, helping its member countries to reduce multi-hazard risks and crisis - essential ingredients to fight hunger, alleviate poverty and foster sustainable development.

*Results achieved in 2014*

65. In 2014, progress on almost all outputs is on track (see Annex 2).

66. Results on sectoral, cross-sectoral or hazard specific policies, strategies and plans (5.1.1) show that 20 countries (against 17 targeted) formulated strategies/plans for risk reduction and crisis management as a result of FAO's support. FAO contributed to the development of sector-specific plans of action for disaster risk reduction in agriculture in various risk-prone countries. Results on investment programming and resources mobilization strategies for risk reduction and crisis management (5.1.2) are on track with 11 countries (against 13 targeted) in which national investment programming for GEF<sup>21</sup> funding to improve fisheries or forestry resilience were formulated with the guidance of FAO.

67. Results on threats monitoring and early warning are on track (5.2.1) with 232 out of 252 targeted threat monitoring systems at global, regional and national levels effectively supported in 2014 for enhanced delivery of early warnings at all levels, including monitoring systems for various transboundary plant pests and diseases, and avian influenza and other animal diseases threats. FAO's support to improve countries' and regions' capacities to undertake resilience/vulnerability analysis (5.2.2) significantly exceeded the target set for 2014 by reaching 28 instead of 18 countries, while some more work is needed to ensure extending the support on improving capacities in resilience or vulnerability mapping to another targeted region. The results at country level are mainly due to the scaling up in the piloting of the Resilience Index Measurement and Analysis (RIMA) and the consolidation of the Integrated Food Security Phase Classification (IPC) as a common approach and standard for food security analysis. The level of voluntary contributions mobilized was essential.

68. FAO's support towards improving prevention and mitigation capacities and measures (outputs 5.3.1/ 5.3.2) far exceeded the 2014 target. More country-level contributions in terms of implementation of vulnerability reduction measures were reported than originally planned in early 2014. The level of voluntary contributions mobilized contributed to expanding the implementation of these vulnerability reduction measures. Technical measures for risk prevention and mitigation have been implemented in 32 countries, and 30 countries have applied socio-economic measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis. In particular, resources partner support enabled progress in prevention and mitigation in Bolivia, Burkina Faso, Cambodia, Cameroon, Chad, Colombia, DRC, Egypt, Ethiopia, Haiti, Indonesia, Kenya, Madagascar, Malawi, Mali, Mauritania, Niger, Pakistan, the Philippines, Senegal, Somalia, South Sudan, Sudan, Uganda, Yemen and Zimbabwe (overall 26 countries with an initial target at 11 under 5.3.1 and 5.3.2).

<sup>21</sup> Global Environment Facility (GEF)

69. Results in terms of emergency preparedness (5.4.1) are on track with 65 countries benefitting from FAO's support to uptake standards, guidelines and practices for emergency preparedness through training on the FAO Livestock Emergency Guideline Standards (LEGS) and Good Emergency Management Practices (GEMP). FAO supported countries in Asia and Africa with enhanced Avian Influenza crisis preparedness strategies and supported contingency planning in over 30 countries at risk of desert locust. Standard procedures and a roster of experts and institutes were prepared to enhance nuclear emergency preparedness and response.

70. In 2014, 100% of countries in Level 3 emergency (L3) and 88% of countries in Levels 2 and 1 emergency (L2/L1) have benefitted from FAO's emergency response coordination support (5.4.2), and FAO provided timely and gender responsive crisis assistance (5.4.3) in 79% of countries affected by a crisis impacting agriculture. In 2014, FAO supported three corporate Level 3 emergencies in the Philippines (Typhoon Haiyan), South Sudan and Central African Republic.

71. Highlights of the results of FAO's work at global level include:

- a) FAO prepared an in-depth research study on damage and losses to the agricultural sectors from medium- and large-scale extreme natural disasters over 2004-2013. This was an essential piece of work in the preparation process leading to the third World Conference for Disaster Risk Reduction in Sendai, Japan in March 2015;
- b) FAO, jointly with IFAD and WFP, facilitated the formulation of a policy framework to improve food security and nutrition and build resilience in protracted crises to be adopted at the 2015 session of the Committee on World Food Security;
- c) specific provisions on disaster risks contained in the Small Scale Fisheries Voluntary Guidelines were endorsed by the 31<sup>st</sup> session of the FAO Committee on Fisheries in 2014;
- d) FAO continued to issue the multihazard quarterly early warning bulletin for food and agriculture at global level and further developed the EMPRES<sup>22</sup>-i tool to disseminate animal disease information, help monitor emergent animal influenza viruses and other disease threats. Locust Watch continued to provide desert locust analysis and forecast for at-risk countries and GIEWS<sup>23</sup> continued issuing regular reports. The Agriculture Stress Index was successfully released to help facilitate improved detection of cropping areas suffering water stress (drought).

72. Highlights of results of FAO achieved at regional/ sub-regional level include:

- a) FAO continuously assessed the impact of Ebola on food security in Liberia, Sierra Leone and Guinea working in close partnerships with regional actors and WFP;
- e) FAO is setting up the basis for a food safety early warning mechanism in Eastern Africa, including a regional rapid alert network, together with WHO, AU-IBAR<sup>24</sup> and Eastern African food safety authorities;
- f) regional networks for surveillance and early warning for animal diseases were supported, through reinforcement of surveillance systems and laboratory networks in Asia and Africa, including the Vetlab network (veterinary laboratories network);
- g) FAO facilitated the establishment of resilience analysis capacities at regional level through the establishment of the Resilience Analysis Unit managed by IGAD.<sup>25</sup>

73. Highlights of achievements at country level include:

- a) plans of action for Disaster Risk Reduction in agriculture were developed and formally endorsed by the respective ministries of agriculture in Lao PDR, the Philippines, Cambodia and Dominica;
- h) workshops for establishing risk-based national drought management policies were held in Southeast Asia, India and China and Southern and Eastern Africa;
- i) FAO facilitated trainings in the Caribbean, El Salvador, Kenya, Bangladesh, Mauritania, India, and Somalia on LEGS;<sup>26</sup>

<sup>22</sup> FAO's Emergency Prevention Programme for Transboundary Animal Diseases (EMPRES)

<sup>23</sup> Global Information and Early Warning System on Food and Agriculture (GIEWS)

<sup>24</sup> African Union's Inter-African Bureau for Animal Resources (AU-IBAR)

<sup>25</sup> Intergovernmental Authority on Development (IGAD)

- j) In over 30 countries at risk of desert locust, FAO is helping to improve preparedness to emergencies by supporting contingency planning. In several countries FAO is building capacities in surveillance for wheat rust diseases using a mobile device application;
- k) technical support is being provided to more than 10 countries in Asia and Africa to develop and implement sound strategies on Avian Influenza (H5N1, H7N9 and other avian influenza viruses), including preparedness and contingency planning, diagnostic capacities, surveillance, epidemiological mapping and analysis, risk assessment and improved biosecurity;
- l) FAO provided timely and gender responsive operational and technical support and advice in agriculture, livestock, fisheries, forestry and other natural resources in 28 countries.
- m) In 2014 FAO supported three corporate Level 3 emergencies (Typhoon Haiyan in the Philippines, South Sudan and Central African Republic).

**Gender equality** - Highlights of progress achieved in 2014 include promotion of equal rights to land and other natural resources by men and women to reduce vulnerability in Kenya and Somalia; supporting uptake of fuel-efficient technologies to reduce women's work burden and enhance their protection in Sudan and South Sudan; fostering women's economic empowerment through poultry production in Liberia; and supporting uptake of prevention and mitigation practices in agriculture that address women and men's labour peaks in the Philippines. To increase effectiveness of accountability to affected populations, the office in West Bank and Gaza Strip identified barriers to women's participation and started work to ensure these can be addressed.



**Objective 6: Technical quality, knowledge and services**

Indicator	6.1.A	6.2.A	6.2.B	6.3.A	6.3.B	6.4.A	6.4.B
Status	N/A	N/A	N/A	●	●	●	▲

*Overview*

74. Objective 6 ensures delivery of FAO's technical quality, knowledge and services. As a global organization with its feet on the ground, maintaining and strengthening the technical integrity of FAO's work across sectors and locations is of paramount importance. Under Objective 6, work and resources are planned to achieve four specific outcomes supporting the delivery of corporate technical activities and the Strategic Objectives.

*Results achieved in 2014*

75. **The quality and integrity of the technical and normative work of the Organization (Outcome 6.1)** is delivered through six outputs measured by a survey methodology to assess the feedback of stakeholders, as a proxy for progress on the quality of technical leadership. The resulting measure of 62% represents the overall percentage of respondents agreeing to FAO's quality of technical leadership, which constitutes the actual value for 2014 and the baseline for the biennium.

76. In 2014, over half the respondents agreed with progress on ensuring the excellence of technical knowledge and the quality of FAO technical work (6.1.1), with an emphasis on strengthening ties between headquarters and regional offices (6.1.2). One of the key deliverables in 2014 has been the establishment of fourteen technical networks to ensure technical quality and coherence through knowledge-sharing among officers within and across disciplines and locations in the areas of crops, livestock, fisheries and aquaculture, forestry, climate change, land tenure, water, rural and agricultural finance, food value chains, food safety, statistics, gender, social protection, and environmental and social impact. For example, the latter network facilitated the redesign of environmental and social impact assessment criteria through a collaborative process among technical staff of all disciplines and locations.

77. About half the respondents agreed with progress on capacity to respond to emerging issues (6.1.3) while the vast majority agreed on progress to advance on fundamental challenges in the main disciplines through the technical committees (6.1.4), and to adapt to changing environments, particularly through collaborative efforts. In 2014, all sessions of Technical Committees (COAG, COFO, COFI, CCP)<sup>27</sup> were successfully concluded. The preparation of high-quality background papers, side-events and discussion in the Technical Committees advanced fundamental understanding of major challenges in the main disciplines. Examples include, among others, work on oceans, blue growth, climate change and food security, including climate-smart agriculture, building a common vision for sustainable food and agriculture, facilitating discussions on agro-ecology and biotechnology, forest monitoring, and response to animal diseases and pests.

78. Over 60% of respondents agreed with work to ensure the preparation process and the quality of flagship publications (6.1.5). Flagship publications provide key messages to member countries' work in agriculture, fisheries, forestry and food security and assist in developing national policies. They also inform FAO's work to respond to emerging issues and trends. The SOFA<sup>28</sup> 2013 "*Food systems for better nutrition*" provided the basis for the key messages of the 2<sup>nd</sup> International Conference on Nutrition (ICN2) and these messages continue to be widely cited by the general media, development practitioners and scholarly research. SOFA 2014 "*Innovation in family farming*" provided much of the factual basis for the observance of the International Year of Family Farming and served as a key background document to World Food Day. SOFI<sup>29</sup> 2014 presented timely key data on

<sup>27</sup>Committee on Agriculture (COAG); Committee on Forestry (COFO); Committee on Fisheries (COFI); Committee on Commodity Problems (CCP)

<sup>28</sup> *The State of Food and Agriculture (SOFA)*

<sup>29</sup> *The State of Food Insecurity in the World (SOFI)*

global hunger to countries. SOFO<sup>30</sup> 2014, for the first time ever provided statistics and evidence of the socio-economic benefits to be derived from forest in one accessible source, better informing policies on forest management and use, while SOFIA<sup>31</sup> 2014 highlighted how global fish production growth continues to outpace world population growth, pointing to the need for policies that protect the oceans and achieve sustainable fisheries and aquaculture.

79. **Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization (Outcome 6.2):** high-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition, and rural poverty, and to promote the sustainable use of natural resources. They provide the foundation for evidence-based decision-making for governments and the international community and play a critical role in measuring and monitoring progress towards national and international development goals and targets. FAO contributes to creating the internal and external enabling environment for the delivery of high-quality statistical products as global public goods.

80. Two key performance indicators have been defined: one to measure the use of statistics for evidence-based policy-making in countries and the other to assess progress in national statistical capacity. Proxies for the use of statistics will be derived from corporate surveys. Information on country statistical capacity will be derived from the assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics. Indicator values are not yet available, but work towards the outcome is on track and some highlights are presented below.

81. Improved use of statistics: a major focus has been placed on further improving the quality of Statistics. This has resulted in the establishment of a Corporate Statistical Quality Assurance Framework to further strengthen and sustain FAO's reputation and credibility as a centre of excellence in agricultural statistics. Moreover, a substantial number of new norms and standards have been developed to improve the quality of statistics produced by countries and to increase the comparability of data across countries and regions, thereby expanding the potential application and use of statistics overall. For example, the product classification was extended to better cover agricultural items and the first draft of Volume 1 of the *World Programme for the Census of Agriculture 2020* was completed.

82. The statistical data collected and disseminated by FAO has been widely used, and in particular from the corporate statistical database (FAOSTAT). The database was regularly updated and significantly extended to cover additional statistical domains, and received about 2.5 million user visits, with an increasing number from developing nations. Five regional yearbooks were launched and the pocket-sized *Food and Nutrition in Numbers* was released in time for the Second International Conference on Nutrition in November.

83. Strengthened statistical capacity: significant work has been carried out to improve national statistical capacities, particularly with respect to conducting surveys and censuses and pilot testing and applying cost-effective methodologies for collecting agricultural data.

84. One of the key elements of success has been the increasing partnerships created under the umbrella of the Global Strategy to Improve Rural and Agricultural Statistics and CountryStat. Through these partnerships, the coordination and the efficiency in the delivery of technical assistance and training activities at regional and country level has increased. In the case of the Global Strategy, specific efforts have been placed on strengthening the coordination and harmonization efforts of statistical capacity building activities, in particular with the African Union's CAADP<sup>32</sup> initiative and the USAID<sup>33</sup> capacity building initiative.

85. **Country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women (Outcome 6.3)** is delivered through quality services, coherent strategy and approaches to work on gender equality and empowerment in the Strategic Objectives programmes. Persisting gender gaps in economic opportunities and access to

<sup>30</sup> *The State of the World's Forests (SOFO)*

<sup>31</sup> *The State of World's Fisheries and Aquaculture (SOFIA)*

<sup>32</sup> Comprehensive Africa Agriculture Development Programme (CAADP)

<sup>33</sup> United States Agency for International Development (USAID)

productive resources in agriculture, as well as in the access to food, form major obstacles to achieving a world free from hunger and malnutrition. As closing these gaps and empowering rural women is central to all of FAO's five Strategic Objectives, gender is addressed as a cross-cutting theme, where gender experts and focal points actively engage with the SO teams in the programming and implementation of gender-related activities.

86. Significant results were achieved in strengthening FAO's institutional mechanisms for gender mainstreaming, as measured through two indicators.

- a) Indicator 6.3.A measures progress on 15 FAO gender mainstreaming minimum standards and women-specific targeted interventions, as defined in FAO's Gender Equality Policy. The minimum standards have been put in place to ensure that FAO systematically addresses gender equality dimensions in its normative work and in country-level programmes and projects. In 2014, the minimum standards were made operational through an implementation plan and performance measurement tool. From 2015 onwards, data from headquarters units and decentralized offices will be systematically collected to monitor progress.
- b) The second outcome indicator (6.3.B) assesses FAO's performance against the standards identified by the UN System-wide Action Plan on Gender Equality and Women's Empowerment (SWAP). In January 2014, FAO met or exceeded requirements on 12 out of 15 performance standards, pointing to significant achievements in strengthening FAO's institutional mechanisms and accountability frameworks for gender mainstreaming. This has put the Organization at the forefront of the UN system and paved the ground for providing effective support to improved food security and nutrition.

87. The reinforced institutional mechanisms provided a solid basis for FAO's normative and technical work. Country-level support was provided in a large number of ongoing projects and initiatives. Results were achieved in four main areas:

- a) *capacity development*: capacities of member countries to formulate and implement gender-responsive policies were strengthened through sector-specific learning initiatives. For instance, a gender and livestock training, targeted at national livestock officers and FAO counterparts from nine countries in Southern Africa. Most of the participants are already applying the acquired knowledge in addressing a gender perspective in their livestock programmes. Based on the success of these capacity development initiatives, another gender and livestock training was requested by South Asia and will be carried out in 2015;
- b) *knowledge generation*: the capacity development activities build on FAO's expertise and continuous generation of new knowledge and sharing of good practices on gender in agriculture and food security. Major results achieved in 2014 include the development of a comprehensive e-learning course on gender in food and nutrition security (SO1) and the consolidation of the Gender and Land Rights Database (SO3). Interagency workshops and technical meetings were organized to define FAO's strategy and approach on relevant new thematic areas, particularly on women's work burden (SO2), gender-sensitive value chain development and women's entrepreneurship (SO4). These thematic areas will be further developed and implemented through several Regional Initiatives;
- c) *policy dialogue and support*: during 2014, policy dialogues were established in several countries. Policy support, for instance, was provided to Guatemala for the effective implementation of Article 14 of the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), contributing to the adoption of the Policy on Gender Equality by the Ministry of Agriculture. Based on the Government request, further technical advice will be provided in 2015 for the implementation of the Policy. The promotion of gender equality in land tenure was also enhanced by supporting the implementation of the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT) in South-Africa, Nepal, Ethiopia and Mongolia (SO3);
- d) *statistics*: FAO improved the availability of gender-sensitive statistics in various technical areas. Among the most relevant initiatives, a re-tabulation of household budget surveys to

conduct a gender-sensitive analysis of food consumption indicators (SO1) and a pilot project to develop gender-sensitive indicators on women's access to and management of water resources were undertaken (SO2).

88. FAO's capacity to deliver high-quality gender work was also reinforced, particularly at decentralized level, by the appointment of new Gender Officers in three Regional Offices and the expansion of FAO's network of Gender Focal Points. Two gender specialists are part of the Core Team of each Strategic Objective. At least 90 decentralized offices reported a significant number of gender-related activities implemented, demonstrating the successful integration of gender issues in country programming processes. Staff capacity was enhanced through a series of trainings (four in regional offices during the last quarter of 2014) and the development of sector-specific tools and guidance material. Furthermore, a Technical Network on Gender was established *inter alia* to enhance FAO's outreach to external partners.

89. The integration of gender as a cross-cutting theme in FAO's Strategic Framework offered the opportunity to address gender inequality issues from the early stages of the Organization's planning process, including in the monitoring framework. However, there is still the need to address gender more systematically, particularly in the implementation of Regional Initiatives, if sustainable results are to be achieved.

90. Capacities for effective delivery have been strengthened and new resources have been mobilized for some key areas of work, such as through the UN joint programme on rural women's economic empowerment (with UN Women, IFAD, and WFP). Accordingly, the work of the cross-cutting theme on gender is expected to achieve additional results in 2015, including the following:

- a) member countries will be supported on gender-sensitive value chains and women's entrepreneurship through a SIDA-funded project in RNE and RAF (SO4);
- b) policy support in the implementation of Article 14 of CEDAW will be provided in selected countries in Africa and Central Asia, using the approach applied in Guatemala (SO1);
- c) country-level support in the context of the RWEE<sup>34</sup> joint project (SO3);
- d) in support of the policy discussions on "water for food security" led by CFS, policy-oriented research on gender inequality in water governance will be carried out (SO1 and SO2);
- e) policy-oriented studies in support of resilience building activities and focusing on the relationships between gender, agriculture, conflict and stability (SO5).

91. **Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes (Outcome 6.4)** are delivered through the cross-cutting theme on governance, where FAO aims to enhance the effectiveness of policy assistance and governance work at global, regional and national levels. This is being done through the provision of strategic advice for key global governance mechanisms, guidance on central policy and governance issues at regional and national levels, direct support to FAO's work in select country engagements and Regional Initiatives, and the development and enlargement of a community (network) of officers across the Organization engaged in policy and governance work at all levels.

92. The key performance indicator is on track for services to major global governance mechanisms, in which FAO already has exercised a leadership role (e.g. Post 2015 development agenda and High Level Task Force). The performance indicator for support to regional and national governance relates to issues for which options and solutions have been elaborated with key stakeholders, and although well below target, in 2014, activities are underway and enhanced support to Regional Initiatives and country programmes is envisaged in 2015.

93. Post-2015 development agenda: the Report of the General Assembly's Open Working Group (OWG) on Sustainable Development Goals (SDGs) strongly reflects Global Goals of FAO Members for ending hunger and fostering sustainable development. The OWG proposal lists 17 goals and 169 targets, including a comprehensive Goal 1 to "End poverty in all its forms everywhere," and a Goal 2 to "End hunger, achieve food security and improved nutrition and promote sustainable agriculture."

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<sup>34</sup> Economic Empowerment of Rural Women (RWEE)

Separate additional goals reflect FAO priorities on water (Goal 6), sustainable consumption and production patterns (Goal 12), climate change (Goal 13), the oceans, seas and marine resources (Goal 14), and terrestrial ecosystems, forests, desertification, land degradation and biodiversity (Goal 15). In support of preparing these goals FAO has provided effective coordination and leadership in numerous interagency processes.

94. High Level Task Force on Global Food Security (HLTF) and Zero Hunger Challenge (ZHC): with FAO's Director-General acting as executive Vice Chair of HLTF, FAO has successfully completed the recruitment of a new HLTF Coordinator, relocation and reconstitution of the HLTF Coordination Team to FAO, and reorganization of the HLTF programme of work to support the ZHC. Five working groups have been convened around each of the five elements of the ZHC, with terms of reference that include the development of programmatic frameworks, tools, and platforms for cooperation. The working groups enable more effective collaboration among the 23 agencies, funds and programmes of the HLTF and their partners to support the ZHC and SDGs.

95. ICN2 and Nutrition Governance: through the organization of ICN2 and its follow-up, FAO is also playing a leading role in the improvement of nutrition governance within the UN system.

**Strengthening the quality and effectiveness of FAO's policy and governance assistance** - FAO has placed increased emphasis on ensuring high-quality policy and governance support, with special efforts on identifying and addressing key policy challenges and governance bottlenecks in regional initiatives and in country-level engagements. FAO has improved its awareness of the interdependencies of policy and governance challenges. Important work has begun to improve communications among Policy Officers across the Organization through the formation of technical networks organized around key themes in the reviewed Strategic Framework. FAO is also enhancing its staff capability to support governance and policy work through the development of innovative training materials, support to e-learning and capacity development activities, and design of a Web portal for policy and governance support. However, governance work at national level to achieve progress towards cross-sector policy, legal frameworks, programme formulation and in particular implementation and review through coordination mechanisms requires a concerted effort and further focus by FAO and all stakeholders.

**Gender mainstreaming in the FAO results framework** - The gender specialists carried out an in-depth analysis in consultation with each Strategic Objective Team, to systematically identify key areas of work which required particular attention to gender, which resulted in:

- a) 14 Outcome level indicators that allow to track important results related to gender (including two under the Objective 6).
- b) 22 Output level indicators with qualifiers that are either gender-specific or present specific dimensions that allow monitoring and tracking results in gender-sensitive areas;
- c) inclusion of gender perspectives and approaches applied to specific activities integrated in the Strategic Objective work plans and projects;
- d) the introduction of gender markers, a coding system that allows to assess the gender-sensitivity of activities or of projects.

### III. Performance – Functional Objectives

#### *Functional Objective 8: Outreach*

##### *Overview*

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

97. Four priorities drove the work undertaken under this Objective: i) to embed into FAO's ways of working the strategy and policy on corporate communications and the strategies for partnerships with civil society organizations and with the private sector; ii) to develop and align FAO's strategies for Resource Mobilization and South-South Cooperation to the Strategic Framework; iii) to meet corporate needs for extrabudgetary funding and expand for South-South Cooperation partnerships, while diversifying the donor base; and iv) to empower the decentralized offices by providing them with the tools, technical support and advice to meet local requirements for outreach.

98. As indicated in the Adjustments to the PWB 2014-15,<sup>35</sup> the functions undertaken by the former Office of Knowledge Exchange, Research and Extension (OEK) were integrated within two Divisions, OPC and the newly created OCC. The rationale for this change was to provide better support for delivery of the Strategic Objectives by establishing a single focal point of expertise on matters related to communication, and by streamlining and reorienting work related to capacity development and outreach. The process of transfer of the functions of OEK to OPC and OCC also generated planned efficiency savings of USD 3.76 million and the abolition of 14 posts.

##### *Results achieved in 2014*

99. FAO is on track to achieve all of its six key performance targets for this Functional Objective. Performance has been particularly strong in establishing partnership agreements and advocacy initiatives (indicator 8.1.A) and mobilizing resources (indicator 8.3.A), including through South-South Cooperation. Since January 2014, FAO had established 42 partnership agreements and 22 advocacy initiatives of critical importance to the delivery of the Strategic Objectives, against a target of 15 for the whole biennium. This was partly the result of placing Partnership Officers in each regional office and partnership focal points in technical departments to advise and support the use of partnerships in the design and implementation of Outputs, Regional Initiatives and Country Programming Frameworks. Also, the 2014 - International Year of Family Farming catalysed a number of advocacy initiatives and multistakeholder policy dialogue events at headquarters and decentralized offices.

100. By December 2014, the amount of funds mobilized during 2014 came to USD 784 million of which USD 434 million or 56 percent is for policy advice, technical cooperation and knowledge products related work, and USD 350 million or 44 percent is for emergency assistance. The total amount of funds mobilized is expected to reach a level of USD 910 million for the year when the 2014 accounts are closed, the second highest annual amount in FAO's history. This is the result of the new strategy for Resource Mobilization and FAO's investment in developing tools and building capacity for resource mobilization in the field. A major exercise of prioritization was undertaken as well as a clear definition of corporate roles and responsibilities and accountability in Resource Mobilization. Moreover, an increase in confidence has been detected among donors in FAO's ability to deliver, and FAO's brand image has been strengthened by the reviewed Strategic Framework, the streamlining of business processes and the reinforcement of management capacity in the field.

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<sup>35</sup> CL 148/3 paragraphs 20-27

101. Other highlights of achievements include:
- a) greater involvement of non-State actors in global meetings held in 2014 under FAO's auspices and in the context of the International Year of Family Farming, including the Committee on World Food Security, the Global Dialogue on Family Farming, the Second International Conference on Nutrition and the International Symposium on Agro-ecology;
  - b) diversification of FAO's extrabudgetary funding base, as two middle-income countries now figure in the top ten of resource partners (compared to none in 2012-13);<sup>36</sup>
  - c) Expansion of new innovative funding modalities allowing less earmarked allocation of resources to support corporate priorities such as the Multidonor partner mechanism (FMM) or the Africa Solidarity Trust Fund (ASTF);
  - d) increase in the number of countries willing to provide expertise to address excess of demand over supply for South-South and triangular Cooperation support in food security and agriculture. Long-standing partner countries financially and technically supporting the initiative (such as Brazil, China and Japan) have reaffirmed their commitment. Other countries such as Angola, Equatorial Guinea, Mexico, Morocco, Republic of Korea, and Venezuela are joining;
  - e) development of comprehensive e-learning curricula for use in member countries, covering climate change, gender, child labour, food security and the governance of tenure;
  - f) launch of a new workflow for publications, which will rationalize and significantly reduce the total time and cost to issue a publication, from conception to dissemination;
  - g) posting of Regional Communication Officers to each region, to coordinate the communication function at regional and country level;
  - h) the reassessment of needs of users and target audiences, which led to the creation of new sections on the corporate FAO Web site and the revision of others (examples include the Members Gateway for Permanent Representatives, the media section for journalists and media and the resource partner section for donors).

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<sup>36</sup> Source: C2015/8 Programme Implementation Report 2012-13, table 11, page 92

### ***Functional Objective 9: Information Technology***

#### *Overview*

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

103. The main priorities during 2014 were to re-engineer the Information Technology Division so as to align it more closely with the strategic needs of the Organization and reduce costs as foreseen in the Adjustments to the PWB 2014-15.<sup>37</sup> This latter element comprised two elements: re-evaluating client needs and the potential for IT support to programme delivery; and improving productivity and client service, through streamlining and reorganizing, benchmarking more extensively against professional standards, and modernizing the management and cost control structures.

104. These reforms allowed CIO to achieve the USD 11 million in savings planned for FO9 in the Adjustments to the PWB 2014-15, including the abolition of 41 posts and the reduction of use of short-term staff and consultants, while continuing to provide IT services to the Organization.

#### *Results achieved in 2014*

105. FAO is on course to meet the target for one of the three key performance indicators for 2014 as it pertains to IT solutions and services. This indicator (9.1.C), which is associated with the completion of IT projects on time, within budget and to expected quality, was considerably ahead of the required standards as of the end of 2014.

106. The two other indicators, which measure customer satisfaction (9.1.A) and the achievement of targets in Service Level Agreements (9.1.B) respectively were not measured in 2014 due to the major changes in the delivery of IT solutions and services, following the restructuring of the CIO Division and the reorientation of its focus on strategic and customer needs.

107. Nevertheless, current data suggests that targets for these two indicators will be met by the end of 2015. Steps have been taken to improve service delivery and define service levels. Furthermore, CIO is introducing job-based feedback to provide real-time information on quality of service. Preliminary results indicate that time taken to resolve CIO customer queries and issues has been reduced by 75% and over 90% of customers are satisfied with the support provided.

108. Major efforts were undertaken in 2014 to improve IT support for GRMS.<sup>38</sup> During the year, CIO processed 26 000 requests for support, introduced 177 business improvements and cleared the backlog of GRMS functionalities built in 2013 but not tested. To improve the utility of GRMS in the field, CIO organized the creation of a field working group to provide greater representation of field staff in design of GRMS improvements.

109. Other highlights in supporting FAO's programme of work include:

- a) Consolidation of the corporate IT infrastructure, in particular as regards email support, information databases and software programmes, which reduced servicing costs, improved data reliability, accessibility, integrity and increased protection against various cyber threats;
- b) reinforcement of the IT security team to meet current cyber threats, which will be continued during 2015;
- c) development of the IT elements for business analytics and corporate reporting of the Balanced Scorecard and for other administrative work such as HR reform.

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<sup>37</sup> CL 148/3 paragraphs 16-19

<sup>38</sup> Global Resource Management System (GRMS)



110. Highlights of modernized IT working practices put in place include:
- a) restructuring of CIO to provide stronger management control and greater alignment with strategic priorities of the Organization and customers' needs;
  - b) further professionalizing CIO by defining a service delivery model and establishing performance standards, derived from industry norms and linked to the new Service Levels Agreements;
  - c) establishing a new quality assurance function, covering all aspects of providing IT solutions, from testing of software to providing adequate supporting documentation;
  - d) creating a planning, budgetary and operational control unit, including a time recording system to improve cost control and resource utilization;
  - e) contracting out aspects of software development. These contracts are expected to reduce costs and provide greater flexibility to cope with fluctuations in demand.

### ***Functional Objective 10: FAO governance, oversight and direction***

#### *Overview*

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

112. These functions help Members in discharging their responsibilities for the supervision of the Organization, lay out the strategy of the Organization and drive its implementation. This involves mechanisms to assess and take action on programmatic results and on the underlying health of the Organization; and supporting effective governance by ensuring compliance with the Basic Texts and with the policies adopted by the Members. A major priority has been to complete the transformational change process by putting in place measures to implement the Strategic Framework and strengthen management control.

113. The Adjustments to the PWB 2014-15<sup>39</sup> streamlined the functions related to governance, oversight and direction, leading to the abolition of 11 positions net and planned efficiency savings of USD 6.09 million.

#### *Results achieved in 2014*

114. FAO is on course to achieve two of the four key performance targets for this Functional Objective, relating to: implementation of governing body decisions within the prescribed deadlines (indicator 10.1.B) and percentage of recommendations where the agreed management response has been implemented by the due date (indicator 10.2.A).

115. One target is recorded as not met. Target 10.1.A required by the end of the biennium a 20 percent improvement, from 70 percent to 90 percent, in the delivery of governing body documents on time and required languages. By the end of the first year, FAO had recorded only a six percent improvement in discharging this corporate responsibility. Management took note of this slow progress, and CPA will use strengthened monitoring and oversight of rate of document submission to encourage the active cooperation of governing body secretariats and Divisions involved in the production of meeting documents.

116. Data is not available to measure performance against target 10.3.A (percentage of Organizational Outcome targets met), as these targets are set and measured on a biennial basis. Nevertheless, 82% percent of Output indicators targets have been met which provides some assurance that FAO is on course to meet the Organizational Outcome target.

117. Highlights of achievements include:

- a) development of an integrated approach to programme planning, delivery and monitoring and reporting based on evidence, joining up all layers of the Organization including the country level;
- b) FAO procedures for Country Programming and the Project Cycle revised to strengthen the strategic focus and reduce transaction costs;
- c) development and release of FAO's first comprehensive Results Dashboard, a programmatic monitoring tool, bringing together data on results and financial performance from multiple sources (including country level data). It provides Delivery Managers (including FAO Representatives), Strategic Objective Coordinators and other senior managers with the information needed to better control and direct their operations, thereby improving transparency, accountability and organizational capacity to learn and improve;
- d) various evaluations presented to governing bodies, including the Independent Review of Governance Reforms, two evaluations of regional and subregional offices, two thematic

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<sup>39</sup> CL 148/3 paragraph 109

- evaluations, a joint evaluation with WFP and a synthesis report of country level evaluations in middle-income countries;
- e) two field visits organized for senior members of Permanent Representations to familiarize themselves with FAO's country operations;
  - f) further enhancements to the procedures for recruiting FAO Representatives, thereby continuing the reinforcement of management controls in country offices;
  - g) agreement to extend FAO's presence to three countries, with a further five in the final stages of completion, and implementation of a cost-sharing agreement with IFAD;
  - h) protection to short- and long-term organizational interests provided by support and advice on a wide variety of complex and sensitive legal issues to governing and statutory bodies, individual Member States, FAO senior managers, and organizational units;
  - i) endorsement by the Corporate Programmes Monitoring Board of FAO's first Accountability Policy,<sup>40</sup> bringing together the suite of accountability mechanisms to establish performance expectations and monitor, assess and report on expected performance at all levels of the Organization, with partners, and with the governing bodies; and
  - j) enhancement of audit recommendations, follow-up accountability and process, and updates completed of FAO's anti-fraud and anti-harassment policies.

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<sup>40</sup> FC 157/15

### *Functional Objective 11: Efficient and effective administration*

#### *Overview*

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

119. Throughout the biennium, the main focus for work on more effective and efficient administration involved putting in place the measures and processes to support FAO's first IPSAS<sup>41</sup> compliant financial statements, strengthening the staff skills mix to meet the requirements of the reviewed Strategic Framework and supporting the management of assets and other resources in the field. Two progress reports on implementation of the human resources strategic framework and action plan during 2014 were provided directly to the Finance Committee.<sup>42</sup>

120. The delivery of human, financial and administrative services was streamlined at the start of the biennium, allowing for the abolition of 16 positions in the Adjustments to the PWB 2014-15<sup>43</sup> as part of the efficiency savings to be achieved in the biennium.

#### *Results achieved in 2014*

121. FAO is on course to achieve four of the six key performance indicators for efficient and effective administration. One biennial target has been achieved already by the receipt of an unqualified opinion from the External Auditor for the 2012-13 accounts (indicator 11.2.A). Progress is on course for three targets: the time required to recruit staff (indicator 11.1.A), geographic mobility (indicator 11.1.C), and number of jobs with a generic job title (indicator 11.1.D).

122. The achievement of one target is currently behind schedule. The percentage of member countries that are equitably represented fell to 64 percent in 2014 from 71 percent in 2013. Three factors contributed to this fall: a stricter definition of the staff to be included in calculating geographical distribution; an additional three countries becoming Member States; and (as is usual at this point in the biennial budgetary cycle) the number of vacant posts. Adjustments for cyclical factors coupled with existing measures, in particular substantially reduced recruitment times, will partly remedy this situation. FAO is also undertaking targeted measures to attract qualified candidates from under- and un-represented countries. Despite these measures, it is not foreseen that the target on geographical representation that was set at the start of the biennium can be reached.

123. Indicator 11.3.A (level of client satisfaction with the administration of human, physical and financial resources) was not assessed during 2014. Measurement against the indicator requires an Organization-wide survey, which is undertaken, for reasons of cost and practicality, on a biennial basis. Nevertheless, data routinely collected in monitoring Service Level Agreements, in units where these are foreseen during the year, suggests that performance is meeting or exceeding standards. FAO is consequently confident that the indicator target will be met in 2015.

124. Some highlights of achievements include:

- a) the introduction of a targeted training programme for FAO representatives and their staff, developed and launched in learning@fao;
- b) revised selection and appointment procedures for professional PWB positions (national and international) were introduced in May 2014. The revised processes ensure a more objective and transparent selection process and have reduced significantly the recruitment time-frame;
- c) development of a set of automated Dashboard and Standard HR Reports (covering topics such as gender, geographic distribution, projected retirements, turnover, etc.);
- d) completion of the prerequisite steps prior to preparing the Organization's first IPSAS-compliant financial statements for the financial year 2014;

<sup>41</sup> International Public Sector Accounting Standards (IPSAS)

<sup>42</sup> FC 154/11 and FC 156/10

<sup>43</sup> CL 148/3 paragraph 109

- e) promulgation of revised financial rules in the FAO Manual, integrating rules and guidance from governing body decisions and other sources, providing up-to-date and easy access guidance to staff and management on key financial matters with the aim to facilitate compliance in the FAO Handbook;
- f) opening of the new onsite childcare centre at FAO Rome, facilitating the work-life balance for employees at headquarters;
- g) implementation of several initiatives relating to environmental impact at headquarters (waste reduction and management and energy savings) and at decentralized offices, including the agreement with UNEP<sup>44</sup> on development of waste management guidance for decentralized offices;
- h) implementation of new travel policies leading to envisaged cost savings;
- i) targeted medical support provided to employees working on L3 emergencies and in the Ebola-affected countries.

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<sup>44</sup> United Nations Environment Programme (UNEP)

### *Capital Expenditure*

125. At the end of 2013, FAO revised the criteria for the approval of Capital Expenditure proposals. The new criteria brought greater rigour to the assessment of investment quality of Capital Expenditure proposals, in particular as regards corporate significance, measurable benefits and costs, timescales and risks. As a result, units produced higher quality proposals that met these more stringent requirements. This had three consequences: formulation and approval of Capital Expenditure projects took longer than before; thus delivery under Capital Expenditure was lower in 2014 compared to similar periods in previous biennia; and while some projects had reached major milestones, none had been finished, and so no data was available to measure performance against the indicator targets at this time.

### *Security Expenditure*

#### *Overview*

126. The Security Expenditure Chapter provides the basis for measuring the provision of a safe and secure working environment at headquarters and decentralized offices. The responsible business units are the Headquarters Security Unit (CSDU) and the Field Security Unit (DDOS).

127. The Adjustments to the PWB 2014-15<sup>45</sup> streamlined the functions related to security, leading to the abolition of 10 positions.

#### *Results achieved in 2014*

128. FAO is on course to achieve five of the six key performance indicator targets. The sixth target concerns the percentage of staff having completed Basic Security Training (indicator 14.1.A). FAO is revisiting the methodology used to collect data on this indicator.

129. During the year, headquarters security has provided a safe and secure working environment for FAO. The activities covered routine staff security, as well as high-profile events such as the Second International Conference on Nutrition and visits from Heads of State.

130. On field security, the corporate priority for the first year of the biennium, was to put in place an infrastructure to anticipate and respond to field security incidents in the highest risk locations. FAO accordingly placed international security experts in high-risk locations, supported by locally-recruited experts. During the year, the Field Security Unit advised on the security aspects of the response to Level 3 emergencies and the planning and response to natural and man-made disasters, and regularly briefed senior management on security risks in the field. With the infrastructure and ongoing support for high-risk locations in place, the priority for 2015 is to address security in locations with a lower level of security risk. These actions will increase compliance of FAO's field offices with UN security standards as required by key performance indicator (14.2.A).

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<sup>45</sup> CL 148/3 paragraph 109

#### **IV. Management of delivery and resources**

131. This section provides an overview developments in the delivery of the programme of work, the financial delivery under all source of funds and the performance of the Technical Cooperation Programme.

##### *Management of delivery*

132. Implementation arrangements have been put in place since the beginning of 2014 to enable effective execution of the PWB 2014-15, based on the principle of preserving existing and well-functioning delivery mechanisms, while addressing critical gaps in terms of corporate delivery and accountability.

133. As foreseen, the Corporate Programmes Monitoring Board (CPMB) provided strategic direction, coordination, oversight and continuous review of the matrix approach for programme delivery, with a particular emphasis on the Strategic Objectives. The CPMB is chaired by the Director-General and comprises the Deputy Directors-General, Assistant Directors-General (all locations), Strategic Objective Coordinators (SOCs), and Director OSP. The CPMB met 11 times in 2014 to review and approve SO work plans and skill mix; agree policies and implementation plans for resource mobilization, delivery mechanisms (in particular regional initiatives), the project cycle, technical networks, accountability, and monitoring and reporting; and review performance against targets.

134. Established delivery mechanisms within organizational units have been reinforced with the introduction of Delivery Managers (DMs), who provide a results-oriented bridge between Strategic Objective Coordinators (SOCs) and the units delivering products and services. The Delivery Managers coordinate, monitor and steer delivery towards desired results as measured by the indicators (see Section II) in a corporate approach that brings together contributions of headquarters technical units and decentralized offices.

135. Delivery Managers' roles have been defined and incumbents identified accordingly. DMs for corporate technical activities at headquarters are supported by Assistant Directors-General and Directors. Similarly, regional initiative DMs based in regional or subregional offices support the SOCs in implementation, and in turn are supported by the relevant Regional Representative and units and staff involved with the Regional Initiative (RI) at headquarters and decentralized locations. FAO Representatives act as DMs at country level within the context of Country Programming Frameworks, which encompass inter alia country-specific work elements of RIs, corporate technical activities and other areas of work.

##### *Financial delivery*

136. Conference Resolution CR 7/2013 approved the 2014-15 budgetary appropriation of USD 1,005.6 million and the Programme of Work, subject to adjustments based on guidance provided by the Conference to identify further efficiency savings in the amount of USD 36.6 million. The revised distribution of the net appropriation by budgetary chapters was approved by the Council in December 2013 in the Adjustments to the Programme of Work and Budget 2014-2015.<sup>46</sup>

137. FAO's Programme of Work is implemented through an integrated budget comprising the net appropriation and voluntary contributions. In the revised distribution of the net appropriation, USD 563.3 million (56 percent) was programmed under the Strategic Objectives and Chapter 6; USD 262.1 million (26 percent) was programmed under the Functional Objectives; USD 134.7 million (13 percent) was programmed under Technical Cooperation Programme; and USD 45.5 million (5 percent) under the special chapters for Capital Expenditure, Security Expenditure and Contingencies. Voluntary contributions required to implement the programme of work were estimated at USD 1,437.4 million in the PWB 2014-15,<sup>47</sup> of which USD 1,404.5 million (98 percent) for the Strategic Objectives and Chapter 6, and USD 32.8 million (2 percent) for the Functional Objectives and Security Expenditure.

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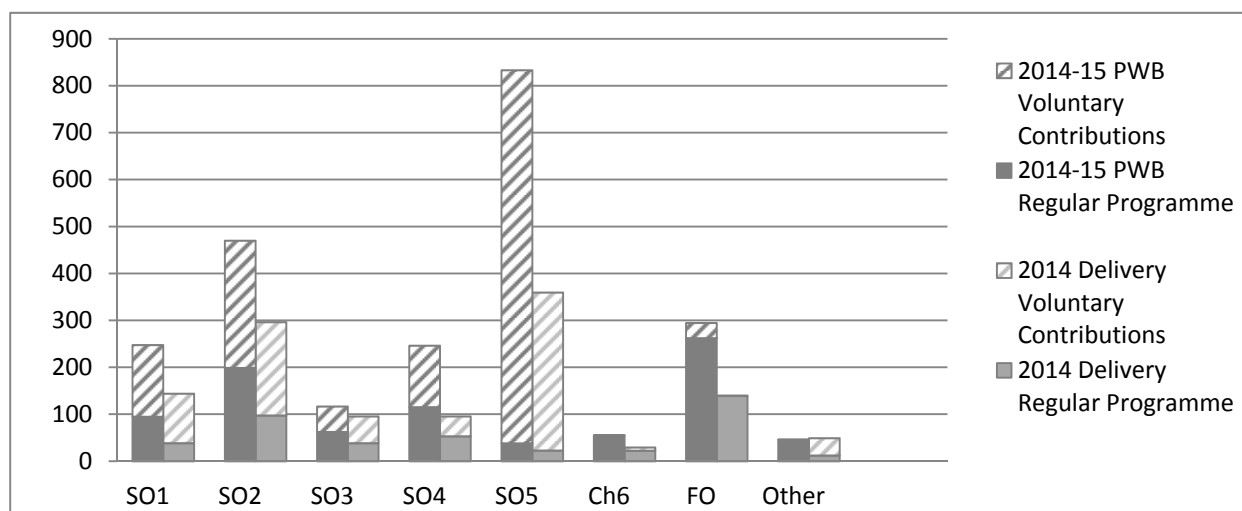
<sup>46</sup> CL 148/3

<sup>47</sup> C 2013/3

138. The delivery of net appropriation resources in 2014, the first year of the biennium, is on track. Delivery against the approved biennial budget programmed in Strategic and Functional Objectives, and Special chapters of USD 870.9 million reached about USD 423.6 million (about 49 percent). Delivery against the 2014-15 Technical Cooperation Programme is shown in the next section. Delivery of voluntary contributions stands at about USD 784.2 million, 55 percent of the level of resources estimated in the PWB 2014-15. Financial delivery reported in this document is preliminary. It is based on 2014 expenditures, commitments and income as at end-December in the unaudited accounts of the Organization prior to closure of the 2014 annual accounts in January 2015.

139. The 2014-15 budgeted resources are compared with 2014 delivery for the Strategic Objectives, Chapter 6 and Functional Objectives in *Figure 4*. The category "Other" groups Capital and Security Expenditure for the Regular Programme, and voluntary contribution resources not mapped yet to the Strategic Framework.

**Figure 4: Budget compared to 2014 delivery by budgetary chapters (excluding TCP) (USD 000)**



140. The annual report on budgetary performance and budgetary transfers in the 2014-15 biennium<sup>48</sup> is presented to the Finance Committee at this session. The document outlines biennial forecasted expenditure and forecasted budgetary transfers arising from the implementation of the 2014-15 programme of work.

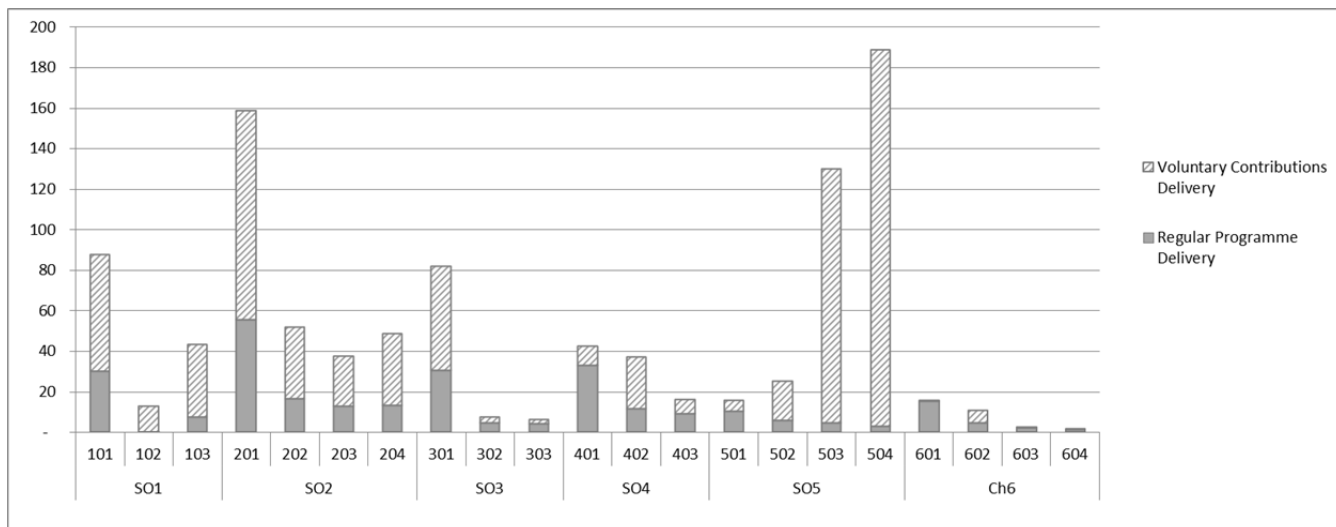
141. Delivery of voluntary contributions is ahead of the estimated forecast for the biennium. This is mostly due to the level of uncertainty of estimating available voluntary contributions one or more years in advance at the time preparation of the PWB document, and to a surge in resources mobilization during implementation.

142. Financial performance at Outcome level for the Strategic Objectives and Objective 6 is shown in *Figure 5*.

<sup>48</sup> FC 157/8



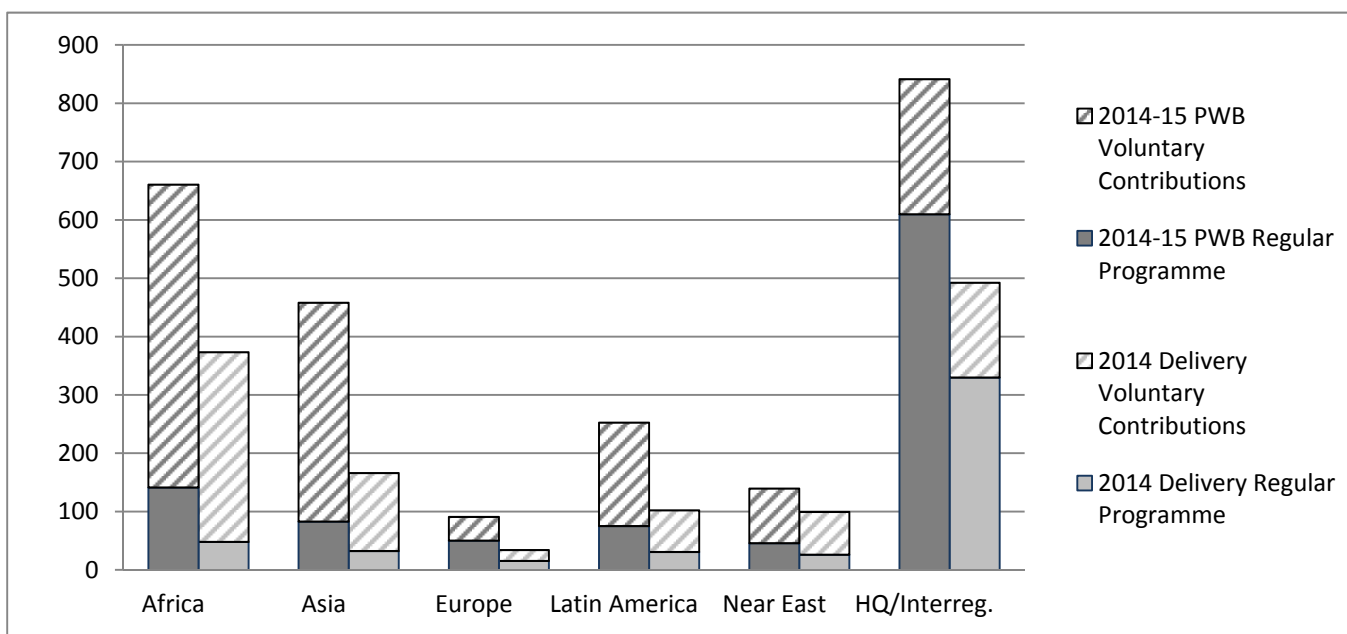
**Figure 5: Delivery at Outcome level for Strategic Objectives and Chapter 6 (USD 000)**



143. The financial implementation rate by region and headquarters is illustrated in *Figure 6*.

144. Total delivery in the first year of the biennium in the Africa and the Near East and North Africa regions, as well as at headquarters and for interregional, is higher than expected. In Africa, the surge in delivery of voluntary contributions is due in particular to Level 3 emergencies in Central African Republic and South Sudan. In the Near East Region delivery of voluntary contributions nearly doubled from 2013 to 2014, with over 90 percent relating to programmes in Iraq, Saudi Arabia, Syria, Sudan (Republic) and West Bank and Gaza, and aligned to the Regional Initiatives. The Iraq programme includes the newly approved OCHA-funded programme targeting conflict-affected rural households. The delivery of interregional and global projects (e.g. the newly approved “Common Oceans, Global sustainable fisheries management and biodiversity conservation in Areas Beyond National Jurisdiction (ABNJ Program)”), reached over 90 percent of the PWB delivery estimates.

**Figure 6: Budget compared to 2014 delivery by regions and headquarters (USD 000)**



**Technical Cooperation Programme**

145. During 2014, 239 TCP projects for USD 58.5 million were approved against the 2014-15 appropriation, representing 45 percent of the net appropriation of USD 129.6 million available for project approval. Of this, 91 percent has been committed for development support, and 9 percent for emergency assistance.

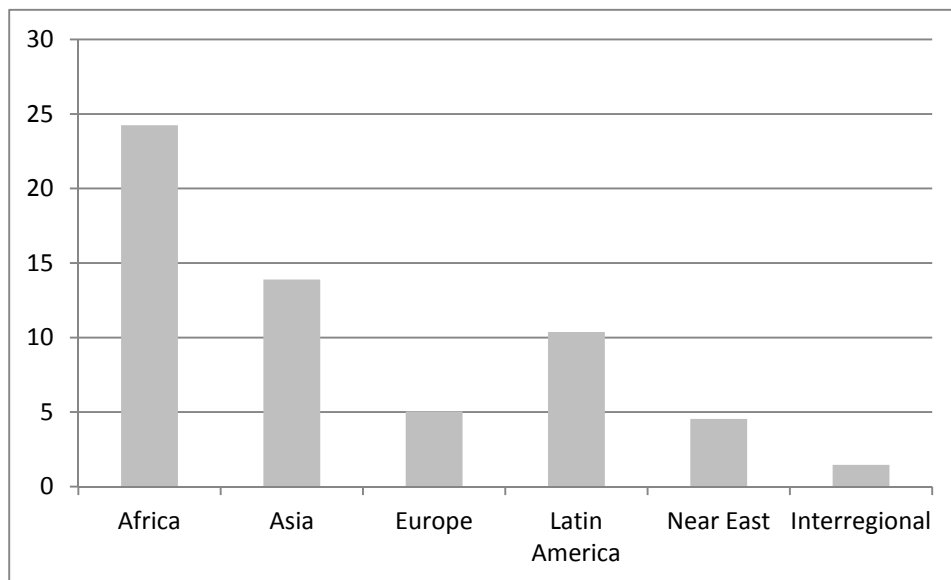
**Figure 7: TCP biennial approvals at the end of 2014 (USD million)**

TCP Type and Recipient Region	2014-15 Appropriation	2014 Approvals	% Approved
Africa	42.3	18.7	44%
Asia	25.4	14.8	58%
Europe	10.5	5.5	52%
Latin America	19.0	7.3	38%
Near East	9.2	5.9	64%
Interregional	3.9	1.3	33%
<b>Subtotal Technical Cooperation</b>	<b>110.3</b>	<b>53.4</b>	<b>48%</b>
<b>Subtotal Emergency Assistance</b>	<b>19.3</b>	<b>5.0</b>	<b>26%</b>
<b>TOTAL</b>	<b>129.6</b>	<b>58.5</b>	<b>45%</b>

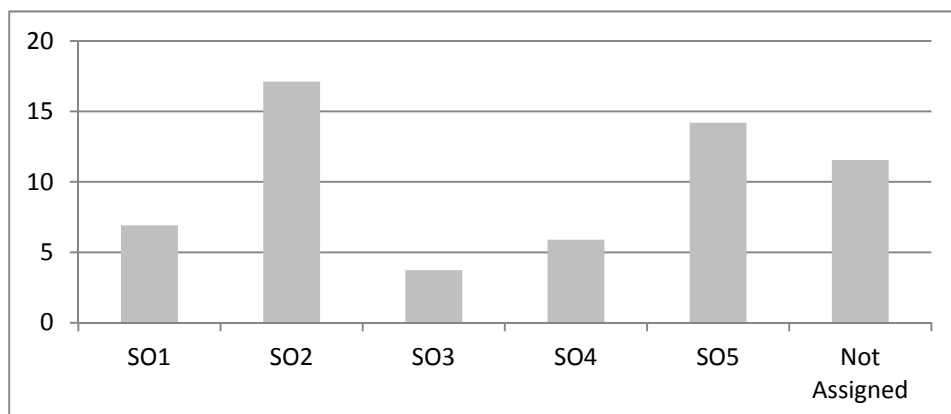
146. TCP funds are available for expenditure over two biennia (delivery starts in the funding biennium and continues into the following one). TCP delivery in 2014, for both 2012-13 and 2014-15 appropriations, amounts to USD 56.6 million. Of this, USD 45.5 million was expended for projects approved against the 2012-13 appropriation, bringing the total delivery of 2012-13 appropriation to 74 percent. The average monthly expenditure rate indicates that the target of 100 percent delivery against the 2012-13 appropriation will be reached by end 2015.

147. TCP assistance delivered under approved projects in 2014 was distributed as illustrated in *Figures 8 and 9* by recipient and by Strategic Objective. The monitoring process detected that a number of projects approved against the 2012-13 appropriation had not yet been mapped to the 2014-2015 Strategic Framework (this is reflected in the “not-assigned” column in *Figure 9*).

**Figure 8: TCP 2014 delivery by region (USD million)**



**Figure 9: TCP 2014 delivery by SO (USD million)**



### *Annex 1: Monitoring and reporting process - Outputs*

148. The FAO results framework for 2014-17 guides the planning and monitoring of the Organization's work. At the core of the framework are the indicators that measure progress at each level of the results chain: Outputs, Organizational Outcomes and Strategic Objectives. This provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.

149. The process of monitoring results at the level of Strategic Objectives and Outcomes was progressively developed and described in the MTP 2014-17 / PWB 2014-15<sup>49</sup> in February 2013, the Adjustments to the PWB 2014-15<sup>50</sup> in October 2013, and the report on Progress on the MTP 2014-17<sup>51</sup> in May 2014. Monitoring and reporting at the Strategic Objective and Outcome level will take place at the end of the biennium.

150. Progress on Outputs is monitored on an annual basis. This annex briefly describes the process of annual monitoring of Outputs that was developed and applied for the year 2014.

151. Outputs are FAO's contribution in terms of processes, products and services to the Organizational Outcomes in the results chain. They represent the results for which FAO is directly accountable at the national, regional and global levels through the tangible delivery of FAO's interventions funded through assessed and voluntary contributions.

152. Progress on achievement of Outputs is monitored on an annual basis using published indicators, targets and measurement methodologies developed by each Strategic Objective Coordinator. Fifty output level indicators for the five Strategic Objectives were developed in 2013 and early 2014, as presented in *Annex 2*. Each Output indicator is underpinned by a measurement methodology, which was applied in the last quarter of 2014. Measures were aggregated and reviewed by delivery managers, senior managers and the Corporate Programmes Monitoring Board, as follows.

- a) Responsibilities were assigned and support provided for data collection, processing and analysis by country offices, regional offices, and Strategic Objective teams using existing corporate information systems.
- b) Special attention was given to the systematic selection of corporate Output indicators by country offices to report on results achieved by FAO at country level. This provided an opportunity for the regional and SO delivery teams to engage effectively with country offices on the results to be reported. Through this process, country offices have selected on average 13 Output indicators that represent their contribution to the FAO results chain during 2014-15. The process will continue in 2015, in particular to more closely link the Country Programming Frameworks to the Output indicators.
- c) Regional Offices and delivery managers of Regional Initiatives measured relevant Output indicators at regional level, and relevant delivery managers at the global level.
- d) Strategic Objective Coordinators, analysed, validated and aggregated the measures of all reported Output indicators against a common set of quality assurance criteria. Only validated results have been included in reporting on progress against targets in the MTR 2014. The data were aggregated using the newly-developed FAO Results Dashboard.
- e) A "traffic light" rating was used for assessing progress in terms of actual values against the output level indicators targets:
  - Good progress (●) - the work is well on track, with the indicator value scoring from 75% up to 100% or more against the target. This identifies potential areas for stretching the targets to further drive up performance and drawing good practices to be transferred to other work areas as appropriate.
  - Moderate progress (◻) – somewhat off track with the indicator value scoring between 50% and 75%. Concerned managers will need to analyse and take remedial action to bring work back on track.

<sup>49</sup> C 2013/3 paragraphs 30-48

<sup>50</sup> CL 148/3 paragraphs 44-70

<sup>51</sup> PC 115/2 – FC 154/9 paragraphs 2-22 and CL 149/LIM/6

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- Off-track ( $\Delta$ ) – when the indicator value scores lower than 50% against the target, requires analysis and intervention at corporate level.
  - f) In January 2015, the Corporate Programmes Monitoring Board (CPMB) reviewed the results of the 2014 annual monitoring of Output indicators, as well as emerging good practices and areas for reflection.

*Annex 2: Progress against Output indicators – Strategic Objectives*

Progress: Good ●; Moderate □; Off-track ▲				
Output	Indicator	2014 target	Actual 2014	Progress
<b>SO1: CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION</b>				
1.1.1 Improving capacities of governments and stakeholders for developing sectoral and cross-sectoral policy frameworks and investment plans and programmes for food security and nutrition	Number of policy processes with enhanced incorporation of food security and nutrition objectives and gender considerations in sectoral policies, investment plans and programmes as a result of FAO support.	65	80 (123%)	●
1.1.2 Improving capacities of governments and stakeholders to develop and implement legal frameworks and accountability mechanisms to realize the right to adequate food and to promote secure and equitable access to resources and assets	Number of policy processes with enhanced incorporation of food security and nutrition objectives in legal frameworks as a result of FAO support	3	14 (467%)	●
1.1.3 Improving capacities in governments and stakeholders for human resource and organizational development in the food security and nutrition domain	Number of organizations that have strengthened capacities for human resource and organizational development in the food security and nutrition domain as a result of FAO support	15	22 (147%)	●
1.1.4 Improving capacity of governments and other stakeholders to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for food security and nutrition	Number of countries that improved financial resource allocation and use for food security and nutrition as a result of FAO support	7	18 (257%)	●
1.2.1 Improving capacities of governments and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition	Number of policy processes with more inclusive coordination, involving different sectors and stakeholder groups (i.e. from private sector, public sector and civil society) for food security and nutrition governance as a result of FAO support	40	25 (63%)	□
1.3.1 Improving capacities of governments and stakeholders to monitor trends and analyze the contribution of sectors and stakeholders to food security and nutrition	Number of countries with improved monitoring and analysis of food security and nutrition, including the contributions of different sectors, for informed decision-making as a result of FAO support	16	35 (219%)	●
1.3.2 - 1 Improving capacities of governments and stakeholders to map, monitor and evaluate policies, programmes and legislation relevant to food security and nutrition for informed decision making	Number of policy processes with improved human and institutional capacities for managing mapping systems relevant for food security and nutrition decision-making as a result of FAO support	10	7 (70%)	□

Output	Indicator	2014 target	Actual 2014	Progress
1.3.2 - 2	Number of policy processes with improved human and institutional capacities for monitoring and evaluating the impact of policies and programmes on food security and nutrition as a result of FAO support	8	9 (113%)	●
<b>SO2: INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER</b>				
2.1.1 Innovative practices for sustainable agricultural production (including traditional practices that improve sustainability, such as those listed as Globally Important Agricultural Heritage Systems) are identified, assessed and disseminated and their adoption by stakeholders is facilitated	Number of FAO-supported initiatives that used inclusive and participatory approaches to validate and facilitate uptake of innovative practices for sustainable agricultural production	64	125 (195%)	●
2.1.2 Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated	Number of FAO supported initiatives conducted to identify, document, and facilitate uptake of integrated and multi-sectoral strategies for sustainable ecosystem management, restoration and climate change adaptation and mitigation	356	106 (30%)	▲
2.1.3 Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems	Number of public and private knowledge organizations and institutions, management agencies and networks that received organizational and institutional and/or technical capacity development support from FAO	329	574 (174%)	●
2.2.1 Countries are supported to analyse governance issues and options for sustainable agricultural production and natural resources management	Number of countries supported with analyses of governance issues and options for integrated agricultural and natural resources sector sustainability	15	12 (80%)	●
2.2.2 Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management	Number of policy processes with cross-sector dialogue on integrated and more sustainable agricultural and natural resource production systems that were supported by FAO	3	34 (1133%)	●
2.2.3 Public service organizations and inter-organizational mechanisms are supported for the implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management	Number of national public service organizations and inter-governmental mechanisms to which FAO provided substantial support for reforms of institutional structures, functions or managerial procedures	108	70 (65%)	□
2.3.1 Stakeholders are supported to participate in, update existing and develop new international (including regional) instruments and mechanisms under the auspices of FAO	Number of international instruments (normative frameworks, standards, guidelines, recommendations and other subsidiary texts) adopted by an FAO mechanism or instrument or by their subsidiary bodies/technical working	33	31 (94%)	●

Output	Indicator	2014 target	Actual 2014	Progress
	groups, pertaining to sustainable agriculture production and natural resources management			
2.3.2 Stakeholders are supported to enhance recognition and consideration of the agriculture sectors in the international instruments, governance mechanisms, processes, and partnerships that are relevant to FAO's mandate yet not under the auspices of FAO	Number of processes in non-FAO international mechanisms/instruments that FAO supported to reflect sustainable agricultural production and natural resource management concerns in their decisions or products	44	33 (75%)	●
2.3.3 Stakeholders are supported to facilitate implementation and application of international (including regional) instruments and the recommendations/requirements of related governance mechanisms	Number of processes and partnerships supported by FAO to facilitate implementation of the international (including regional) instruments and mechanisms that foster sustainable agricultural production and natural resource management	75	62 (83%)	●
2.4.1 – 1 Relevant data and information is assembled, aggregated, integrated and disseminated and new data is generated through analyses and modelling, jointly with partners	Number of additional data points in the relevant datasets of FAO's main statistical databases	399,500	3,027,269 (758%)	●
2.4.1 - 2	Percent of relevant social datasets in FAO's main statistical databases that feature data disaggregated by gender	2	2 (100%)	●
2.4.2 Methodologies, norms, standards, definitions and other tools for the collection, management, aggregation and analysis of data are formulated and disseminated	Number of new or revised methods, norms, or standards for the collection, management, aggregation and analysis of data/information that were developed by FAO and approved by a competent body	21	27 (129%)	●
2.4.3 Capacity development support is provided to institutions at national and regional levels to plan for and conduct data collection, analyses, application and dissemination	Number of relevant data/information products that were produced by stakeholders with capacity development support from FAO	146	104 (71%)	□
<b>SO3: REDUCE RURAL POVERTY</b>				
3.1.1 Support to strengthen rural organizations and institutions and facilitate empowerment of rural poor	Number of countries in which support was provided to create an enabling environment for rural organizations and institutions, as well as the empowerment of the rural poor	21	22 (110%)	●
3.1.2 Support to the promotion and implementation of pro-poor approaches to policies and programmes which improve access to and sustainable management of natural resources	Number of countries provided with support for the design, monitoring and implementation of approaches, policies and interventions that promote equitable access to, and sustainable management of productive natural resources	4	7 (175%)	●



Output	Indicator	2014 target	Actual 2014	Progress
3.1.3 Support to improve access of poor rural producers and households to appropriate technologies and knowledge, inputs and markets	Number of countries in which support was provided for the development and implementation of pro-poor, gender-sensitive knowledge, science and technologies for increased availability of food and better access to markets	16	12 (75%)	●
3.1.4 Support to innovations in rural services provision and infrastructure development accessible to the rural poor	Number of countries in which support was provided for the design and implementation of policies and approaches promoting innovative, pro-poor and gender-sensitive rural services delivery systems and rural infrastructure models	11	6 (55%)	□
3.1.5 Cross-sectoral policy advice and capacity development for the definition of gender equitable and sustainable rural development and poverty reduction strategies	Number of countries or regional institutions provided with support for the design, implementation and monitoring of sustainable, inclusive and gender-equitable rural development policies and poverty reduction strategies	14	6 (43%)	▲
3.2.1 Evidence-based policy support and capacity development in the formulation and implementation of policies, strategies and programmes that generate decent rural employment with particular focus on fostering youth and rural women's economic and social empowerment	Number of countries in which assistance was provided for the drafting or revision of ARD policies, strategies and programmes to integrate Decent Rural Employment (DRE) principles as a central element or for the implementation of DRE programmes	5	6 (120%)	●
3.2.2 Policy support to extend the application of International Labour Standards (ILS) to rural areas	Number of countries in which assistance was provided to support the application of International Labour Standards in rural areas	3	4 (133%)	●
3.2.3 Technical support to establish information systems and generate data and knowledge on decent rural employment at national, regional and global levels	Number of knowledge products on DRE developed and disseminated	4	5 (125%)	●
3.3.1 Policy advice, capacity development and advocacy are provided for improving social protection systems to foster sustainable and equitable rural development, poverty reduction, and food security and nutrition	Number of countries in which support was provided for improving the design and implementation of pro-poor, age- and gender-sensitive social protection systems that target rural populations	5	3 (60%)	□
3.3.2 Information systems and evidence-based knowledge instruments are improved to assess the impact of social protection mechanisms on reducing inequalities, improving rural livelihoods and strengthening ability of the rural poor to manage risks	Number of countries in which support was provided for improving capacities for monitoring social protection systems and their impact on rural poverty reduction	1	3 (300%)	●

Output	Indicator	2014 target	Actual 2014	Progress
<b>SO4: Enable more inclusive and efficient agricultural and food systems at local, national and international levels</b>				
4.1.1 New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization	Number of new or revised international standards in food safety, quality and plant health - <i>new issues considered</i> - <i>draft standards progressed</i> - <i>new standards adopted</i>	31 28 15	25 (81%) 63 (225%) 26 (173%)	●
4.1.2 Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities	Number of trade related agreements on which evidence, capacity development or fora for dialogue have been provided by FAO	3	6 (200%)	●
4.1.3 Governments and national stakeholders are provided with up-to-date information and analysis to design and implement efficient and inclusive market and trade strategies	Number of FAO market information products whose usage increased	8	13 (163%)	●
4.1.4 Public sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality	Number of countries and/or regional bodies provided with FAO support to design and implement policies and regulatory frameworks for plant and animal health and food safety and quality - <i>plant health</i> - <i>animal health</i> - <i>food control</i>	134 12 135	134 (100%) 12 (100%) 130 (96%)	●
4.2.1 Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agrifood chains	Number of institutions benefiting from FAO support to formulate and implement strategies and to provide public goods that enhance inclusiveness and efficiency in agrifood chains	30	37 (123%)	●
4.2.2 Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels	Number of countries provided FAO support for reducing food waste and loss	10	29 (290%)	●
4.2.3 Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains	Number of countries provided with FAO support to implement inclusive, efficient and sustainable value chains	20	36 (180%)	●
4.3.1 Public and private sector institutions are supported to design and implement financial instruments and services that improve access to capital for efficient and inclusive agrifood systems	Number of institutions receiving FAO support to increase the availability of financial products and services to the agricultural sector	35	53 (151%)	●

Output	Indicator	2014 target	Actual 2014	Progress
4.3.2 Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agrifood systems	Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agrifood systems	6	24 (400%)	●
4.3.3 Systems are established and countries are supported to monitor, analyse and manage the impacts of trade, food, and agriculture policies on food systems	Number of countries receiving FAO support to monitor, analyse and reform food and agricultural policies	11	12 (109%)	●
<b>SOS: INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES</b>				
5.1.1 Improving capacities to formulate and promote risk reduction and crisis management policies, strategies and plans	Number of countries that formulated and institutionalized a strategy/plan for risk reduction and crisis management as a result of FAO support	17 countries and 1 (sub)region	20 countries (118%) 3 regions (300%)	●
5.1.2 Enhancing coordination and improved investment programming and resource mobilization strategies for risk reduction and crises management	Number of countries and regions that improved investment strategies and programming for risk reduction and crisis management as a result of FAO support	13 countries and 2 (sub)regions	11 countries (85%) 2 regions (100%)	●
5.2.1 Mechanisms are set up/improved to identify and monitor threats and assess risks and to deliver integrated and timely warning Early Warning	Number of threat monitoring mechanisms/systems supported by FAO to enhance delivery of early warnings	252	232 (92%)	●
5.2.2 Improving capacities to undertake vulnerability and/or resilience analysis	Number of countries that improved resilience/vulnerability mapping and analysis as a result of FAO support	18 countries and 3 regions	28 (156%) 2 (67%)	● □
5.3.1 Improving capacities of countries, communities and key stakeholders to implement prevention and mitigation good practices to reduce the impacts of threats and crises	Number of countries with improved application of integrated and/or sector-specific standards, technologies and practices for risk prevention and mitigation as a result of FAO support	11 countries	32 (291%)	●
5.3.2 Improving access of most vulnerable groups to services which reduce the impact of disasters and crises	Number of countries with improved application of measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis as a result of FAO support	11 countries	30 (273%)	●
5.4.1 Improving capacities of national authorities and stakeholders for emergency preparedness to reduce the impact of crisis	Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness	73 countries	65 (89%)	●

Output	Indicator	2014 target	Actual 2014	Progress
5.4.2 Strengthening coordination capacities for better preparedness and response to crises	Proportion of regions/countries affected by a crisis impacting agriculture, food and nutrition in which the emergency response has benefitted from FAO coordination support, by level of emergency	L3: 100% L2/L1: 60-100%	100% 88%	●
5.4.3 Strengthening capacities of national authorities and stakeholders in crisis response	Percentage of countries affected by a crisis impacting agriculture in which FAO provided timely and gender responsive crisis response	60-100%	79%	●
Progress: Good ●; Moderate □; Off-track ▲				

**Annex 3: Key Performance Indicators - Objective 6 and Functional Objectives**

Progress: Good ●; Moderate □; Off-track ▲

Output reference	Key Performance Indicator	Actual 2014	Target 2015	Progress
<b>OBJECTIVE 6: TECHNICAL QUALITY, KNOWLEDGE AND SERVICES</b>				
<b>Outcome statement</b> – Technical quality, knowledge and services, quality and integrity of data produced and disseminated by FAO, and quality services for work on governance and gender achieved				
<b>6.1: Quality and integrity of the technical and normative work of the Organization</b>				
6.1.A	Quality of technical leadership, <i>measured by:</i> - a survey methodology to assess the feedback of stakeholders on elements of technical leadership, such as: ensuring the excellence of technical knowledge, compliance with technical policies, technical integrity, capacity to respond to emerging issues and advancing fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees	62%	N/A	N/A
<b>6.2: Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization</b>				
6.2.A	Use of statistics for evidence-based policy-making in the fields of the five Strategic Objectives (food security and nutrition, sustainable agriculture, rural poverty and resilience to threats and crises), <i>measured by:</i> <i>number of countries in which statistics exist and are used for such policy-making processes (source: FAO corporate survey)</i>	N/A <sup>(2)</sup>	12	N/A
6.2.B	FAO assessment system for statistical capacity, <i>measured by:</i> - <i>number of countries having shown significant progress in statistical capacity in the results of country assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics</i>	N/A <sup>(3)</sup>	18	N/A
<b>6.3: Quality services, coherent strategy and approaches to work on gender equality and women's empowerment in the Strategic Objective programmes that result in strengthened capacities of member countries to formulate, implement, monitor and evaluate policies, strategies, programmes and investments that provide equal opportunities for women and men in agriculture and food security</b>				
6.3.A	Number of the gender mainstreaming minimum standards and women-specific targeted interventions adopted, <i>measured by:</i> - <i>identifying and monitoring a set of key interventions related to minimum standards</i>	4	6	●
6.3.B	Number of performance standards of the UN SWAP on gender achieved by FAO, <i>measured by:</i> - <i>identifying and monitoring a set of key interventions related to UN SWAP</i>	13	8	●
<b>6.4: Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes</b>				
6.4.A	Number of global governance mechanisms or processes where FAO exercises a leadership role that have promoted progress on issues related to the five Strategic Objectives	2	3	●

Output reference	Key Performance Indicator	Actual 2014	Target 2015	Progress
6.4.B	Number of national and regional governance issues where FAO's contribution has promoted progress in relation to the five Strategic Objectives, measured by: - <i>number of national or regional governance issues for which options for solutions where elaborated with key stakeholders</i>	0	4	Δ

#### CHAPTER 7: TECHNICAL COOPERATION PROGRAMME

**Outcome statement** – TCP delivered effectively, in full alignment with SOs, and support the implementation of the CPF results

##### 7.1: TCP management and support

7.1.A	Approval and delivery rates of TCP resources, measured by: - <i>approvals against 2014-15 appropriation</i> - <i>delivery rate of TCP projects (against 2012-13 appropriation)</i>	45% 74%	100%	
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#### FUNCTIONAL OBJECTIVE 8: OUTREACH

**Outcome statement** – Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management

##### 8.1: Partnerships, advocacy and capacity development

8.1.A	Number of critical partnership engagements brokered and/or advocacy initiatives on corporate priorities undertaken	64	15	●
8.1.B	Number of Strategic Objectives where FAO's approach to measuring results of capacity development support is implemented	1	1	●

##### 8.2: Communications

8.2.A	User visits to the FAO Open Archive (number of downloads based on Web access statistics)	7.7	6.5	●
8.2.B	Level of media presence (number of hits per month) as measured by Meltwater Media Monitoring Service	15,300	13,500	●

##### 8.3: Resource Mobilization and South-South Cooperation

8.3.A	Biennial level of voluntary contributions mobilized (2014-15)	USD 0.78bn	USD 1,600,000	●
8.3.B	Number of countries with a realistic Resource Mobilization target	43	50	●

#### FUNCTIONAL OBJECTIVE 9: INFORMATION TECHNOLOGY

**Outcome statement** – FAO business needs are addressed in timely manner in all geographical locations through timely, quality, effective and cost-efficient customer-oriented IT solutions and services

9.1.A	Level of client satisfaction with IT at FAO by main area of work, measured by: - <i>percentage of clients fully satisfied (source: annual client survey)</i>	N/A <sup>(4)</sup>	60%	N/A
9.1.B	Percentage of Service Level Agreements (SLA) whose targets are met, measured by: - <i>annual service performance reviews</i>	N/A <sup>(4)</sup>	70%	N/A
9.1.C	Percentage of FAO projects with IT components that are delivered on time, quality and within budget, measured by: - <i>IT Project Portfolio</i>	90%	70%	●

Output reference	Key Performance Indicator	Actual 2014	Target 2015	Progress
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#### FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION

**Outcome statement** – Effective direction or the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight

##### 10.1: FAO Governance

10.1.A	Governing body documents delivered according to deadlines and language requirements	76%	90%	□
10.1.B	Implementation of governing body decisions within prescribed deadlines	82%	85%	●

##### 10.2: Oversight

10.2.A	Percentage of recommendations where the agreed management response has been completed by the due date	85% <sup>(5)</sup>	93%	●
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##### 10.3: Direction

10.3.A	Organizational Outcomes targets met	N/A <sup>(6)</sup>	78%	N/A
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#### FUNCTIONAL OBJECTIVE 11: EFFICIENT AND EFFECTIVE ADMINISTRATION

**Outcome statement** – Maximize effectiveness and work towards ensuring value-for-money in fulfilling fiduciary, policy setting and monitoring and control functions

11.1.A	Time required to recruit staff	124 days	120 days	●
11.1.B	Percentage of member countries that are equitably represented	64%	75%	△
11.1.C	Geographic mobility	47	75 per biennium	●
11.1.D	Number of jobs with generic job profiles	60%	60%	●
11.2.A	FAO receives an unqualified opinion on its financial statements from the External Auditor	Unqualified external audit opinion (annual)	Unqualified external audit opinion (annual)	●
11.3.A	Level of client satisfaction with quality of service provided (by area of work)	N/A <sup>(7)</sup>	5% improvement	N/A

#### CHAPTER 13: CAPITAL EXPENDITURE

**Outcome statement** – FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and Strategic Objectives delivery

13.1.A	Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, measured by: - <i>annual review</i>	N/A <sup>(8)</sup>	80%	N/A
13.1.B	Percentage of CAPEX projects that are delivered on time, quality and within budget, measured by: - <i>Project Portfolio</i>	N/A <sup>(8)</sup>	70%	N/A

Output reference	Key Performance Indicator	Actual 2014	Target 2015	Progress
<b>CHAPTER 14: SECURITY EXPENDITURE</b>				
<b>Outcome statement</b> – FAO employees are able to carry out their functions safely and securely in all locations where the Organization operates				
14.1.A	Percentage of staff having completed Basic Security Training	N/A <sup>(9)</sup>	100%	N/A
14.2.A	Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS)	87%	91-100%	●
14.2.B	Percentage of international staff at decentralized offices that comply with Minimum Operating Residential Security Standards (MORSS)	100%	91-100%	●
14.2.C	Percentage of reported security-related incidents at decentralized offices with prompt follow-up	100%	91-100%	●
14.2.D	Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required	100%	90%	●
<b>Progress: Good ●; Moderate □; Off-track ▲</b>				

## Note:

- (1) Represents the baseline.
- (2) Indicator 6.2.A depends on the FAO Corporate Survey which will be rolled out at the end of the 2014-15 biennium.
- (3) Indicator 6.2.B depends on the country assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics which will be rolled out at the end of the 2014-15 biennium.
- (4) Indicators 9.1.A and 9.1.B were not measured during 2014 because the methodology had to be redesigned following the restructuring of CIO and the reorienting of its focus on strategic and customer needs.
- (5) Figures for indicator 10.2.A are based on the results of recommendation follow-up exercises undertaken in August by OIG. The result of 80 per cent is consistent with year-end performance over 93 per cent.
- (6) Indicator 10.3.A depends on performance against Organizational Outcome targets, which are measured only on a biennial basis. As proxy for the percentage of Organizational Outcome targets met, FAO used the percentage of Output targets met (81%).
- (7) For reasons of cost and practicality, indicator 11.3.A is measured on a biennial basis.
- (8) No data was available to measure these indicators as no projects funded by Capital Expenditure were completed during the year.
- (9) Insufficient reliable data was available to measure this indicator.



#### *Annex 4: Regional Initiatives*

153. The Regional Initiatives serve as a mechanism to ensure effective delivery and impact, providing a cohesive framework for FAO's actions at country level in each of the regions, through common themes across country priorities. The Regional Initiatives are aimed at harnessing capacities, skills and resources from across the Organization and provide an important entry point for enhancing partnerships, including resource partners. This Annex lists the 15 Regional Initiatives endorsed by the 2014 Regional Conferences and describes the achievements to date.

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

## Africa

### *Challenges and priorities*

154. In response to the priorities and challenges identified by the 2014 Regional Conference,<sup>52</sup> FAO is focusing its work in the Africa Region on three Regional Initiatives:

- a) Renewed partnership for a unified approach to end hunger in Africa by 2025 under the framework of CAADP (SO1 and SO3);
- b) Improving and sustaining production intensification through integrated management of agricultural landscapes (SO2);
- c) Building resilience in the drylands of Africa (SO5).

155. Key achievements delivered by FAO through each of the Regional Initiatives are highlighted below.

### ***Africa's renewed partnership to end hunger by 2025 - Africa's 2025 Zero Hunger Challenge***

156. The Partnership calls for accelerated action by member countries in the fight against hunger through the establishment of ambitious targets within the CAADP framework. It aims to add value to ongoing work at country level through an integrated approach to food security and nutrition and by identifying concrete windows of opportunity and interventions to achieve improved food security and nutrition outcomes. During 2014, FAO has responded to requests from the Governments of Angola, Ethiopia, Malawi and Niger to enhance national capacities to plan, coordinate, finance and deliver programmes. It has also supported the African Union Commission (AUC) and NEPAD Agency (NPCA) in translating the Commitment to End Hunger in Africa by 2025 into concrete actions and impact.

157. In 2014, the initiative led to several notable outcomes in addition to laying the foundation for accelerated implementation and achievement in 2015. Regionally, the AUC Summit endorsed the Malabo Declaration, including the Commitment to Ending Hunger in Africa by 2025. Prior to launching this Regional Initiative in 2013, FAO was instrumental in supporting the AUC and NPCA throughout the endorsement process. More recently, FAO has supported the formulation of the Malabo Implementation Strategy and Roadmap, as well as work with CAADP development partners on new donor guidelines for support to this process. This work with AUC/NEPAD has already engaged other countries in the process and will provide the basis for extending the reach of the RI to other countries and Regional Economic Communities in 2015.

158. In both Angola and Ethiopia, FAO collaborated with Governments to identify policy and programme implementation gaps and determine actions to enhance harmonization, coordination and capacity building for improved delivery. The Organization facilitated major advocacy events at global and continental levels, and in Angola has collaborated with the Government in conducting an international conference on family farming. In Malawi, FAO assisted in the development of a Statistics master plan and has partnered with the three main farmer organizations to foster cooperative development. In Niger, FAO collaborated with the 3N Initiative<sup>53</sup> to prepare their implementation strategy and is now enhancing national capacities to deliver programmes to strengthen governance, coordination and results-based monitoring. FAO has also been piloting home-grown school feeding programmes with a view to expand actions in 2015.

159. Moving forward, FAO seeks to build on 2014 results, using the Malabo framework and political momentum to accelerate value-added actions at country level to improve food security and nutrition. It will place greater emphasis on enhancing political commitment, evidence-based and inclusive governance mechanisms, accountable, results-focused programme delivery and a gender-sensitive approach. Regionally, partners have agreed to: intensify support to on-going hunger eradication efforts in the focus countries; enhance the scaling-up of best practice through capacity development and South-South Cooperation; organize think-tank events to propose solutions for strategic programme implementation challenges; enlarging the partnership to other organizations,

<sup>52</sup> ARC/14/5 rev.1 paragraphs 21-31

<sup>53</sup> Republic of Niger's Nigeriens Nourish Nigeriens (3N) initiative

actors and countries. The issues of youth employment, service delivery to smallholder farmers, social protection, nutrition-sensitive investments and accountability mechanisms will be central focus areas in 2015.

### ***Integrated management of agricultural landscapes in Africa***

160. The initiative seeks to promote and upscale a landscape approach to increasing production and productivity for the crops, livestock, forestry, aquaculture and fisheries sectors, and develop their value chains, in order to address the challenges of food and nutrition security and rural poverty. It builds on the ongoing promotion of best practices related to the principles of on-farm and off-farm production and post-production processes, and addresses the need to improve productivity, while creating opportunities for decent rural employment, especially for young people.

161. In 2014, the initiative led to several outcomes in the following areas.

162. *Sustainable agribusiness models development*: initial progress has been made in promoting inclusive, efficient and sustainable agrifood chain development. In Cameroon, capacity of women producers was enhanced on the techniques of cassava processing for quality improvement. In addition, a communication platform was also established for all relevant stakeholders to share experiences and best practices and training was provided to the marketing agents in sustainable cassava value chain development. Post-harvest loss and sustainable fish value chain development were addressed in Cameroon while Rwanda initiated a study on quantification of food loss for an integrated strategy towards food security. Sesame value chain development has been initiated in Chad. Similarly, development of transboundary trade in agricultural products between Democratic Republic of the Congo, Angola and Central African Republic is in progress.

163. *Sustainable production of crops, livestock, fisheries and forestry*: FAO supported the initiation of small-scale irrigation in Chad. In addition, good practices for the production of Spiruline and its use in combating malnutrition were documented and communicated. Rwanda has developed the capacities of stakeholders to produce feed and fodder for livestock and made progress in piloting the use of private artificial insemination through system design, procurement services and stakeholder consultations. Managers of several milk collection centres have been trained to increase their management capacity and thus improve the expertise required in the milk sector in Rwanda. Development of a programme to support small ruminants has been initiated in Chad.

164. *Sustainable natural resource management*: FAO helped identify, assess and disseminate innovative and sustainable production practices and ecosystem management. In Kenya and Zambia, substantial efforts are underway to implement policy processes, as well as better and harmonized technical options, practices and strategies on Conservation Agriculture (CA) and Climate Smart Agriculture (CSA) interventions for large-scale adoption and dissemination. In Zambia, support also covers facilitating the improvement of the forestry sector performance. Furthermore, supported was provided to participatory policy development for secure land tenure arrangements in Cote d'Ivoire and Democratic Republic of the Congo.

165. Moving forward, building on initial results in 2014, FAO seeks to further promote policy dialogue on the integrated management of landscapes, as well as capacity development on integrated crop, livestock and forestry approaches.

### ***Building resilience in Africa's drylands***

166. The initiative contributes to strengthening the resilience of livelihoods through institutional capacity development for risk and crisis management, information management and early warning systems, community level vulnerability reduction, preparedness and response to emergencies and crises. It focuses on the nine semi-arid and arid countries of the continent and in particular in the Sahel and Horn of Africa subregions where livelihoods are most vulnerable to threats and crises. It addresses the differentiated needs of various groups of women, men and youth, while taking cognizance of the fact that women are more vulnerable to a whole range of threats compared to men.

167. In 2014, FAO's work on resilience focused on supporting the following main areas through the Regional Initiative.

168. *Policy and institutional strengthening:* in order to ensure that national and local institutions are on a solid path to strengthening their capacities for resilience and ensure agricultural development strategies are risk-sensitive. At the subregional levels, FAO supported the Global Alliance for Resilience Initiative (AGIR) process in the Sahel and the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) in the Horn of Africa, in creating awareness and policy engagement, research and innovation and implementation of resilience at various levels. At country level, FAO supported, among others, the customization of regional resilience policies in Kenya for local government level; analytical work on benchmarking post-harvest losses amongst vulnerable households in Zimbabwe, as well as technical support for developing Zimbabwe's disaster risk profile to feed into its next Country Programming Framework; and the development of a plant protection strategy against high-impact and transboundary plant pests and diseases in Ethiopia.

169. *Supporting early warning for early action:* in Burkina Faso, Somalia and Mali, FAO provided support to vulnerability assessments and resilience measurement, enabling the Governments and partners to better understand the extent of food and nutrition insecurity and to provide targeted support to vulnerable households.

170. *Management of transboundary threats:* given the devastating impact of transboundary threats to the food chain, FAO provided training of government staff and helped strengthen surveillance systems for the control of wheat rust disease in Ethiopia, desert locust in Somalia, plant pests and diseases in Zimbabwe and grain-eating birds and livestock disease in Chad.

171. *Exchange of good practices on resilience:* FAO contributed to the conduct of Africa Drylands Week held in Chad in August which reviewed successes and challenges facing drylands development, including sustainable land management. Participants from four Sahelian countries (Mali, Burkina Faso, Chad and Niger) learned from the experiences garnered in Uganda on how to put in place a comprehensive vulnerability reduction strengthening approach (Caisses de resilience). Technical support was also provided for the development of nutrition-sensitive agriculture and social protection programmes in Sahel countries. FAO supported the most vulnerable communities to increase knowledge and dietary diversity to improve nutrition through Farmer and Pastoral Field Schools and Junior Farmer Field and Life Schools, as well as adopt gender responsive diversified livelihood strategies in Kenya, Mali, Burkina and Niger.

172. *Emergency preparedness and response:* in order to ensure a coordinated response to food and nutrition crises, FAO supported the management of the Food Security Cluster in Mali and also provided some effective and timely technical advice and deployment of experts to the two ongoing Level 3 emergencies in Central African Republic and in South Sudan.

173. The achievements highlighted above, as well as the other FAO regional resilience-building activities, will be further sustained in 2015, with a particular focus on the early-warning – early-action linkages, the promotion of financial risk-transfer mechanisms, capacity development in emergency preparedness and the replication and scale-up of proven resilience good practices.

## Asia and the Pacific

### *Challenges and priorities*

174. FAO has responded to the challenges identified by the 2014 Regional Conference<sup>54</sup> by focusing its work on four Regional Initiatives contributing to the Strategic Objectives:

- a) Zero Hunger Challenge in Asia and the Pacific (SO1);
- b) Regional Rice Initiative Phase II – Promoting sustainable and more productive rice farming practices based on rice ecosystem services and goods (SO2);
- c) Blue growth – Enhancing equitable, productive and sustainable natural resource management and utilization through a blue economy (SO2);
- d) Developing local value chains for food security and nutrition in Pacific Island Countries (SO4).

175. Key achievements delivered by FAO through each of the Regional Initiatives are highlighted below.

### *Asia and the Pacific's Zero Hunger Challenge*

176. Following the launch of the global Zero Hunger Challenge (ZHC) at the Rio+20 Conference in June 2012, the ZHC for the Asia-Pacific region was launched in April 2013 and a Regional Guiding Framework for Achieving Zero Hunger in Asia and the Pacific was developed. Subsequently, several countries in Asia have launched National Zero Hunger Challenges and committed to eradicating hunger by 2025. This Regional Initiative supports the translation of regional commitment into country level action.

177. The initial focus is on support to Bangladesh, Lao People's Democratic Republic, Myanmar, Nepal and Timor-Leste in three areas of work that are of critical importance for achieving the ZHC and draw on FAO's comparative advantages and experience in the region, namely: i) formulating and launching national food security and nutrition policies and investment plans; ii) improving capacity for measurement and calculation of undernourishment; and iii) improving child nutrition and reducing stunting.

178. During 2014, a number of results were produced at regional level, and the regional ZHC commitments have been leveraged to promote and support action at country level. At the regional level, FAO has worked closely with ASEAN to help develop the ASEAN Integrated Food Security Framework and its associated Strategic Plan of Action. Support is currently being provided to its implementation, including technical assistance to the ASEAN Food Security Information System. A similar effort is being made in support of the South Asian Association for Regional Cooperation (SAARC).

179. FAO also supported sharing of experiences and lessons learned and setting of priorities for future actions among the Regional Initiative focus countries centered around: i) the development and implementation of national food and nutrition security policies, strategies and action plans; ii) improving child nutrition and reducing stunting; and iii) strengthening undernourishment statistics.

180. At national level, FAO support produced results in Timor-Leste, Myanmar, Nepal and Bangladesh. In Timor-Leste a National Action Plan for a Hunger and Malnutrition Free Timor-Leste was successfully launched on the occasion of the CPLP summit in July 2014, whereby the government has pledged to spend at least 10 percent of its annual budget for implementation. A donor coordination meeting, attended by all the major development partners of Timor-Leste, was convened in October 2014 to mobilize additional development partner support. In Myanmar, FAO is providing support to the formulation of the draft National Plan of Action for Food and Nutrition through an inclusive policy process.

181. In Bangladesh, FAO has continued its support to the development of stakeholder and institutional capacities through the National Food Policy Capacity Strengthening Programme and has obtained additional resources to continue and expand this support through the Meeting the

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<sup>54</sup> APRC/14/7 paragraph 15

Undernutrition Challenge (MUCH) Programme. Results include the formulation of the new Food and Nutrition Policy and support to the implementation and monitoring of the new Country Investment Plan.

#### *Asia and the Pacific's Regional Rice Initiative*

182. This initiative aims to promote sustainable and more productive rice farming practices through effective provision and utilization of ecosystem services and goods derived from rice-based farming systems and landscapes, build a knowledge base and evidence for resource use and production efficiency, and realize food-secure, better nourished and prosperous rice farmers and consumers in the Asia-Pacific region through the formulation and implementation of rice strategies or policies at country level.

183. As a result of building farmers' capacity in "Save and Grow" sustainable intensification of rice production practices through Farmer Field Schools (FFS), which integrated rice-fish systems and other practices such as rice-livestock and rice-vegetables in FFS curriculums, farmers in the Philippines achieved an average 30% increase in yield and over 30% reduction in costs, and nearly 60% increase in net income. Similarly, in Central Java, Indonesia, the rice yield was increased by 20%, while returns on investments increased up to 57%, resulting primarily from higher farm gate prices for certified-organic rice, intended for the export market. Such success stories, as well as other lessons learned and experiences gained from the 2013-2014 crop season were reported at a regional workshop on management practices organized in Bali, Indonesia in April 2014 (contribution to Output 2.1.3).

184. Emphasis was also given to advocacy and sensitization activities to disseminate the interim results and promote sustainable rice production, including technical publications on aquatic biodiversity in rice-based ecosystems, the multiple good and services of Asian rice production systems, and assessing and promoting trees outside forests in Asia rice production landscapes. Contributions were made to international policy processes at the International Symposium on Agro-ecology for Food Security and Nutrition, a side event of 149<sup>th</sup> session of the FAO Council, a side event of CBD COP12,<sup>55</sup> and the 4<sup>th</sup> International Rice Congress (contribution to Outputs 2.1.3 and 2.3.3).

185. The results of the Rice Economy Climate Change Model became part of the OECD<sup>56</sup>-FAO Agricultural Outlook 2014-2023 (contribution to Output 2.1.2), while "A regional rice strategy for sustainable food security in Asia and the Pacific," released in May 2014, has become a basis for formulating national rice strategies or policies in Myanmar and Viet Nam which are expected to be released in early 2015 (contribution to Output 2.2.2).

#### *Asia and the Pacific's Blue Growth Initiative*

186. This initiative focuses on supporting sustainable growth of aquaculture with better production efficiency and sound environmental and socio-economic benefits. It will be achieved through improved governance, ecosystem approaches and participatory processes in planning and management and actions to improve implementation at different levels, which contribute to poverty reduction, increased food security and improved nutrition of rural communities. It emphasizes promoting good production practices, applying appropriate tools for effective monitoring ecological and social and economic impacts, improved resource rents, supporting management of transboundary issues and adaptation to climate change to ensure the sustainable intensification in aquaculture production.

187. Country level work in 2014 focused on Bangladesh, Indonesia, Philippines, and Sri Lanka, although some other countries also benefitted. Results from the first year of operation at national and regional level are highlighted below:

- a) all focus countries made significant progress in uptaking innovative practices in aquaculture feed and feeding, seed production and animal health management using inclusive and participatory approaches (Output 2.1.1);
- b) three focus countries made significant progress in identification of governance issues with aquaculture inputs (feed and seed) production and aquaculture biosecurity and health

<sup>55</sup> 12<sup>th</sup> meeting of the Conference of the Parties to the Convention on Biological Diversity

<sup>56</sup> Organisation for Economic Cooperation and Development (OECD)

- management and development of corresponding regulations and standards (contributing to Output 2.2.1);
- c) one focus country has formulated a full GEF document for supporting community-based climate resilient fisheries and aquaculture development in the country and the national aquaculture development strategy and plan. One non-focus country formulated a first ever national fisheries policy supporting sustainable aquaculture development and fisheries management (contributing to Output 2.1.2);
  - d) one focus country and two non-focus countries carried out effective policy processes on developing sustainable aquaculture policy and strategy with cross-sector dialogue (contributing to Output 2.2.2);
  - e) at regional level, three ASEAN processes were supported in promoting sustainable aquaculture production: the ASEAN vision and strategic framework for cooperation in food, agriculture (covering fisheries and aquaculture) and Forestry towards 2020, ASEAN Standards for Good Aquaculture Practices (GAQPs) and ASEAN Standard Operating Procedures for the movement of live aquatic animals within ASEAN (contributing to Output 2.3.2);
  - f) several processes and partnerships were supported to facilitate the implementation of the regional mechanisms (APFIC-FAO, NACA and SEAFDEC)<sup>57</sup> to foster sustainable aquaculture and aquatic resource management, including APFIC Regional Consultative Forum Meeting (RCFM) that developed a regional priority framework for sustainable intensification of aquaculture (SIA) and a regional consultation on strategy and action plan for SIA in Asia-Pacific (contributing to Output 2.3.3).

### ***Value chains for food security and nutrition in the Pacific Islands***

188. This initiative supports Pacific institutions and national partners to improve the capacity of local food producers and related businesses to supply more food to domestic and tourist markets to meet demands for a balanced and nutritious diet. This includes supporting the development of policy and regulatory frameworks which, in turn, rely on improvements in capacity to assemble, integrate, analyse and disseminate information on food, nutrition and natural resources. In addition, capacity to participate in the development of international standards relevant to the food systems of the Pacific Islands will be enhanced and national systems to assure compliance with such standards will be strengthened. Complementary efforts will be made through field projects set out in the Pacific Country Programming Framework (CPF) to provide technical assistance to the creation of sustainable and inclusive value chains. The Pacific CPF and its projects formed the basis for implementation at the national level in 2014, and the initiative has focused on Cook Islands, Fiji and Samoa.

189. *Building evidence base:* a key to most influential policy-making is to ensure that it is evidence-based. In 2014, a regional policy paper outlining policy recommendations for improving linkages between agriculture and tourism was presented at the Forum Economic Ministers Meeting (July 2014). In line with theme 6 of the framework for action Towards a Food Secure Pacific 2010-2015, a technical proposal on the food security information system has been completed in partnership with the Secretariat of the Pacific Community (SPC) and submitted for approval to the regional Food Security Working Group.

190. *Regional enabling environment:* strengthening regional institutions is central to the initiative. In 2014 support was provided to strengthen Pacific Islands' capacities related to Codex Alimentarius, biosecurity and sustainable aquaculture. A technical report *Kava: A Review of the Safety of Traditional and Recreational Beverage Consumption* was published in response to a request from the 12<sup>th</sup> session of the FAO/WHO Coordinating Committee for North America and the South West Pacific (CCNASWP, 19-20 September 2012). The report was discussed during the 13<sup>th</sup> session of the FAO/WHO CCNASWP held in Papua New Guinea in September 2014. In addition, capacities were strengthened for the development of harmonised national aquatic animal health strategies, with regional guidelines developed and available. The establishment of a Micronesian Association of

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<sup>57</sup> Asia-Pacific Fishery Commission (APFIC); Network of Aquaculture Centers in Asia-Pacific (NACA); Southeast Asian Fisheries Development Center (SEAFDEC)

Sustainable Aquaculture has also been supported, with an agreement, rules of procedure and a host country agreement drafted and submitted for national consideration.

191. In the Cook Islands a strategic action plan for linking agriculture to tourism and domestic markets - Linking farmers to markets: Realizing opportunities for locally produced food on domestic and tourist markets in Cook Islands - was completed in May 2014. FAO is assisting the government to prepare an agricultural sector plan which will define farmer and private sector support programmes. A TCP project is providing technical assistance on out-of-season vegetable production.

192. In Fiji, a multi-sector strategy for development of the food subsector was prepared for the sugar cane belt and a feasibility study for the introduction of agricultural insurance was submitted to the Government. The Global Strategy to Improve Agricultural and Rural Statistics completed an in-depth country assessment which identified the steps to improve statistical information available to government and stakeholders in the food and agricultural sectors. Nine Farmer Field Schools were established on agro-ecological approaches to pest, disease and weed management. A TCP project is providing technical assistance to build capacity in rice production; the first training of extension workers was completed.

193. In Samoa, a new agriculture and fisheries ordinance was delivered to the Government; this provides for an institutional framework that is consistent with modern value chains and related biosecurity needs. Draft legislation covering biosecurity aspects of the food sector was also prepared for the Government and work continues to address the needs in plant protection and animal health. FAO continued to support the development of evidence-based systems for agriculture sector policies through the Global Strategy to Improve Agricultural and Rural Statistics. An in-depth country assessment was delivered mid-2014. An action plan has been agreed with the Government and FAO has funded five of the six agreed actions from the TCP. A TCP project is providing technical assistance for the analysis of value chains in cooperation with a World Bank funded programme. Five Farmer Field Schools were established on agro-ecological approaches to pest, disease and weed management.

194. The technical capacities which FAO relied on to produce these results came from three of the core functions of the Organization. Firstly, considerable effort was invested in facilitating and promoting policy dialogue at regional and national levels in order to build the evidence base for change and to contribute to the regional enabling environment. Secondly, technical assistance to countries required FAO to assemble and utilize available knowledge of direct relevance to Pacific island countries. Thirdly, FAO drew on international agreements and technical standards to assist policy dialogue and to address technical issues at the national level.

195. Three possible options have been identified and these are not mutually exclusive. Firstly, accessing higher-value niche markets such as for origin-based, certified and premium quality products. If effective partnerships between the public and private sectors can be established then prospects for success in these higher-value niche markets will be improved. Secondly, enhancing the capacity to supply domestic markets and thereby reduce food imports. For many farmers and fishers, domestic markets provide significant accessible growth potential compared to export markets; realising these opportunities will require policy and regulatory settings necessary for the private sector to thrive. Thirdly, supplying the domestic tourist industry is an accessible market for more commercially-oriented farmers. The largest barriers to local supply are the service and quality requirements of the industry. If investment can be encouraged in food production, marketing, infrastructure and processing equipment then local food products could meet the industry requirements.

196. The Pacific island countries are confronted by difficulties due to their small size, limited natural resources, narrowly based economies, large distances to major markets, and vulnerability to exogenous shocks; all of which can affect growth and have often led to a high degree of economic volatility. These constraints dictate that changes of the nature sought by the Regional Initiative will take time and reinforce the importance of a strong evidence base for any change. Special attention has been given to partnerships in each action area. The principal technical partner has been the Secretariat of the Pacific Community with its technical officers providing input to capacity building and technical activities. The Pacific Islands Forum Secretariat has been the principal partner for advocating



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alternative policy approaches and regional media have taken up this messaging. The Pacific has received support from the Global Strategy to Improve Agricultural and Rural Statistics and the secretariat to the Codex Alimentarius Commission.

## **Europe and Central Asia**

### *Challenges and priorities*

197. FAO has responded to the challenges identified by the 2014 Regional Conference<sup>58</sup> by focusing its work on the following five priority areas:

- a) strengthening food security and nutrition and fisheries in a sustainable manner (contributing to SO1);
- b) policy advice to governments in support of sustainable intensification for smallholders (contributing to SO2, SO3, SO4);
- c) natural resource management, including climate change mitigation and adaptation (contributing to SO2, SO3, SO5);
- d) control of animal disease, plant pests and food safety hazards (contributing to SO2, SO4, SO5);
- e) policy and institutional support for entry of Member States into regional and global trade, standard-setting and organizations of regional economic cooperation (contributing to SO4).

198. FAO's support to these priorities centres around two Regional Initiatives endorsed by the Regional Conference, as well as some additional focus areas of work. Key achievements delivered by FAO in 2014 through each of the Regional Initiatives are highlighted below.

### ***Empowering smallholders and family farms in Europe and Central Asia***

199. After the land reforms of the 1990s, transition countries of Europe and Central Asia became an area of smallholder farms, a large number of which are not economically viable and - in most countries - rural people remain the most vulnerable section of the population. Getting family farming right is key to enhanced food security and sustainable growth in rural areas, and to making inroads against rural poverty. The overall goal of the initiative is to empower smallholders in order to strengthen their livelihoods, thereby reducing rural poverty, with particular emphasis on inclusiveness.

200. The focus of the initiative's work is both at the institutional and community level, working with partners, to achieve three results over the biennium: increased participation of farmers and rural communities in national development; enhanced sustainable and inclusive growth of rural economies; and improved sustainable management of natural resources.

201. Initial results of the initiative include the promotion of innovative practices and considerable capacity development of governments and local institutions, complemented by improved policies and raised awareness.

202. Highlights are the development of innovative practices for sustainable agriculture production in integrated pest management, conservation of plant genetic resources and application of farmer field schools in Armenia, Moldova and Tajikistan. Key deliverables include training manuals on small-scale rainbow trout farming and on carp polyculture provided for the region.

203. Capacities for governments and local institutions have been strengthened in areas such as animal disease prevention and control in Armenia, and sustainable crop production in Kyrgyzstan. Armenia and Georgia improved their capacities to design and implement policies and regulatory frameworks for plant and animal health and food safety and quality, specifically the Pesticide Residue Monitoring Laboratory in Armenia and the National Food Agency in Georgia. At the regional level, over 100 government officials, land administration experts and representatives of NGOs from 27 countries were provided with policy advice and capacity building support on promoting equitable access to natural resources at the 6<sup>th</sup> International LANDNET conference.

204. Agrarian reforms have been supported at policy level in Albania, Georgia, FYR of Macedonia and Montenegro, through the development of their national strategies for agriculture and rural development. More streamlined policies in the Western Balkan countries were documented through the publication *Agricultural Policy and European Integration in Southeastern Europe*. In Moldova, a Land Code policy promoting equitable access and the sustainable management of productive natural

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<sup>58</sup> ERC/14/7 Rev 1 para. 14-19

resources was drafted. Inclusiveness and efficiency in agrifood chains were enhanced through two regional workshops. Awareness was raised through a key deliverable on gender mainstreaming – the publication *Rural Women in Eastern Europe and Central Asia – and Country Gender Assessments for Georgia and Albania*, including a toolkit on statistics and gender in rural areas.

205. FAO has established important partnerships for achieving rural poverty reduction in the region, through collaboration with stakeholders, research institutes and governments, to achieve results. For example, FAO cooperates with the Regional Rural Development Standing Working Group. This inter-governmental organization provides possibilities to leverage partnership with its member countries, providing opportunities for further development of the field programme in these countries. Collaboration continues with the European Commission and other resource partners, such as Austria, Turkey and Switzerland. Partnership on land tenure issues was fostered through LANDNET, which is an informal network dealing with land tenure. Partnership on gender was ensured by participation in the Gender Thematic Group of the United Nations Country Team, coordinated by UN WOMEN. Round tables were organized in Turkey and Kyrgyzstan to establish dialogue with civil society stakeholders. Partnerships were facilitated by UN WOMEN, WFP and FAO through the UNJP on Rural Women Economic Empowerment, which is being implemented in Kyrgyzstan.

#### ***Agrifood trade and regional integration in Europe and Central Asia***

206. Agricultural systems in Europe and Central Asia are still deeply affected by the process of political and economic transition which coincided with globalization and deepening regional and global trade integration. The purpose of this initiative is to increase regional and national capacities to deal effectively with the challenges posed by greater trade integration. It does this by developing better evidence on trade implications, improving the capacity of the countries to use this evidence, facilitating neutral fora and dialogues on trade agreements, and supporting design and implementation of appropriate policies at country level. A dynamic Web site was put in place where work under this initiative is presented and regularly updated in English and Russian languages.

207. In relation to trade agreements, FAO focused on the WTO Agreement on Agriculture in the CIS region by providing analysis of agricultural policies of CIS in light of WTO accession. Two five-week e-learning courses were delivered and successfully completed by 167 officials from the region, and a workshop on agriculture market access issues was convened in Moldova, a focus country of the initiative. FAO prepared a study on economic and trade (dis-)integration across the CIS region, and a study on agricultural policy issues arising in CIS countries as the work to meet their WTO accession commitments was published. The focus of this work is the adherence of countries in the region to international food safety standards and WTO commitments while they pursue regional trade agreements.

208. Concerning the nexus of food security and trade, FAO has focused particularly on wheat trade, given its prominent role in ensuring food security in the region and some CIS countries being key global suppliers of wheat. A study on wheat production, trade and volatility in the region was completed in collaboration with the European Commission and will be published in 2015. FAO is finalizing a major report on wheat production and trade in Belarus, Uzbekistan and Turkmenistan providing projections to 2024. The results of the papers greatly contribute to the assessment of the food security situation in the region.

209. Concerning food safety systems, FAO is providing technical assistance to the National Food Safety Agency in improving the food safety regulatory and institutional framework in the Republic of Moldova. The technical assistance is enriching capacity for practical application of risk analysis and more effective participation in the standard setting Codex work. A legal gap analysis to identify areas requiring further alignment with international standards was also performed. In Tajikistan and Kyrgyzstan, also focus countries for this regional initiative, technical assistance supported national authorities and private sector with trainings on good hygiene practices and Hazard Analysis and Critical Control Points (HACCP) based food safety management systems. Elaboration of national guides on good hygiene practices and HACCP plans for a set of major products support the spread of international systems and practices in these countries.

210. The CIS region is characterized by different integration processes that increasingly influenced international trade flows of agrifood products during 2014. FAO monitors these integration processes and their impacts on agrifood trade and promotes the role of international standards and rules as global governance mechanisms of international trade.

211. A CIS Agricultural and Trade Policy Expert Network was launched, bringing together experts in governments, private sector and academia who work on agricultural trade to promote exchange of knowledge and experiences with trade policy issues and to support broader capacity development, thus contributing to the sustainability of FAO actions in this area.

## **Latin America and the Caribbean**

### *Challenges and priorities*

212. Latin America and the Caribbean (LAC) is one of the regions which has made great progress in reducing rural poverty and hunger in the past two decades. The region has already achieved the Millennium Development Goal related to hunger and is close to achieving the World Food Summit goal. Despite the progress made, there are still 37 million people who suffer from food insecurity, almost half of the rural population (49.8%) is estimated to continue to live in poverty and almost 30% live in extreme poverty, that is, with insufficient means to meet basic food requirements.<sup>59</sup>

213. Within this context, FAO responded to the challenges as identified by the 2014 Regional Conference<sup>60</sup> through focusing its work on three Regional Initiatives (RIs):

- a) support to the Hunger-Free Latin America and Caribbean Initiative (SO1);
- b) family farming and rural territorial development in Latin America and the Caribbean (SO3);
- c) improving food systems in the Caribbean (SO4).

214. Each initiative aims to focus FAO's work to achieve concrete results in focus countries through strengthening government policy, institutional and legal frameworks, including multistakeholder participation, and promoting gender as a transversal issue among its activities. Furthermore, the initiatives consider spaces of interaction and dialogue regarding the impact of their activities so as to complement different actions whether at national or regional levels, and the specific needs and characteristics (whether in terms of political will, territory, or particular experiences and strengths) to leverage advantages and achieve the expected results.

215. Key achievements delivered by FAO through each of the Regional Initiatives are highlighted below.

### ***Support to the Hunger-Free Latin America and Caribbean Initiative***

216. The initiative seeks to reinforce the Hunger-Free Latin America and the Caribbean Initiative (HFLACI) created in 2005 to foster conditions for the permanent eradication of hunger in a timeframe corresponding to one generation. This collaborative process is based on the cooperation between different countries, sectors, and stakeholders such as civil society, parliamentarians, academia and the private sector. An essential aspect of the initiative is strengthening South-South Cooperation and in particular, recognizing the significant progress made and experiences in the region that should form part of the solutions to this common challenge.

217. Regionally, the Plan for Food and Nutrition Security and the Eradication of Hunger 2025 was ratified at the FAO 2014 Regional Conference and subsequently presented at the Second Ministerial Meeting on Social Development and Eradication of Hunger and Poverty of the Community of Latin American and Caribbean States (CELAC).<sup>61</sup> In 2014, FAO also facilitated policy dialogue and exchange of experiences in different regional and subregional fora, provided technical advice and evidence of Food Security and Nutrition (FSN) good practices and public policies in preparation of the Plan. The proposed Plan contains four Pillars supported by ten Lines of Action,<sup>62</sup> each with concrete measures based on strengthening and articulating policies already being implemented in countries. This latter result was carried out together with the "Asociación Latino Americana de Integración" (ALADI) and the Economic Commission for Latin America and the Caribbean (ECLAC).

<sup>59</sup> Estimates based on CEPAL, Panorama Social 2011, 2012 and 2013, using nationally defined poverty lines.

<sup>60</sup> LARC/14/5 Rev. 1 paragraph 10-14

<sup>61</sup> See Declaration of the II Summit of CELAC (paragraph 13) and Plan of Action for 2014 (paragraph 1)

<sup>62</sup> CELAC 2014 FSN Plan: Pillar 1 - Coordinated food security strategies (Line of Action [LoA] 1 – Strengthen institutional FNS frameworks; LoA 2 – Facilitating trade; LoA 3 – Food Waste and Losses; LoA 4 – Food Supply Programmes); Pillar 2 – Timely and sustainable access to safe, adequate, sufficient, nutritious and culturally relevant food for all people (LoA 1 – Conditional Transfer Programmes; LoA – 2 Labour market; LoA 3 – Family Farming); Pillar 3 – Nutritional well-being and assurance of nutrients for all vulnerable groups (LoA 1 – School Feeding; LoA 2 – Nutritional well-being); Pillar 4 – Stable production and timely attention to socio-natural disasters that might affect food availability (LoA 1 – Emergencies and natural disasters).

218. The International Year of Family Farming (IYFF) was an opportunity to advocate for the importance of this form of agriculture for food security and nutrition. The Latin American Parliament (PARLATINO) and the 5<sup>th</sup> Forum of the Parliamentary Fronts Against Hunger of Latin America and the Caribbean approved declarations in support of Family Farming. These regional spaces influence development of the legislative agendas at national level.

219. The approval by Congress of the “National Law of Food Security and Sovereignty” in the Dominican Republic in 2014 was the culmination of a process of more than three years where FAO advocated for prioritising food security and nutrition on the political agenda, and provided capacity development in the area of the Right To Food.

220. School feeding programmes using products purchased from family farmers in close proximity to the schools generate a positive impact on the nutritional status of children and rural economies. In Paraguay, FAO has supported the subnational implementation of Law 5210 on School Feeding and Health Control, through specific policies, programmes and operational instruments. In Bolivia, FAO helps reinforce the institutional and legal framework to implement public procurement programmes from family farming. In El Salvador and Guatemala FAO supports capacity development activities and implementation of good practices for building school feeding programs on a national scale.

221. Over 80% of funding for this initiative comes from voluntary contributions for project activities. Brazil-FAO and Spain-FAO Programmes are already supporting the RI regional projects by providing human and financial resources. FAO has mobilized extrabudgetary funds through South-South Cooperation. In particular, the “Agencia Mexicana de Cooperación Internacional para el Desarrollo” (AMEXCID)-Mexico launched “Mesoamérica sin Hambre”, a five-year program to be implemented with FAO in Central America. In addition, Venezuela, through Petro Caribe-ALBA, approved a programme to eradicate hunger and a new three-year project with FAO targeting several countries.

#### ***Family farming and rural territorial development in Latin America and the Caribbean***

222. Most of the rural population in the region continues to depend on agriculture to make a living and generally work on small-scale family farms. The initiative was created as a cooperation strategy focused on strengthening family farming and rural territorial development institutions and capacities in order to contribute to reducing rural poverty and enhancing food and nutrition security. The initiative supports countries in creating an environment that allows family farming to play a central role in national economies, rural territorial development and local innovation, promoting synergies between agriculture and other social and rural development sectors, and taking into account the needs and specificities of different territories.

223. During 2014, FAO supported key policy dialogue processes among public institutions, civil society organizations and private sector in the framework of the International Year of Family Farming (IYFF) in most countries of the region. This contributed to the establishment of sixteen IYFF National Committees to enrich discussion on family farming policies and programmes.

224. Regionally, the initiative aligned FAO’s work with and articulated the CELAC’s Action Plan for Food and Nutrition Security and Family Farming. FAO participated in the Working Group on Family Farming and assisted in the development of a Regional Integration Agenda on Family Farming and Rural Territorial Development.

225. At the subregional level, FAO supported MERCOSUR’s Specialized Meeting on Family Farming (REAF), including working group activities on youth, gender, markets and family farmers’ registries. An important achievement is the relationship built between REAF and the Rural Regional Dialogue in Mesoamerica (CAC-SICA).

226. At the national level, 17 countries have established national committees on family farming as spaces for stakeholder dialogue on territorial and rural development. The Guatemalan “PAFFEC” (family farming programme to strengthen the peasant economy) was supported with the inclusion of an Aquaculture National Plan; and the principles of the Voluntary Guidelines for Land Tenure were included in the new Agrarian Policy. In Nicaragua, a results-based management for public programmes is being applied with FAO’s support. In Bolivia, FAO is assisting in the implementation

of the “RUNPA” (National Registry for Agriculture Producers). Argentina has created a Secretary for Family Farming in its Ministry of Agriculture and Mexico’s Crusade Against Hunger includes a programme to support family farming.

227. Other achievements include four case studies on gender, social protection and employment conducted in El Salvador, Bolivia, Paraguay and Antigua and Barbuda. A Regional Conference on Women and Family Farming – Compilation of good practices on policy dialogue and organization – REAF<sup>63</sup> Gender Working Group was supported and the declaration of the Gender Working Group in REAF was included in the CELAC’s Declaration.

### *Improving food systems in the Caribbean*

228. This initiative addresses two fundamental problems faced by countries across the Caribbean region: limited value chain development of food and feed crops; and low utilization of domestic agricultural products. Focus countries are expected to develop and establish sustainable food systems through improved policy and governance for increased investment, production, employment, trade and consumption. The major benefits expected under this initiative are: i) the development of existing alternative food and feed production and marketing systems; ii) strengthened governance frameworks including a cross-section of public, private, and civil society organizations; iii) strengthened linkages and capacities promoting increased utilization of national products at commercial and household levels.

229. Considerable progress has been made in the development of the target value chains (cassava, small ruminants, aquaculture and fruits and vegetables). FAO leads the cassava value chain development on behalf of the CARICOM<sup>64</sup> Agriculture Cluster, with key partner organizations (CCS, IICA, CARDI, CAFAN, CABA and CDB)<sup>65</sup> conducting complementary activities. FAO and CARDI are demonstrating yield increases in four Caribbean countries using improved technological packages. The FAO/CARDI Protocol for intraregional movement of clean cassava planting material was endorsed by the Ministers of Agriculture at the 51<sup>st</sup> Meeting of the Council for Trade and Economic Development (COTED). FAO/CABA conducted a market study to prepare a strategic plan for the development of the Cassava industry in the region. Two related activities occurred simultaneously: i) producers, processors, bakers and health practitioners met to jointly develop a roadmap on the increased utilization of cassava; and ii) a communication campaign was launched to promote the use of cassava, starting with 2015 calendars with cassava recipes.

230. The Regional Conference on Cassava Industry Development with more than 60 participants helped create a network of key stakeholders (including policy makers) and strong partnerships among the countries and interested organizations. Two direct outcomes of the Conference were a weeklong training for Caribbean professionals at CLAYUCA<sup>66</sup> and the grant by the CDB to FAO for a project on Cassava Industry Development.

231. A small ruminant development project in close collaboration with CARDI was launched, which is leading the work in CARICOM. Work in aquaculture has focused on capacity building for the fledgling industry to take root in some countries. A project in Guyana is working to increase aquaculture’s contribution to food security, rural employment and export earnings. The target beneficiaries are fish farmers and government fisheries department. In Suriname, FAO assisted with developing a 2013/2014 aquaculture policy as well as a Strategy for Aquaculture Development and

<sup>63</sup> Specialized Meeting on Family Farming of MERCOSUL (REAF)

<sup>64</sup> Caribbean Community (CARICOM)

<sup>65</sup> CARICOM Secretariat (CCS), Inter-American Institute for Cooperation on Agriculture (IICA), Caribbean Agricultural Research and Development Institute (CARDI), Caribbean Farmers Network (CaFAN), Caribbean Agri-Business Association (CABA) and Caribbean Development Bank (CDB)

<sup>66</sup> Sponsored by Colombia’s Presidential Agency for International Cooperation and Ministry of Foreign Affairs, and the Association of Caribbean States (ACS) for participants from Trinidad and Tobago, Barbados, Guyana, Suriname, Belize, St Lucia, St Vincent and the Grenadines, Martinique, St Kitts and Nevis, Jamaica, Dominica, and Grenada: The training focused on new technologies for cassava production and processing, for improving competitiveness and promoting technological innovations and value addition.

Management in Suriname (2013-2025). An aquaculture project is being developed as a response to a recent request from St. Kitts and Nevis.

232. At the request of the Ministers of Agriculture at the 51<sup>st</sup> COTED, FAO and IICA are preparing a directory of agricultural product buyers and service providers in CARICOM. In addition, FAO is facilitating the CARICOM-Chile collaboration in addressing Sanitary and Phytosanitary issues and supporting the work of the recently-launched Caribbean Agricultural Health and Food Safety Agency (CAHFSA).

233. Looking forward, FAO will follow-up the working plans designed to achieve concrete results in each target country. Two new projects will be implemented during 2015. The first one will promote agricultural diversification to reduce the import bill of selected vegetable crops in St. Kitts and Nevis, and the second one aims to support the development of a local crop value chain in St. Lucia by linking family/small farming to markets.



## Near East and North Africa

### *Challenges and priorities*

234. FAO has responded to the challenges identified by the 2014 Regional Conference by focusing its work on the following priority areas contributing to the Strategic Objectives: i) enhancing food security and nutrition and strengthening capacity to address vulnerability; ii) protecting and managing scarce and fragile natural resources and adapting to climate change and fostering sustainable and inclusive agricultural production; iii) enhancing livelihoods of rural people, smallholders and vulnerable populations; iv) developing efficient, sustainable and competitive food systems and reducing food losses and waste; v) increasing resilience of livelihood systems of communities and ecosystems to threats and crises.

235. Key achievements delivered by FAO through each of the three Regional Initiatives endorsed by the Regional Conference are highlighted below.

### ***Near East and North Africa's Water Scarcity Initiative (WSI)***

236. This initiative aims to identify and streamline policies, governance and best practices that can significantly improve agricultural productivity and food security under conditions of severe intensification of water scarcity in the region. It promotes a regional collaborative strategy that focuses on the major priority areas such as strategic planning of water resources, governance, water management efficiency, water supply augmenting including non-conventional water resources, climate change adaptation and drought management, ground water sustainability, benchmarking, monitoring of and reporting on water efficiency and productivity in the region.

237. During 2014, FAO concentrated on work at regional level and in the initial focus countries Egypt, Jordan, Morocco, Oman, Tunisia, the UAE and Yemen. Key achievements relate to outputs contributing mostly (but not limited) to SO2.

238. *Strategic planning:* multidisciplinary teams between various ministries (agriculture, water, planning and others depending on the country) analyzed options to achieve targets of their agricultural and/or water development strategies. Country assessments reporting financial cost and related water requirement to increased national food supply have been completed for Morocco and Oman, while a draft has been prepared for Egypt. FAO has also contributed to the 'Sustainable Agriculture and Rural Development Strategy: Horizon 2040' of Oman.

239. *Regional collaborative strategy and partnership:* FAO established a broad partnership (with over sixteen regional and international organization working in the NENA<sup>67</sup> region) and opened an inclusive dialogue with all countries of the region with the overall purpose of determining the scope and the opportunities for a Regional Collaborative Strategy, putting forward an agenda for a comprehensive water reform agenda through innovative implementation modalities. The first edition of the report Towards a Regional Collaborative Strategy was published and presented at the 3<sup>rd</sup> Arab Water Forum in December 2014. A Regional Collaborative Platform has been initiated to share experience and best practices in agricultural water management and to monitor water productivity and drought, which will make substantial use of satellite remote sensing.

240. *Address climate change, drought and desertification:* FAO has supported the Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR) endorsed by the League of Arab States. Maps of temperatures, precipitations, evapotranspiration and runoff have been produced for the baseline period (1986-2005) and for two future time horizons (2046-2065 and 2081-2100). Adaptation solutions are being identified for major systems (crops, forestry, and fishery). FAO has also supported all countries of the NENA region through a high-level capacity development event to influence their national policies on drought management towards an improved risk management approach. Furthermore, assessment of countries institutional capacities in dealing with climate change and its impact on agriculture and food security is being finalized. Support was also provided to the League of

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<sup>67</sup> NERC 2014/2 paragraphs 11-14

Arab States in preparing the National Action Plan (NAP) of the NENA countries to combat desertification, fully aligned with the UNCCD<sup>68</sup> 10-year strategy.

241. *Agricultural water productivity and food security*: a prototype of New Generation of Green Houses, able to recycle up to 90% of the water used, is being installed in the Agricultural Technologies Development Centre of the United Arab Emirates. A South-South Cooperation agreement has been signed between Morocco, FAO and two countries in Africa (Cameroun and Mali) to address, *inter alia*, water resources management and food security. A Guidelines for Brackish Water Use for Agricultural Production in NENA region, with best practices from nine countries, is under publication.

***Small-scale agriculture for inclusive development in the Near East and North Africa***

242. This initiative focuses on investing in increasing smallholder productivity and value chains as a critical means of reduce rural poverty. It has three main components:

- a) evidence-based policy and strategies to improve and enhance the small-scale agricultural sector and the livelihoods of those involved;
- b) sustainable improvement of productivity of small-scale agriculture, aiming at youth and gender inclusiveness in the agricultural sector;
- c) strengthening institutions and empowering smallholders, by enabling economically viable and sustainable development in small-scale agriculture.

243. The initiative was launched in 2014 with work in Tunisia and Morocco and will be expanded to Lebanon, Sudan and Egypt by 2015. Key achievements relate to outputs contributing mostly (but not limited) to SO3.

244. *Evidence-based policy and strategies to improve and enhance the small-scale agricultural sector and the livelihoods*: an initial assessment aiming at characterizing small-scale agriculture was conducted through a series of workshops and consultation meetings organized together with regional and national partners (e.g. PARM, ISESCO, ONEQ and INAT).<sup>69</sup> Topics covered included family farming, Experiences and lessons learnt from the Globally Important Agricultural Heritage Systems (GIAHS) initiative programme, land tenure issue and experiences of farmland consolidation in North Africa, Typology of small scale agriculture in Tunisia under the World Agricultural Watch initiative, and the role of livestock in food security and poverty reduction in North African countries: state of art, methodologies and tools. These and further analyses will lead to evidence for effective policies and strategies to enhance the small-scale agricultural sector.

245. *Sustainable improvement of productivity of small-scale agriculture, aiming at youth inclusiveness in the agricultural sector*: the farmers field school (FFS) approach and implementation of capacity building processes are being implemented to provide sustainable Integrated Pest Management (IPM) in the region. Guidelines of the International Plant Protection Convention (IPPC) are being implemented with the formulation and implementation of a GEF-6 project on natural resources in Maghreb oases in partnership with the RADD0. A technical manual and capacity building for small ruminants and honey bee production and artisanal fisheries is being developed. A market analysis and water harvesting techniques at community-based level is in progress for the sustainable use and management of non-wood forest products

246. *Empowerment of institutions and smallholders, through the support to enabling environments for economically viable and sustainable development in small-scale agriculture*: this was achieved through building an enabling environment for effective contribution of producer organizations in food security and poverty reduction based on the analysis of legal and institutional framework of producer organizations in Maghreb countries in addition to the development of an e-learning platform and capacity building in governance, accountability and negotiation capacities in collaboration with UPAQ in three value chains: honey bee, small ruminants and small-scale fisheries. Moreover, based on the

<sup>68</sup> United Nations Convention to Combat Desertification (UNCCD)

<sup>69</sup> Prospective Agricole et Rurale en Méditerranée (PARM); Islamic Educational Scientific and Cultural Organization (ISESCO); Office National de l'Emploi et de la Qualification (ONEQ); Institut National Agronomique de Tunisie (INAT)

value chain and gender sensitive approach, local products from family farming in Tunisia and Morocco were promoted aiming at youth and women empowerment in partnership with ICARDA and REMADEL.<sup>70</sup>

***Building resilience for food security and nutrition in the Near East and North Africa***

247. The initiative's main goal is to strengthen the resilience of countries, communities and households to shocks and crises affecting food security and nutrition in the Near East and North Africa. It focuses on developing efficient evidence-based food security information and knowledge exchange for effective decision support systems; promoting the development of efficient, sustainable and resilient food systems; promoting sustainable access of households to safe, nutritious and diversified food; and building resilience to anticipate, absorb and recover from the negative impacts of human-induced and natural shocks.

248. In 2014 the key achievements relate to outputs contributing mostly to SO5.

249. *Strengthening capacities for developing coherent risk-informed policy frameworks:* FAO contributed to the increased and improved dialogue of Members in the region on food security and nutrition issues, including on impact of conflicts and protracted crises on food insecurity and malnutrition. A subregional resilience plan of action has been formulated for the Syria crisis-affected countries providing support to individual country crises response plans and policy frameworks. At the country level, three countries formulated policy and institutional frameworks for food security and nutrition; three countries improved their national fisheries strategies; and seven countries were assisted in preparing for the 2<sup>nd</sup> International Conference on Nutrition (ICN2). The Regional Initiative assisted the seven focus countries in formulating medium-term resilience plans of action. Gender has been mainstreamed in the resilience plans of action of these seven focus countries which include Yemen, Sudan, Syria, Jordan, Lebanon, WBGs, and Iraq.

250. *Development of evidence-based food security information systems and knowledge exchange for decision-making processes:* FAO initiated a subregional food security information system and coordination mechanism for the Syria crisis affected countries (Iraq, Jordan, Lebanon and Syria). Country food security monitoring systems were established and promoted in Iraq, Sudan and Yemen. Assistance was provided to countries in improving their agricultural statistics systems through promoting and implementing the Global Strategy for Improving Agriculture and in providing support of conducting agriculture census (e.g. in Lebanon and Sudan).

251. *Development of efficient and sustainable food systems:* FAO conducted comprehensive assessment of food losses in the region and advocated for the Save Food network. It supported programmes for preventing transboundary animal and plant pests and diseases, including improving preparedness for desert locust and avian influenza. Support was also provided on the control of the foot-and-mouth disease and Rift Valley Fever outbreaks to North African countries.

252. *Improving resilience of households and communities and agro-eco systems to anticipate, absorb and recover from the negative impacts of man-made and natural shocks:* based on the above mentioned resilience plans of action, assistance focusing on livelihood support and protection of essential assets and restoring small-scale farmers and herders was provided to all the focus countries in the region. Support for strengthening capacities in ecosystem approach to fisheries was provided to Egypt, Lebanon, Palestine, Morocco and Mauritania.

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<sup>70</sup> International Centre for Agricultural Research in the Dry Areas (ICARDA); Réseau maghrébin d'associations de développement local en milieu rural (REMADEL)