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PROGRAMME AND FINANCE COMMITTEES

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MID-TERM REVIEW SYNTHESIS REPORT - 2016

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Executive Summary

- The Mid-Term Review Synthesis Report 2016 (MTR) informs the membership of the progress during 2016 in implementing the approved Programme of Work and Budget 2016-17 (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.
- 43 (86%) of the 50 Strategic Objective Output targets for the year were fully achieved, while 7 (14%) were partially achieved. Although the targets were generally skewed towards 2017 compared with 2016, progress is well advanced with 32 (64%) indicators showing at least 50% achievement against 2017 targets.
- Accelerated performance in 2016 has resulted from the new measures to improve delivery and better information at country level, with improved prospects for achieving the cumulative end-2017 targets, some of which are ambitious and will need careful monitoring.
- Key performance indicators are on track for delivering technical quality and services, including for the cross-cutting themes contributing to the Strategic Objectives. In particular, 12 minimum standards of the FAO gender mainstreaming policy have been met, and 12 performance standards of the UN System-Wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP) have been achieved.
- The 2016 Regional Conferences endorsed the continuation of the 15 existing Regional Initiatives with some modifications, particularly in Latin America and the Caribbean, and identified priorities areas to be considered for new Regional Initiatives in the next biennium.
- 23 of the 25 key performance indicators of business processes Functional Objectives and special Chapters measured in 2016 are on track, and all KPIs are expected to be achieved by end-2017. In particular, the rate of TCP approval and delivery has improved markedly compared with the previous biennium.
- Programme management arrangements were strengthened with the appointment of Strategic Programme Leaders and setting-up Strategic Programme management teams, and the designation of Regional Strategic Programme Coordinators, while ensuring the technical capacity of the Organization. Programme management arrangements were consolidated at the end of 2016 to further strengthen the delivery of the Strategic Programmes.
- Arrangements to support delivery a country level were improved, through streamlined Country Programming Frameworks and project cycle, and more systematic attention to quality and timeliness in delivery of projects.
- The delivery of net appropriation resources and voluntary contributions in 2016, the first year of the biennium, is on track at 50 percent of the budgeted resources.
- During 2016, 398 TCP projects for USD 80.7 million were approved against the 2016-17 appropriation, representing 61 percent of the biennial TCP appropriation available for project approval, a significant improvement over 2014. Of this, 85 percent has been committed for development support, and 15 percent for emergency assistance. TCP delivery in 2016, for both 2014-15 and 2016-17 appropriations, amounts to USD 67.7 million a 20% increase over 2014.

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 (see below);
- Provide guidance in improving the format and content of the MTR.

For the attention of the Programme Committee:

- *Section II*, which reports on progress against 2016 Output targets and achievements for each Strategic Objective and Objective 6, supported by *Annexes 1, 2 and 3*, as well as the progress and achievements on Gender reported in *Annex 4* and on regional priorities through the Regional Initiatives reported in *Annex 5*.

For the attention of the Finance Committee:

- *Section III*, which 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*, which reports on management of delivery and resources, including the financial delivery under all source of funds as well as for the Technical Cooperation Programme.

I. Introduction

Scope of Report

1. The Mid-Term Review Synthesis Report 2016 (MTR) informs the membership of the progress during 2016 in implementing the approved Programme of Work and Budget 2016-17 (PWB)¹ 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 2017 of the Programme Implementation Report (PIR) 2016-17, 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 2016-17 in December 2015.

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:

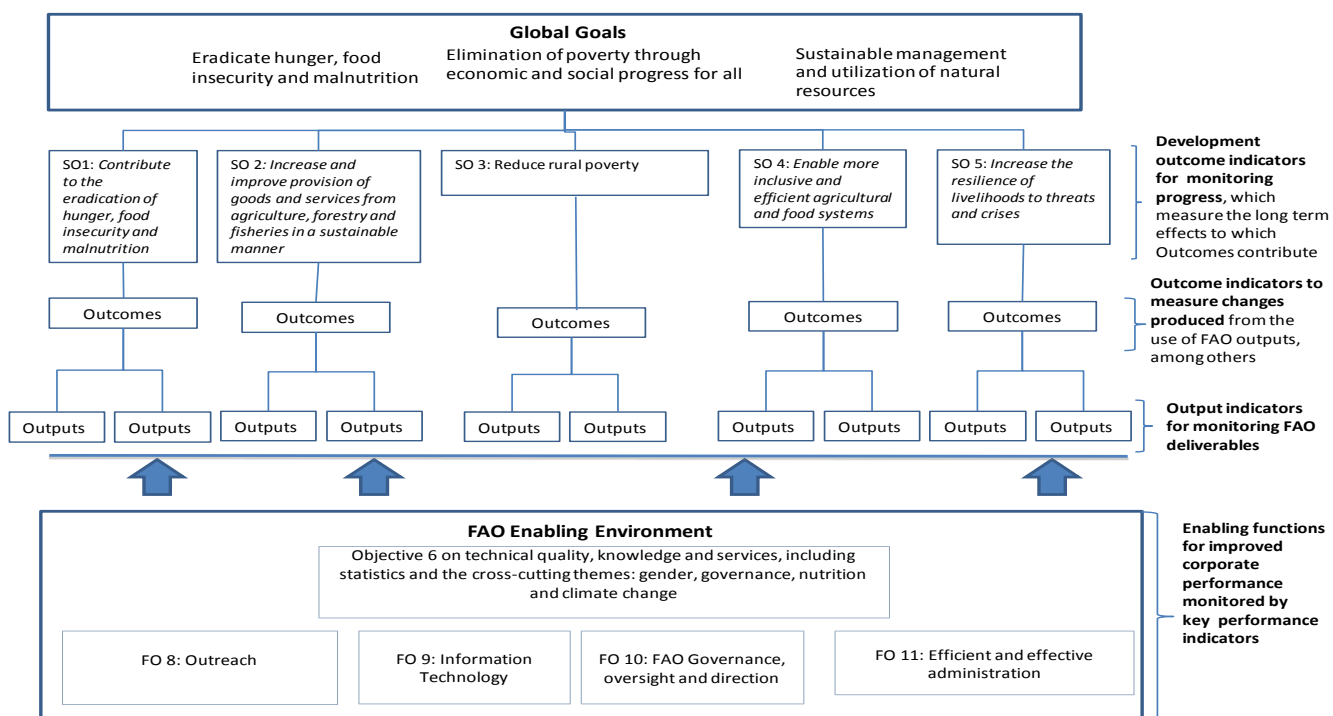
- a) five Strategic Objectives with indicators, Outcomes with indicators and targets (two- and four-year) for the medium-term 2014-17, and Outputs with indicators and annual targets for the 2016-17 biennium;
- b) for Objective 6, the Functional Objectives and special Chapters, Outcomes with key performance 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. This results chain provides the link between FAO's work and the different levels of results produced. It also demonstrates the logic underlying these linkages: *if* particular FAO products/services are completed as planned, *then* the output will be delivered; *if* the outputs are delivered and the assumptions hold true, *then* that should lead to the desired outcome; *if* the outcomes are achieved, *then* the conditions are in place to result in the objective's development impact.

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 2016 using a corporate results tracking system. The Strategic Programme Leaders 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*.

¹ C 2015/3; CL 153/3 at www.fao.org/pwb

Figure 1: FAO Results Chain Model



Guide to document

7. *Section II* reports on output level progress against 2016 targets and achievements for each Strategic Objective and Objective 6, supported by *Annexes 1, 2 and 3*, as well as the progress and achievements on Gender in *Annex 4* and on regional priorities through the Regional Initiatives in *Annex 5*, for the attention of the Programme Committee.

8. *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*, for the attention of the Finance Committee.

9. *Section IV* reports on management of delivery and resources, including the financial delivery under all sources of funds, as well as for the Technical Cooperation Programme, for the attention of the Finance Committee.

II. Progress and Achievements – Strategic Objectives and Objective 6

Overview of Progress

Strategic Objectives

10. FAO's work in 2016 was guided by the Programme of Work and Budget 2016-17 approved by the Conference in July 2015 and Adjustments approved by the Council in December 2015. Progress on achieving Strategic Objective Outputs is monitored on an annual basis by indicators and targets published in the Strategic Objective results framework.² The process of setting and monitoring Output targets is described in *Annex 1*. An overview of progress on achieving Output targets in 2016 and the prognosis for 2017 is provided below.

11. At the end of 2016, 43 (86%) of the 50 Output targets for the year were fully achieved (thus "on track"), while 7 (14%) were partially achieved. This is a stronger test than used in the previous biennium, where the rating "on track" was given if the target was 75% met or better, in view of the more rigorous target setting process in 2016-17. Although the target setting was skewed toward 2017, as explained in *Annex 1*, achievement against 2017 targets is well advanced with 32 (64%) indicators showing at least 50% achievement against 2017 targets (*Table 1* and *Annex 2*).

Table 1: Progress on SO Output Targets

	2016 targets			2017 cumulative targets		
	Number Achieved	Number partially achieved	Total number targets	Progress ≥50%	Progress <50%	Total
SO1	7	1	8	5	3	8
SO2	9	4	13	8	5	13
SO3	8	2	10	3	7	10
SO4	10	0	10	7	3	10
SO5	9	0	9	9	0	9
Total	43	7	50	32	18	50

12. Accelerated performance in 2016 has resulted from the new measures to improve delivery (*Section IV*) and better information at country level, with improved prospects for achieving the cumulative end-2017 targets, some of which are ambitious and will require careful monitoring. The progress for each Strategic Objective is summarized below.

13. Work to *contribute to the eradication of hunger* (SO1) is on track for 7 of 8 indicators in 2016, with five indicators well-advanced for achieving the end-2017 cumulative targets. While progress has been made on the mapping and analysis of policies, programmes and legislation relevant to food security and nutrition (Output indicator 1.3.2-1), the evaluation of their impact on food security and nutrition (Output indicator 1.3.2-2) remains an area that requires more support, especially at country level, also to ensure that the results of food security and nutrition analysis are effectively communicated and used by decision-makers.

14. Work to *increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner* (SO2) is on track for 9 of 13 indicators in 2016, and close follow-up is needed for several indicators to achieve the end-2017 cumulative targets. Work on adoption of practices by producers that increase and improve agricultural sector production in a sustainable

² CL 153/3 Web Annex 6 at www.fao.org/pwb

manner (Outputs 2.1.1 to 2.1.3), which have ambitious targets, requires attention including through use of proven approaches such as Farmer Field Schools. Support to reforms of institutional structures, functions or managerial procedures to foster sustainable agriculture (Output 2.2.3) nearly met the 2016 target, although results reported are mostly sectoral, addressing crop production, forestry, and fisheries; close follow up will be needed to achieve the biennial target.

15. Work to *reduce rural poverty* (SO3) is on track for 8 of 10 indicators in 2016, and close follow-up is needed for seven indicators to achieve end-2017 cumulative targets. In particular, work related to improving capacities for monitoring social protection systems and their impact on rural poverty reduction (Output 3.3.2) requires attention. This work will be strengthened in 2017, supporting ongoing country-level implementation in Africa and enhancing regional processes such as the Hunger-Free Latin America and Caribbean Initiative, in order to achieve the biennial target.

16. Work to *enable more inclusive and efficient agricultural and food systems* (SO4) is on track for all 10 indicators in 2016 and is well-advanced for achieving the end-2017 targets. There has been more demand than anticipated for support to work on agricultural and food systems, stimulated by global developments and the growing interest of countries to develop their agrifood systems in response to rapid urbanization, younger populations, and new ways of working.

17. Work to *increase the resilience of livelihoods to threats and crises* (SO5) is on track for all 10 indicators in 2016 and is very well advanced for achieving the end-2017 targets. All work and related results benefitted from opportunities arising from the mobilization of voluntary contributions beyond what was originally planned at country level.

Objective 6

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

19. Eleven KPIs measure progress and achievements of the six Outcomes. Of those, seven KPIs were on track (one for technical quality, two each for gender, governance, climate change) at end-2016, and four KPIs (for statistics and nutrition) are measured on a biennial basis, as described below and tabulated in *Annex 3*. In particular, 12 minimum standards of the FAO gender mainstreaming policy have been met (exceeding the biennial target of 10), and 12 performance standards of the UN System-Wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP) have been achieved (on target for the biennium), as reported in *Annex 4*.

Regional Initiatives

20. The Regional Initiatives serve as a mechanism to ensure effective delivery and impact contributing to the Strategic Objectives, providing a cohesive framework for FAO's actions at country level, through common themes across country priorities. The 2016 Regional Conferences considered achievements of the Regional Initiatives in 2014-15 and priorities for FAO activities in the 2016-17 biennium.³ They endorsed the continuation of the 15 existing Regional Initiatives with some modifications, particularly in Latin America and the Caribbean, and identified priorities areas to be considered for new Regional Initiatives in the next biennium.

21. The achievements in 2016 of the 15 Regional Initiatives endorsed by the Regional Conferences for the 2016-17 biennium, as well as the new priorities areas identified and achievements relating to gender in each region, are reported in *Annex 5*.

³ C 2017/14, C 2017/15, C 2017/17, C 2017/17, C 2017/LIM/1

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

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

- a) Explicit political commitment in the form of policies, investment programmes (Output 1.1.1), legal frameworks (Output 1.1.2) and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition (Outputs 1.1.3 and 1.1.4).
- c) Strengthened governance, coordination mechanisms and partnerships to improve participation and coordination across sectors and stakeholders (Output 1.2.1).
- d) Evidence-based policy processes supported by better information on food security and nutrition situations (Output 1.3.1), enhanced tracking and mapping of actions, and improved impact assessment (Output 1.3.2).

Results achieved in 2016 – overall assessment

23. As shown in *Annex 2*, seven out of eight output indicators are on track in 2016 and five are well advanced toward achieving the biennial targets, while one indicator needs attention to achieve the biennial target.

24. Policies, investment plans and programmes (Output 1.1.1) have been greatly facilitated by increased awareness of decision-makers about the linkages of sectoral policy and food security and nutrition, through global fora such as COFI, COFO, COP22 and CFS,⁴ and regional fora such as CAADP, CELAC, and ASEAN.⁵ Progress on legal frameworks (Output 1.1.2) is accelerating due to continued emergence of opportunities at country level for work on land tenure, small-scale fisheries, right to food and social protection in the context of national food security. Strong support has been provided to translate global guidelines and other instruments into national policies, programmes and legal frameworks through inclusive and evidence-based policy dialogue, including by engaging with parliamentarians.

25. Results in the domain of human resources development (Output 1.1.3) and financial resource allocation and use (Output 1.1.4) have benefited from opportunities that emerged during the year for strengthening organizations to further build capacities at country level for better addressing food insecurity and malnutrition challenges. Work on financial resources allocation and use, especially to track public expenditures for food security and nutrition and to analyse the effectiveness of resource allocation options remains a relatively new area for FAO and requires stronger strategic partnerships to leverage the capabilities of partners.

26. In the domain of governance, coordination mechanisms and partnerships for food security and nutrition (Output 1.2.1), good progress made at global and regional levels during 2016 is translating into progress at country level, where FAO is supporting governments and other stakeholders to increase dialogue and collaboration, embrace normative and standard setting instruments for their implementation, and raise political commitment to ensure the creation of a more enabling policy and institutional environment for the right to food. Progress in this area of work is good, with additional countries reporting results in particular in Latin America. However, more investment and direct FAO engagement with other UN agencies is needed to strengthen accountability and grievance mechanisms

⁴ Committee on Fisheries (COFI); Committee on Forestry (COFO); Conference of the Parties (COP); Committee on World Food Security (CFS)

⁵ Comprehensive Africa Agriculture Development Programme (CAADP); Community of Latin American and Caribbean States (CELAC); Association of Southeast Asian Nations (ASEAN)

at national and local levels, including advocacy for promoting the participation of civil society, private sector and other stakeholders, such as parliamentarians, consumer and producer organisations more systematically in national food security and nutrition governance mechanisms.

27. The results on monitoring and analysis of food security and nutrition situations (Output 1.3.1) focused on developing capacities to apply some of FAO's key normative products like the Integrated Food Security Phase Classification (IPC) at country level, as well as the roll-out of indicators for measuring progress against SDG2 targets and the development of an Inter-agency Social Protection Assessment tool on food security and nutrition. While progress has been made on the mapping and analysis of policies, programmes and legislation relevant to food security and nutrition (Output indicator 1.3.2-1), the evaluation of their impact on food security and nutrition (Output indicator 1.3.2-2) remains an area that requires more support, especially at country level, also to ensure that the results of food security and nutrition analysis are effectively communicated and used by decision-makers.

Highlights of global and regional results

28. Results of FAO's engagement together with other development partners and UN agencies in global policy processes include:

- a) Implementation of actions foreseen in the ICN2 Declaration on Nutrition and Framework for Action, including the proclamation of a Decade of Action on Nutrition (2016-2025) by the UNGA. FAO, together with WHO, also promoted policy dialogue among countries and development partners on nutrition and food systems through the International Symposium on Sustainable Food Systems for Healthy Diets and Improved Nutrition, held in December 2016, and developed capacities at country, regional and global levels for the monitoring of the ICN2 Framework for Action.
- b) The decision by the Committee on World Food Security (CFS) to prioritize nutrition and food systems in its agenda, as reflected by the establishment by the CFS of an Open Ended Working Group on nutrition.
- c) The mainstreaming of food security and nutrition concerns within the New Urban Agenda (Habitat III), the follow-up to the Milan Urban Food Policy Pact, including a Second Mayors' Summit held in Rome in October 2016, and awareness raising on Sustainable Food Systems for Urban Food Security and Nutrition through several global publications.
- d) In addition, FAO developed strategic inputs for, and actively engaged with various global processes to promote food security and nutrition considerations, such as COFI, COFO, COAG, the UN Standing Committee on Nutrition (UN-SCN), the Scaling Up Nutrition (SUN) movement, the HLPF⁶ on 2030 Development Agenda, the UN Zero Hunger Challenge (ZHC), the Global Climate-Smart Agriculture Alliance, the World Forestry Congress.

29. Results from collaboration during 2016 with various regional and sub-regional intergovernmental organizations include:

- a) The establishment of the Pan-African Parliamentary Alliance on Food Security and Nutrition in October 2016; the implementation of the African Union (AU) Malabo Declaration, which includes the "Commitment to Ending Hunger in Africa by 2025", in support of ongoing regional and country efforts; the launch of the Food and Nutrition Security Knowledge-Sharing and Monitoring Platform developed by NEPAD⁷ and piloted in the SADC⁸ region.
- b) The implementation of the ASEAN Integrated Food Security Strategy, its Plan of Action for Food Security (2015-2020) and the Food, Agriculture and Forestry Vision (2016-2025), including inter-country policy dialogue on food security and nutrition to eradicate hunger and

⁶ High-level Political Forum on Sustainable Development (HLPF)

⁷ New Partnership for Africa's Development (NEPAD)

⁸ Southern African Development Community (SADC)

all forms of malnutrition, through the Inter-sectoral Consultation on Food Security and Nutrition held in Bangkok in February 2016 convened jointly by ASEAN and FAO.

- c) The implementation of the Food and Nutrition Security Plan of the Community of Latin American and Caribbean States (CELAC), with increased attention to the links between food security, nutrition, family farming and climate change, as well as on gender issues, with the approval by all CELAC member countries of the Gender strategy for the food security and nutrition (FSN) Plan.
- d) The establishment, by members of the European Parliament, of the European Alliance Fight Against Hunger in April 2016, which held a Forum in September 2016 on the relationship between Peace and Food Security.

Highlights of country results

30. Highlights include:

- a) Over 36 countries across the five regions mainstreamed food security and nutrition in sectoral policies and investment programmes and/or developed cross-sectoral policy frameworks for food security and nutrition. In countries such as Rwanda, Kyrgyzstan, Honduras and Paraguay the capacity of the government and stakeholders was strengthened for operationalizing the linkages between nutrition and social protection in policies and programmes. FAO supported the development, implementation and monitoring of agriculture, food security and nutrition investment plans in Bangladesh, Bhutan, Lao PDR, Angola, Chad, Malawi, Madagascar, Niger, Oman. Additionally, this work built on the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in Costa Rica and Cambodia, and on the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT) in Liberia, Sierra Leone, Uganda, Cambodia, Lao PDR, Myanmar, Viet Nam, Colombia and Guatemala.
- b) Through the FIRST⁹ policy assistance facility, dialogue has been initiated among policy makers and development partners on food security, nutrition and sustainable agriculture at country and sub-regional levels, including in Djibouti, Cambodia, Chad, Fiji, Vanuatu, Solomon Islands, Kenya, Liberia, Mali, Mozambique, Myanmar, Niger, Swaziland and at ECOWAS.¹⁰ FIRST support contributes in the translation of global and regional level normative products and instruments into national-level policy and institutional changes.
- c) Seventeen countries are developing and implementing legal frameworks supportive of the right to food and more secure and equitable access to resources and assets. For example in the Dominican Republic, long-standing work with the national Parliamentary Front led to the approval of the Law on Food Security and Nutrition and Food Sovereignty in the first semester of 2016. Other examples of support include Cambodia, Nepal, Burkina Faso, Cabo Verde, Guatemala, Honduras and El Salvador.
- d) 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 32 countries, including through the IPC and various other FAO-led programmes.

Achievements relating to gender

31. Important results were achieved in addressing gender concerns in cross-sectoral and sectoral policy and legal frameworks for food security and nutrition through FAO support, including in Botswana, Cambodia, Togo, Guatemala, as well as in generating gender-disaggregated data, indicators and analysis, mostly in Western Balkan countries.

⁹ Food and nutrition security impact, resilience, sustainability and transformation (FIRST)

¹⁰ Economic Community of West African States (ECOWAS)

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

32. Achieving sustainable and increased agricultural production, while managing natural resources, requires coordinated cross-sectoral action in the agricultural sectors including crops, livestock, forestry, aquaculture and fisheries, as well as further integration of the three dimensions of sustainability: environmental, economic and social. For this reason, FAO supports member countries in increasing productivity through: (i) optimizing resource-use efficiency; (ii) conserving, protecting and enhancing natural resources; (iii) improving equity, access to productive assets, and responsible consumption; (iv) increasing resilience, in particular to climate change; and (v) improving governance. This entails:

- a) Practices, integrated approaches for ecosystem management and restoration, and innovation that increase and improve agricultural sector production in a sustainable manner adopted by producers and natural resources managers (Outputs 2.1.1 to 2.1.3).
- b) Supporting analysis, governance frameworks and inter-organizational mechanisms to strengthen governance in member countries for the transition to sustainable agricultural sector production systems (Outputs 2.2.1 to 2.2.3).
- c) International instruments and related governance mechanisms developed and implemented 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 statistics, monitoring and analysis (Outputs 2.4.1 to 2.4.3).

Results achieved in 2016 – overall assessment

33. As shown in *Annex 2*, 9 out of 13 output indicators are on track in 2016 and five are well advanced on the biennial targets, while others need attention to ensure the achievement of the biennial targets.

34. Work on practices adopted by producers that increase and improve agricultural sector production in a sustainable manner (Outputs 2.1.1 to 2.1.3) did not achieve the 2016 targets, and close follow-up is needed to achieve the ambitious 2017 targets. Results have been achieved in over 90 countries with adoption of practices related to agroforestry and agroecology, climate change adaptation, peri-urban and school gardening. Farmer Field Schools were the most important participatory approach, with work being carried out in 26 countries and promoting the equal inclusion of men and women in their access to technology and resources.

35. Results related to strengthening governance in member countries for transition to sustainable agricultural production are mostly on track. FAO supported 15 countries in analyzing governance issues and options (Output 2.2.1) in such areas as national policies, legal and institutional frameworks, tenure related policies and governance arrangements affecting sustainability, and assessments that address groundwater governance. The number of FAO-supported policy processes with cross-sector dialogue (Output 2.2.2) are well advanced toward to 2017 target, with an important increase in the number of initiatives including elements of cross-sectoral policy dialogue, in particular in those countries addressing sustainable food and agriculture more broadly or that deal with land management and climate change adaptation and mitigation. FAO's support to reforms of institutional structures, functions or managerial procedures to foster sustainable agriculture (Output 2.2.3) requires attention, and results reported are mostly sectoral, addressing crop production, forestry and fisheries; close follow-up will be ensured to achieve the biennial target.

36. Achievements in the domain of international and regional instruments and related governance mechanisms (Outputs 2.3.1 to 2.3.3) are well on track for 2016. Examples include: increased engagement in the agricultural negotiations under the United Nations Framework Convention on Climate Change (UNFCCC) and the Subsidiary Body on Scientific and Technological Advice (SBSTA); support at COP-17 to CITES¹¹ for reducing exploitation of marine species; contributions to

¹¹ Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

COP22 and COP13; and technical inputs provided to the UN General Assembly Resolution on sustainable fisheries.

37. Results in the area of evidence-based decision-making are well advanced. A new data domain on greenhouse gas emissions in agriculture as a percentage of the total economy has been added under agri-environmental indicators (contributing to Output 2.4.1), which has been used for international reports by IPCC¹² and FAO in SOFA 2016. FAO developed new methodologies for SDG indicators 6.4.1 and SDG 2.5.1, for which it is custodian, thus an important contribution to Output 2.4.2. The number of data and information products produced by stakeholders with capacity development support from FAO (Output 2.4.3) is well advanced. Nevertheless, countries' work in this area is still quite sectoral and FAO should focus on strengthening capacities for the use of data in decision-making, especially to support countries in the upcoming SDG monitoring and reporting.

Highlights of global and regional results

38. Highlights include:

- a) Endorsement of the five principles of Sustainable Food and Agriculture (SFA) by member countries at COAG¹³ and strong support expressed at COFO, to facilitate implementation of the 2030 Agenda.
- b) The "Global Framework for Action on Water Scarcity" was launched at COP22.
- c) FAO promoted sustainable agriculture at COP13, including support in the preparation of the Voluntary Guidelines for Agro-environmental Policy Development in Latin America and the Caribbean and Amazon Vision side events.
- d) An Agroecology Knowledge Hub was created, with 45 case studies and over 300 scientific studies on sustainable agro-ecological approaches for ecosystem management, restoration and climate change adaptation and mitigation.
- e) FAO improved the capacity of the fisheries and aquaculture sectors in cross-sectoral water management discussions in the context of climate change and within the System of Environmental-Economic Accounting (SEEA) framework.
- a) A stock assessment tool for sustainable ecosystem management in fisheries has been developed. The tool estimates the fish stock status level based on patterns of fishery catch history, and will provide a better measure for SDG target 14.4.1 and Aichi target 6. In addition, an assessment of global fish stock status was completed and reported in SOFIA 2016.

Highlights of country results

39. Highlights include:

- a) FAO provided support for the implementation of the 2030 Agenda through SFA at regional (Africa, Europe and Central Asia, Latin America and the Caribbean) and country levels.
- b) Under the Blue Growth Initiative, guidelines on aquaponics practices were published and two workshops towards establishing aquaponics support network in countries of the Near East and North Africa (NENA) region.
- c) FAO's Global Guidelines for the restoration of degraded forests and landscapes in drylands were used to develop action plans in Burkina Faso, Niger, Gambia, Ethiopia, Nigeria, Senegal, Fiji and Haiti.
- d) Eight Countries (Nepal, Kenya, the Philippines, Thailand, Uganda, Uruguay, Viet Nam and Zambia) were supported in the implementation of Nationally Determined Contributions (NDCs) through National Adaptation Plans, Nationally Appropriate Mitigation Actions and Monitoring, Reporting and Verification of greenhouse gas emissions in the agricultural sector.

¹² Intergovernmental Panel on Climate Change (IPCC)

¹³ Committee on Agriculture (COAG)

- e) Over 3,000 ha of agro-silvo-pastoral systems were restored across Burkina Faso and Niger using FAO restoration model involving the use of multipurpose native species selected by communities (trees, shrubs and grasses) and “Vallerani” water harvesting system/half-moons dug by local communities.
- f) FAO supported 56 countries in reducing greenhouse gas emissions from deforestation and forest degradation, through the UN-REDD¹⁴ programme. The focus was on the development of national forest monitoring systems (40 countries), building forest reference emission levels (10 countries), strengthening forest governance (7 countries), legal preparedness (14 countries), land tenure (9 countries), and safeguards (12 countries) for REDD+.
- g) FAO supported the Globally Important Agricultural Heritage Systems (GIAHS), and 37 sites in 16 countries are now included in the GIAHS list.
- h) FAO supported policy dialogue for improved management of small-scale fisheries, which resulted in the uptake of the SSF¹⁵ guidelines in Tanzania, Pakistan, Ecuador, India and Honduras.

Achievements relating to gender

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

¹⁴ United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD)

¹⁵ Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF)

Strategic Objective 3: Reduce rural poverty

41. Although progress has been made in reducing poverty, about 900 million people continue to live in extreme poverty and inequality is still pervasive. Most of the poor live in rural areas and depend on agriculture for their livelihoods. They lack sufficient access to resources, services, technologies, markets and economic opportunities to exit poverty. FAO supports governments in reducing rural poverty through inclusive rural transformation with special emphasis on addressing the needs of rural women and youth. While pro-poor growth starts in agriculture, reducing rural poverty requires a broad, multi-dimensional approach for increasing agricultural productivity, creating jobs, economic diversification and investing in people. FAO's strategic programme on rural poverty reduction employs contextualized strategies to support countries to:

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

Results achieved in 2016 – overall assessment

42. As shown in *Annex 2*, eight out of ten output indicators are on track in 2016 and some are well advanced toward achieving the biennial targets, while seven indicators need attention to achieve biennial targets.

43. FAO's support to rural organizations (Output 3.1.1) is well on track, reflecting a rapidly expanding area of work. Results from promoting implementation of pro-poor approaches to policies and programmes and improving access to technologies, knowledge, inputs and markets (Outputs 3.1.2 to 3.1.4) are mostly on track. Compared to last biennium FAO has stepped up efforts and important results have been achieved in supporting policy advice and capacity development for gender equitable and sustainable rural development and poverty reduction strategies both at country and regional institutional level (Output 3.1.5).

44. Work to enhance decent employment opportunities is on track for 2016, particularly in support to the formulation or review of agricultural rural development policies and strategies to centrally integrate decent rural employment principles (Output 3.2.1). Work on the generation of knowledge products on decent rural employment (Output 3.2.3) is well advanced in 2016 and on a good path to achieving the biennial target, with results predominantly achieved at global level. As planned, policy support will be provided to countries in 2017 on the application of ILO standards in rural areas (Output 3.2.2).

45. Progress on the support provided for improving the design and implementation of pro-poor age and gender-sensitive social protection systems (Output 3.3.1) is mostly on track, but has an ambitious 2017 target. Progress on work related to improving capacities for monitoring social protection systems and their impact on rural poverty reduction (Output 3.3.2) requires attention. This work will be strengthened in 2017, supporting ongoing country-level implementation in Africa and enhancing regional processes such as Hunger-Free Latin America and Caribbean Initiative (CELAC), in order to achieve the biennial target.

Highlights of global and regional results

46. Highlights include:

- a) At global-level FAO has joined the working group of the Social Protection Inter-agency Coordination Board focusing on social protection in fragile contexts. FAO participated at the World Humanitarian Summit, calling for the expansion of shock-responsive social protections systems.
- b) A consultation workshop with FAORs in Europe and Central Asia was organized and led to the identification of country-specific entry points for FAO's work linking social protection, agriculture and food security in the region.
- c) FAO supported the creation of Central American and Dominican Republic Commission on Family Farming within the framework of Central American Integration System bringing together governments and family farming organizations from seven countries.
- d) FAO has stepped-up efforts to engage in migration, preparing information materials on linkages of migration with agriculture, rural development and humanitarian contexts for the Global Migration Summit in September, while a cooperation agreement with the International Organization for Migration (IOM) is under development.

Highlights of country results

47. Highlights include:

- a) FAO supported 33 countries in LAC elaborating an Action Plan on Family Farming and Rural Development.
- b) FAO supported five large umbrella family farming producer organizations in Bolivia to develop their implementation plans, which leveraged USD 90 million in government funds to improve production, value chain and linkages to markets.
- c) In Nepal, over 800 small-scale family farm crop and livestock producer groups were established and capacities developed to address food and nutrition security.
- d) FAO supported Ecuador to develop the draft of "Ley Orgánica Forestal o de Bosques y su Reglamento" evaluating the current legislative framework while enhancing the development of the legal framework for the implementation of policies and tools in line with REDD+.
- e) In Zambia, FAO's contribution to linking social protection with agriculture and resilience, by generating evidence and knowledge, strengthening capacities of national actors and fostering policy dialogue in both sector, has been proposed to be part of the UN Joint Programme, strengthening existing partnerships with ILO, WFP and UNICEF.
- f) In Guatemala, FAO is supporting the formulation of a dedicated rural youth employment strategy for the Department of San Marcos, where a "one-stop-shop" rural employment service will be piloted in the Tejutla municipality.
- g) FAO has implemented the Pilot Phase of the project "Promotion of sustainable rural livelihoods for the refugees and the host communities in Eastern Sudan". Building on this successful experience, FAO will closely work with UNHCR on joint self-reliance programmes to scale-up value chain related to fodder production milk processing and animal fattening.

Achievements relating to gender

48. Gender remains a predominant aspect of projects and activities to reduce rural poverty. Twenty comprehensive Country Gender Assessments (CGAs) of the agricultural and rural sectors in 2016 have been completed in Africa providing a baseline for monitoring the implementation of the Malabo Declaration, the SDGs and the National Agricultural Investment Plan from a gender perspective.

49. The UN joint programme implemented by FAO in partnership with WFP, IFAD, and UN-Women has shown highly promising results in Ethiopia, Kyrgyzstan and Nepal servicing approximately 18 000 women and their households. Benefits included increased access to financial services, formation of cooperatives, increased access and control over inputs, knowledge and productive technologies, and entrepreneurship skills training.

50. As part of the DIMITRA¹⁶ Programme, FAO is backstopping implementation partners in support of the 305 Dimitra Clubs in five provinces of the Democratic Republic of the Congo, including in a EU-UNICEF funded project on gender-based violence. Furthermore, 300 Women Associations were supported in accessing loans to manage their financial activities in Liberia, which resulted in increased spending in food and other basic needs and increased lowland rice and vegetable production.

¹⁶ Rural Women and Development (FAO/King Baudouin Foundation) (DIMITRA)

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

51. 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 and food 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 to 4.1.4).
- b) Agro-industry and agrifood chain development that combines coherent subsectoral and small and medium-sized enterprises (SMEs) strategies to allow the emergence and adoption of efficient business models, and to reduce food waste and loss (Outputs 4.2.1 to 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 to 4.3.3).

Results achieved in 2016 – overall assessment

52. As shown in *Annex 2*, all output indicators are on track in 2016 and several are well advanced toward achieving the biennial targets.

53. There has been more demand than anticipated for support to work on agricultural and food systems, stimulated by global developments and the growing interest of countries to develop their agrifood systems in response to rapid urbanization, younger populations, and new ways of working.

54. Progress on the development and adoption of standards in food safety and quality and plant health (Output 4.1.1) was higher than expected in terms of the number of draft standards that proceeded through the standard setting process and a significantly higher number of new standards that were adopted. Similarly, FAO provided analysis, capacity development or fora for dialogue on more trade agreements (Output 4.1.2) than originally planned in 2016, but has an ambitious target in 2017, while the number of market information products for which usage increased was also higher (Output 4.1.3) and achieved the biennial target. FAO's support to the design and implementation of policies and regulatory frameworks for food safety and quality, plant health and animal health (Output 4.1.4) confirmed achievements in more countries and regional bodies than expected.

55. Results on agribusiness and agrifood chains are all on track (Outputs 4.2.1 to 4.2.3). The number of countries receiving support to reduce food loss and waste (Output 4.2.2) was significantly higher than planned, reflecting FAO's success in drawing global attention to the issue. The number of institutions supported on strategies and public goods (Output 4.2.1), and the number of countries supported on value chains (Output 4.2.3) were higher than expected, reflecting the successful partnerships brokered and continued growing interest in developing countries in promoting private sector-driven, market-oriented agrifood sectors.

56. FAO's work on supportive policies, financial instruments and investments (Outputs 4.3.1 to 4.3.3) is on track. The number of institutions receiving FAO's support on designing and implementing financial instruments and services (Output 4.3.1) was higher than expected, as was the number of countries receiving support on responsible investment (Output 4.3.2) and in policy monitoring, analysis and reform (Output 4.3.3). This reflects in part the successful long-standing partnerships with international financial institutions (IFIs) and other partners.

Highlights of global and regional results

57. Highlights include:

- a) 42 internationally agreed standards for animal health, plant health and food safety and quality were adopted, making a critical contribution to protecting plant resources from pests and

protecting consumers, and providing a basis for national standards and regulations. Illustrative of these are maximum levels of contaminants such as lead in food and diagnostic protocols for various plant pests.

- b) Countries have been assisted in implementing the Voluntary Partnership Agreement (VPA) to combat illegal logging under the Forest Law Enforcement, Governance and Trade (FLEGT) Action Plan of the European Union. One of the recipients of such support was Indonesia, which supplies one third of tropical timber imports by value to the EU.
- c) The African Union Commission has been assisted to develop a continental agribusiness programme, through an assessment of selected agribusiness incubators with a view to designing a more sustainable incubation model, the development of a framework for agricultural public-private partnerships (PPP), and the preparation of a draft regional strategy on voluntary standards based on geographical origin.
- d) National phytosanitary and pest management capacities in the Near East and North Africa region were strengthened to respond to quarantine and transboundary plant pests such as *Xylella fastidiosa* which represents a very significant threat to olive production in the region. In partnership with IPPC, NEPPO, CIHEAM¹⁷ and other stakeholders, prevention, eradication and containment guidelines were prepared, contingency and surveillance plans were developed and an international workshop was organised to share updated information on the pest and its control.

Highlights of country results

58. Highlights include:

- a) 40 countries received support to design and implement policies and regulatory frameworks for plant health, animal health and food safety and quality. Illustrative of this support are the strengthening of phytosanitary legislation in Lao PDR, the development of an antimicrobial resistance (AMR) action plan in Viet Nam, and capacity building in aflatoxin prevention in maize in Guatemala.
- b) 27 countries have been assisted to reduce food loss and waste through actions on four fronts: awareness-raising campaigns; quantifying losses and identifying sustainable solutions; capacity building of public sector and value chain actors; and evidence-based policies and strategies.
- c) Countries have been assisted to increase responsible investments in agrifood systems. Some 18 countries received support in this regard, illustrative of which is the support to Saudi Arabia to develop a strategy and plan for responsible agriculture investment abroad.
- d) 11 countries received support to establish country-owned and sustainable systems to monitor, analyse and reform food and agricultural policies. This included support provided within the Monitoring and Analysing Food and Agricultural Policies (MAFAP) programme, such as the setting-up of a database for policy indicators in Mozambique, analysis of price signals in value chains in Burundi, and studies on the effects of price policies on some of the main crop sectors in Senegal.

Achievements relating to gender

59. With funding from SIDA¹⁸ and EU, two projects were implemented on value chain development benefiting 12 countries in Africa. One of the projects has worked to enable women to benefit more equally from agrifood value chain development, while the second project supports roots and tuber value chains where women play a key role in several operations from cultivation to finished product marketing. Through addressing governance bottlenecks in the value chains and strengthening women's technical and managerial capacity, the projects are expanding beneficiaries' economic

¹⁷ International Plant Protection Convention (IPPC); Near East Plant Protection Organization (NEPPO); International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM)

¹⁸ Swedish International Development Cooperation Agency (SIDA)

opportunities and benefits, triggering multiplier effects on food and nutrition security. Energy-efficient, environmentally-friendly, climate-sensitive techniques and technologies were promoted across the value chain, and these projects have contributed to the gathering of statistical information through studies and analysis on a number of issues such as women roles in informal cross-border trade and the constraints and challenges that they face within the value chains concerned.

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

60. 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. Building on lessons and experiences learned over decades 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 crises – essential ingredients to fight hunger, alleviate poverty and foster sustainable development, and increase the resilience of livelihoods. FAO supports countries to:

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

Results achieved in 2016 – overall assessment

61. As shown in *Annex 2*, all output indicators are on track in 2016 and all are well advanced toward achieving the biennial targets. All work and related results benefitted from opportunities arising from the mobilization of voluntary contribution funding beyond what was originally planned at country level.

62. Results on sectoral, cross-sectoral or hazard specific policies, strategies and plans (Output 5.1.1) show that 27 countries and 3 regional institutions formulated strategies/plans for risk reduction and crisis management as a result of FAO's support, well advanced on the biennial target. Results on investment programming and resource mobilization strategies for risk reduction and crisis management (Output 5.1.2) are on track with 12 countries in which a national investment programme was formulated with the guidance of FAO.

63. Results on threats monitoring and early warning (Output 5.2.1) nearly reached the biennial target with 89 threat monitoring systems at global, regional and national levels effectively supported. FAO's support to improve countries' and regions' capacities to undertake resilience and vulnerability analysis (Output 5.2.2) reached 32 countries. More specifically, RIMA analyses were completed in 11 locations and support has been provided to 30 countries for the IPC acute food insecurity analysis, as well as to regional IPC acute analysis.

64. FAO's support for improving prevention and mitigation capacities and measures (Outputs 5.3.1, 5.3.2) has nearly reached the biennial target. Technical measures for risk prevention and mitigation have been implemented in 57 countries, and 28 countries have applied socio-economic measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis. In order to facilitate dissemination of resilience good practices, FAO and the European Union-DEVCO¹⁹ launched monthly Webinar series on resilience linked to food security and nutrition under INFORMED.²⁰ Food Chain Crises (FCC) good practices are released on a monthly basis through the "FCC-EMPRES information sheet".

65. Results in terms of emergency preparedness (5.4.1) surpassed expectations with 34 countries benefitting from FAO's support to uptake standards, guidelines and practices for emergency preparedness. In 2016, 100% of countries and regions in Level 3 emergency (L3), and 64% of countries and 100% of regions in Levels 2 and 1 emergency (L2/L1), have benefitted from FAO's emergency response coordination support (5.4.2). In addition, FAO provided timely and gender-responsive crisis assistance (5.4.3) in 74% of countries affected by a crisis impacting agriculture.

¹⁹ European Commission's Directorate-General for International Cooperation and Development (DG DEVCO)

²⁰ Information for Nutrition, Food Security and Resilience for Decision-Making

In 2016, FAO supported corporate Level 3 emergencies in South Sudan, Central African Republic, Yemen, Lake Chad Basin, Southern Africa and Ethiopia (El Niño response).

Highlights of global and regional results

66. Highlights include:

- a) Launch of key policy and good practices publications such as FAO position paper for the World Humanitarian Summit; “FAO’s Livestock-related interventions during emergencies: The how-to-do-it manual”; FAO and UNHCR Technical Handbook on the methodology for assessing wood fuel supply and demand in displacement settings; FAO position paper on “Social Protection for Resilience Building - Supporting Livelihoods in Protracted Crises, Fragile and Humanitarian Contexts”; “Fisheries in the Drylands of Sub-Saharan Africa” on building resilience for fisheries-dependent livelihoods to enhance food security and nutrition; thematic FAO Guidance Notes supporting implementation of the CFS-FFA, on technical approaches appropriate in protracted crises.
- b) Support to global events advocating the role of food security and nutrition for sustainable peace, such as the Director-General’s address to the United Nations Security Council (UNSC) Arria formula meeting on Food Security, Nutrition and Peace and side-events at the World Humanitarian Summit (WHS).
- c) Launch of the “Peste des Petits Ruminants” (PPR) Global Control and Eradication Programme (2017-2021) in partnership with OIE.²¹
- d) Four forest invasive species network meetings held and establishment of a new network for Europe and Central Asia.
- e) Adoption of the “Strategic Framework for Drought Risk Management” at the First African Drought Conference.
- f) FAO contributed to operationalize the UN Secretary-General’s Climate Resilience Initiative A2R²² together with the United Nations Environment Programme (UNEP) and the Executive Office of the Secretary-General.
- g) Acceptance of the FAO methodology for assessing damage and loss from disasters in agriculture to monitor relevant Sendai framework indicator and form part of relevant indicator in SDGs.

Highlights of country results

67. Highlights include:

- a) National resilience strategies under development in Central African Republic, Ethiopia, Madagascar, Somalia and Zimbabwe. The finalized South Sudan strategy led to the development of a large programme on pastoral livelihoods. Subregional strategies under development in Cameroon, Chad, Niger and Nigeria (as part of the Lake Chad Basin resilience strategy) and in Senegal and Burkina Faso (as part of the AGIR²³ process).
- b) Outreach and advocacy event organized in Nairobi on the CFS Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA) supporting Chad, Democratic Republic of Congo, Ethiopia, Kenya, Somalia, South Sudan and Sudan.
- c) The Early Warning for Early Action system was piloted for the El Niño event, with creation of an early action financing window under SFERA.²⁴ Early Action Plans were developed for Kenya, Madagascar and Paraguay and the first Global Early Warning Early Action (EWEA) quarterly report has been launched for the period October-December 2016.

²¹ World Organisation for Animal Health (OIE)

²² A2R: Anticipate, Absorb and Reshape (Ad-hoc Advisory Board of the Secretary-General's global climate resilience initiative)

²³ Global Alliance for Resilience Initiative (AGIR)

²⁴ Special Fund for Emergency and Rehabilitation Activities (SFERA)

- d) Country-specific Safe Access to Fuel and Energy strategies finalized for Kenya and Somalia.
- e) RBA five-year programmes were developed in Democratic Republic of Congo, Niger and Somalia to increase food security and resilience for populations, especially women and children in targeted regions.
- f) Guidelines for surveillance, value chain analysis and risk assessment have been developed for specific zoonotic diseases such as Ebola, Middle East Respiratory Syndrome-Coronavirus (MERS-CoV) and H5N1 avian influenza.
- g) Azerbaijan, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan and Turkey formulated and implemented GEF-financed project on integrated natural resources management in drought-prone and salt-affected agricultural production landscapes in Central Asia and Turkey (CACILM-2).

Achievements relating to gender

68. In Iraq and Syria, gender-related indicators were incorporated in a large-scale damage and loss assessment. The findings aim, among other factors, to understand women's paid and unpaid work, coping strategies and exposure to gender-based violence and to identify opportunities for women to engage in peace-building processes through agriculture-related interventions. In addition, a training guide on Gender-Responsive Disaster-Risk Reduction in Agriculture was published and recommendations within the Guide will be rolled-out in the subsequent years.

Objective 6: Technical quality, knowledge and services

69. To ensure a robust and practical results-based approach to all work of the Organization, FAO needs to ensure that it has the internal technical capacity to achieve the expected results. In an increasingly decentralized context, preserving the technical integrity of the Organization and building its capacity to mainstream key technical functions beyond institutional boundaries is of paramount importance.

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

71. Eleven key performance indicators (KPIs) measure progress and achievements of the six Outcomes. Of those, seven KPIs were on track based on the actual values reported at end-2016, and four KPIs are not yet available as they are measured only on a biennial basis.

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

72. Fostering the quality and integrity of the technical and normative work of the Organization is essential for effective implementation of the Strategic Framework. Coordinated by the Deputy Director-General (Climate and Natural Resources), this Outcome is achieved by ensuring the excellence of technical knowledge through core technical leadership of technical departments; technical networks and the delivery of adequate technical expertise to programmes; strengthened ties between headquarters and regional offices; capacity to respond to emerging issues through a Multidisciplinary Fund; advancing on fundamental challenges in the main disciplines through the Technical Committees; and preparing state-of-the art flagship publications.

73. The quality and integrity of the technical and normative work of the Organization is ensured through six Outputs, measured by a survey methodology to assess the feedback of stakeholders as proxy for progress on the quality of technical leadership. The 2016 KPI value of 68.5% represents the overall percentage of FAO respondents and of external respondents (attendees at FAO Technical Committees that met in 2016) agreeing to FAO's quality of technical leadership.

74. Highlights of results in 2016 include:

- a) The 17 Technical Networks provide a platform for sharing of technical information and standards across all levels of the Organization, and ensuring identification of good practices and consistency in policies and approaches. As of December 2016, about 3,000 staff (59% at headquarters and 41% in the field) participated in the Networks. Since 2014, knowledge sharing has been facilitated through meetings and events (128 events and meetings, 53 Webinars), newsletters, the development of knowledge management practices and tools (databases, repositories, roster of experts), peer review, capacity building and training activities (Outputs 6.1.1, 6.1.2).
- b) More than 200 projects have been screened and received support in the implementation of the Environmental and Social Management Guidelines during 2016, thus ensuring that FAO's interventions comply with its corporate policies (Output 6.1.2).
- c) FAO played a prominent role in major policy fora such as the UNFCCC COP22, CBD COP13,²⁵ the intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, HABITAT²⁶ III Conference, the International Symposium on Agricultural Biotechnologies, the Special Events on El Niño and the Dry Corridor, and the UN General Assembly High-Level Meeting on Antimicrobial Resistance (AMR). Two examples of new coordination mechanisms on key topics are the interdepartmental group on statistics for SDGs

²⁵ United Nations Framework Convention on Climate Change (UNFCCC); Conference of the Parties (COP); Convention on Biological Diversity (CBD)

²⁶ United Nations Human Settlements Programme (UN HABITAT)

indicators, which supported the Chief Statistician by providing the methodological support needed for the 21 indicators under FAO custodianship, and the interdepartmental working group (IDWG) on AMR, which supports the implementation of the AMR Action Plan (Outputs 6.1.3, 6.1.6).

- d) Technical Departments have reported the delivery or update of 160 standard setting instruments, more than in previous years. FAO also facilitated policy dialogue and capacity development through the support or participation in over 280 technical platforms. In 2016 the Pastoralist Knowledge Hub and the Sustainable Food Value Chains Knowledge Platform were launched. FAO is following-up on the recommendations of the Evaluation of FAO's Contribution on Knowledge on Food and Agriculture and has initiated a stocktaking exercise on technical products and services (Output 6.1.6).
- e) The Technical Committees (COFI, COFO, COAG, CCP) held their biennial sessions, including consideration of cross-cutting issues on the 2030 Agenda and on nutrition. Surveys of participants found that 68% of respondents agreed or strongly agreed that the high-quality background papers, side events and discussions advanced fundamental understanding of technical or emerging issues at the Committees' sessions. The rating was lower than in 2014 (85%) due to the late distribution of some documents (Output 6.1.4).
- f) Four flagship publications were produced: *The State of Food and Agriculture (SOFA) - Climate change, agriculture, and food security* was accessed over 20 000 times in the first ten days, with over 1 000 news stories published by media worldwide. *The State of World Fisheries and Aquaculture (SOFIA) – Contributing to food security and nutrition for all* had over 156 100 downloads, the highest among flagship publications. Apart from its statistical component that constitutes a unique source of information, particular attention was devoted to the global emerging issues such as the 2030 Agenda, climate change, nutrition and the Port State Measures Agreement. *The State of World's Forest (SOFI) – Forests and agriculture: land-use challenges and opportunities* had 41 000 downloads. *The State of Agricultural Commodity Markets 2015–16 (SOCO) – Trade and food security: achieving a better balance between national priorities and the collective good* featured a strong component on coherence in trade policy-making and governance for food security and had 26 400 downloads (Output 6.1.5).
- g) FAO was ranked fourth of 8 000 institutions around the world in 2016, by the 'Ranking Web of World Research Centers'. The ranking methodology assesses Web output by measuring the volume, visibility and impact of the Web pages, with a special emphasis on scientific output.

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

75. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty and to promote sustainable use of natural resources. Coordinated by the Chief Statistician, this Outcome and its four Outputs provide for the development of methods for the collection, compilation, dissemination, analysis and use of data under different data domains; and the provision of support to strengthen national statistical institutions in collecting, analyzing, and disseminating data (including through work of the Global Strategy and CountryStat) so that high-quality and internationally comparable data are produced and accessed by all countries.

76. Achievements are tracked through two biennial KPIs: (i) use of statistics for evidence-based policy-making in countries; and (ii) improvements in countries' statistical capacity. Both KPIs will be reported in the Programme Implementation Report (PIR) 2016-17.

77. Highlights of results in 2016 include:

- a) FAO-led initiatives to improve the quality of national and international data include the finalization of the proposal for the revision of the Classification of Individual Consumption According to Purpose (COICOP), as well as the deployment of the revised agricultural products classification methodology (CPC2.1) in FAO's new Statistical Working System,

which is used to generate FAOSTAT²⁷ production data and food balance sheets (FBS). The consistency and efficiency of the processing system was improved through the development, validation and use of modules to produce the new FAOSTAT datasets on production and trade. In addition, a new methodology for compiling FBS was developed, and the first batch of FBS was generated. Significant methodological work was undertaken through the preparation of draft Agricultural Census guidelines, as well as the development of 25 technical reports, guidelines and training materials under the Global Strategy (Output 6.2.1).

- b) Support to national statistical institutions was implemented under the framework of the Global Strategy. Countries were assisted to apply cost-effective methodologies for better measurement of mixed cropping, horticulture, and gender involvement in agriculture; for the development of master sampling frameworks; for the use of administrative data; and for the reconciliation of census and surveys' data. Statistical capacity development assistance was provided on issues related to statistical governance, coordination and design of strategic plans. For instance, in the Asia and Pacific region, technical support was provided to 19 countries in developing their strategic statistical national plans. In addition, country capacities to use the CountrySTAT system were strengthened in Afghanistan, Iran, Kyrgyzstan, Tajikistan, Haiti and in 19 African countries²⁸ (Output 6.2.2).
- c) In terms of the production of high-quality and internationally comparable data, and making it accessible to all countries, the 2016 Annual Production Questionnaires were sent out on schedule, a new trade module was finalized, and the compilation and validation of 2012 and 2013 FBS was completed. The new social protection and food security datasets were disseminated for 20 countries in FAOSTAT, and work progressed on the production of the Global and Regional Pocketbooks for 2016. The FAOSTAT Web-interface was substantially improved in 2016, resulting in a more user friendly and dynamic system. Interaction with the FAOSTAT user community allowed for improvements that were specifically tailored to meet users' requirements (Output 6.2.3).
- d) FAO has a substantive role in helping countries to collect and monitor data related to the Sustainable Development Goals (SDGs). Institutional mechanisms such as the IDWG on Statistics and the associated Technical Task Force supported this process under the guidance of the Chief Statistician, by coordinating FAO's contribution to the monitoring framework of the 2030 Agenda. FAO serves as the custodian agency for 21 SDG indicators. (Output 6.2.4)
- e) The work of the IDWG on Statistics resulted in the development of new standards and guidelines, which will help FAO to continue to improve internal data production consistency and quality. A Quality Assessment and Planning Survey was conducted to contribute to a comprehensive statistical programme of work and provided an assessment of the overall quality of FAO's statistical products.
- f) Issues related to the monitoring of SDG indicators and specific country needs were discussed at the Asia and Pacific Commission on Agricultural Statistics session that was held in Bhutan in February 2016, and at the 7th International Conference on Agricultural Statistics, co-hosted by FAO and the Italian National Institute of Statistics, which took place in October 2016. The Conference had a large participation of data producers and users from developing countries and a broad scientific programme with over 240 high-quality papers presented in four plenary and 48 parallel sessions.

²⁷ Corporate Database for Substantive Statistical Data (FAOSTAT)

²⁸ Angola, Benin, Burkina Faso, Cameroon, Republic of Congo, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Uganda and Zambia

Country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women (Outcome 6.3)

78. Closing the gender gap in agriculture and empowering rural women is crucial to achieving FAO's mandate of food security and nutrition, leaving no one behind. Therefore FAO provides technical advice to member countries and strengthens their capacities to formulate, implement and monitor policies and programmes that provide women and men with equal opportunities and benefits from agricultural and rural development.

79. As central to FAO's mandate, gender is addressed as a cross-cutting theme in the Strategic Framework by providing quality services, coherent strategies and approaches aimed at gender equality and women targeted interventions under the Strategic Programmes. The gender-related work is coordinated by the Social Policies and Rural Institutions Division (ESP) through a team of gender experts and gender focal points across the Organization who engage with each SP team, technical division and country office to support the programming and implementation of interventions at global, regional and country levels.

80. Progress and results achieved are measured by two KPIs:

- a) Indicator 6.3.A monitors progress on 15 FAO gender mainstreaming minimum standards and women-specific targeted interventions, as defined in FAO's Gender Equality Policy. The target set for the biennium 2016–17 has been exceeded and 12 minimum standards have been achieved, compared with the planned target of 10 (*Annex 4*), including standard 15 on the share of TCP projects addressing gender equality.
- b) Indicator 6.3.B assesses FAO's performance against the standards identified by the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). The target set for the biennium 2016–17 has been achieved, with 12 performance standards either met or exceeded, compared to the target of 10 (*Annex 4*).

81. The performance against the two KPIs confirms FAO's successful efforts to establish and maintain effective institutional mechanisms for gender mainstreaming and women-targeted interventions (Output 6.3.2). In 2016, the capacities of the Technical Network on Gender, comprising more than 200 staff across the Organization, have been systematically assessed and reinforced. In addition to the technical advice provided by gender experts at headquarters and in the regions, a series of Webinars and seminars was organized to strengthen gender focal points' capacities to address gender implications in the work of the Strategic Programmes, such as climate smart agriculture, disaster risk reduction, and gender-based violence. A three-day workshop was held in November 2016, involving the regional gender experts, to enhance coordination and communication within the Network and identify areas for collaboration and synergy between headquarters and regional offices. Tools and guidance materials for mainstreaming gender in FAO Country Programming Frameworks and Project Cycle were also updated and widely disseminated.

82. To coordinate and implement the gender work at regional level, the regional gender experts are formulating specific gender strategies in close consultation with Regional Strategic Programme Coordinators, technical officers and FAO Representatives. The strategies for Europe and Central Asia, and for Asia and the Pacific were finalized and identify priority areas of gender work, which are expected to also engage national and international partners more effectively.

83. Highlights of results in 2016 relating to Output 6.3.1 (gender support to Member Countries through the Strategic Programmes) include:

- a) *Evidence based analysis, sex disaggregated data and gender-sensitive indicators.* Expanding the evidence base on gender in agriculture and its implications on food security and nutrition is essential for informed and targeted policy-making. In 2016, FAO continued to engage in the development of tools and methodologies, and assisted national institutions and counterparts in the collection and analysis of sex-disaggregated information. Across all regions, FAO systematically carries out Country Gender Assessments (CGAs) to highlight key gender issues in agriculture, food security and nutrition. 32 new CGAs were finalized in 2016 and the

findings of those carried out in Europe and Central Asia were published and disseminated to relevant government and development partners.

- b) At global level, the Organization developed two new indicators on women's ownership of land, which were integrated in the Global Monitoring of the 2030 Agenda to track progress for one of the targets for SDG5. At country level, FAO collaborated with IFPRI²⁹ in the adaptation of the Women's Empowerment in Agriculture Index in Niger and Ethiopia, in the context of the programme "Accelerating Progress Toward the Economic Empowerment of Rural Women", implemented with IFAD, FAO and UN-Women.
- c) *Knowledge generation and capacity development.* In partnership with leading agencies, FAO developed several knowledge products and capacity development materials to support the integration of gender in key areas of work across the SPs. For instance, a framework on gender-sensitive value chains was developed to complement FAO's approach on sustainable food value chains with a specific focus on social sustainability. The framework was built on the findings of numerous gender-sensitive value chain assessments carried out in recent years, and it is currently being applied within a FAO Multipartner Programme Support Mechanism (FMM) project implemented in eight countries in Africa (SP4). A training guide and a module on gender and climate-smart agriculture, compiling tested good practices and innovative approaches, were elaborated in collaboration with the CGIAR³⁰ research programme and the World Bank (SP2). In the context of the Organization's work on resilience and humanitarian response, FAO also developed specific guidance materials on gender-responsive disaster risk reduction and gender-based violence prevention and mitigation.
- d) *Advocacy and policy dialogue.* FAO acts as a convener to support the integration of gender equality dimensions in national and international policy processes related to food security and nutrition. One of the main results achieved in 2016 relates to the adoption of the CEDAW³¹ general recommendation 34 on the rights of rural women, developed in collaboration with IFAD, WFP and UN-Women. The recommendation provides an important entry point to advocate for the inclusion of gender in national policy dialogues. Building on this achievement and the successful experience gained in Guatemala, FAO provided technical assistance in implementing the CEDAW recommendation in Botswana and Kyrgyzstan (SP1).
- e) In December 2016, FAO with the Slovak Presidency of the Council of the European Union and the European Commission, in close collaboration with IFAD, WFP, and UN-Women, organized the high-level event "Step it up together with rural women to end hunger and poverty". The event provided an interactive platform to discuss challenges and opportunities to move forward gender equality in the 2030 Agenda. The outcomes of the event will guide FAO's advocacy and policy work in 2017, including the "Forum on Women's empowerment in the context of food security and nutrition" to be held at the next CFS session. FAO published a comprehensive overview of its work on gender equality and women's empowerment "Meeting our Goals, FAO's programme for gender equality in agriculture and rural development", highlighting key areas of work and success stories.

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

84. Through the programmatic work undertaken for the cross-cutting theme on governance, FAO aims to enhance the effectiveness of its policy and governance work at global, regional and national levels. This is being done through the development of concepts, methods and frameworks, as well as strategic advice for strengthening key global governance mechanisms at country level. Direct support is provided to FAO's work in selected countries and through Regional Initiatives, including the development and enlargement of a network of officers across the Organization engaged in governance

²⁹ International Food Policy Research Institute (IFPRI)

³⁰ Consultative Group on International Agricultural Research (CGIAR)

³¹ Committee on the Elimination of Discrimination against Women (CEDAW)

work at all levels, coordinated by the Governance and Policy Support team in the Economic and Social Development Department.

85. The governance Outcomes are tracked through two KPIs, which are on track for the biennium. Among the major achievements is a broad organization-wide agreement on the FAO approach to governance and its increased use in FAO work at global, regional and country level. The FAO approach to governance is in line with the general expert opinion, which has progressively moved from the predominant commitment to “good governance” toward a more modest and pragmatic agenda, defined by a commitment to government-owned, bottom-up, problem-solving approaches. These approaches, while retaining the normative commitment to sustainable development follow an open, non-prescriptive and analytical path. As the request of governments, FAO supports use of political economy analyses to identify and evaluate the roles and interests of key stakeholders and institutions in response to policy change.

86. Highlights of results in 2016 include:

- a) In terms of FAO’s contribution to selected global governance mechanisms (Output 6.4.1), FAO exercised a leadership role in targeted global governance mechanisms with the specific objectives of enabling timely and effective corporate strategy to support Members’ implementation of the 2030 Agenda; strengthening FAO’s global nutrition strategy by improving UN system coordination in support of the ICN2 outcomes (Outcome 6.5); and assisting with development of a “new model” multi-stakeholder partnership designed to mobilize a wide range of real resources and other means of implementation from private sector and other partners to improve incomes, productivity, resilience, sustainability and nutritional status of family farmers.
- b) Support was provided to frame and prioritize discussion of SDGs in all five Regional Conferences, as well as COFI, COFO, COAG, and CFS. A review of FAO’s indicators by OSP and the Chief Statistician led as well to the incorporation of over 50 SDG indicators in FAO results framework.
- c) Increased focus on governance aspects in regional and country-level engagements improved the effectiveness of FAO-supported action through some ten interventions across all five Strategic Programmes. Governance support played an important role in several areas of work, including: groundwater governance (SP2), fisheries governance (SP1 and SP2), governance of service provision in irrigation and drainage (SP3 and SP4), governance issues related to multi-stakeholder and cross-sectoral processes (SP1 and SP2), governance of value chains and political economy issues in agricultural policy reforms (SP4), and governance related to integrating disaster risk management into agriculture (SP5). FAO support in governance was particularly strong in Jordan, Kenya, Morocco (see below), Ukraine and Viet Nam (Output 6.4.2).
- d) As part of the Regional Initiative on Water Scarcity in the Near East and North Africa, FAO supported the Government of Morocco in assessing groundwater governance of Berrechid aquifer. The aim was to identify key challenges, and explore options for addressing them, including through the aquifer contracts as an innovative governance mechanism for sustainable and inclusive groundwater management and use. The governance diagnostic undertaken allowed better understanding of the underlying dynamics around groundwater use, and the key drivers behind the lack of compliance with the existing legal regime. The work on the diagnostic and its validation offered a platform for dialogue to more than 100 stakeholders from relevant national and local government agencies, local communities, civil society, farmers, and women associations. It also helped generate concrete recommendations as to how to make local aquifer contracts initiated by the competent regional authorities a vehicle for building a coalition of actors capable of working together to address groundwater over-abstraction, and contribute to local development and food security in the region.
- e) FAO developed a number of innovative products and papers on selected issues related to governance with the aim of helping countries adapt the 2030 Agenda to key policy priorities. Among others, a brief on “Political Economy for Food Security and Nutrition and Sustainable

Food and Agriculture” was prepared in support to EU-FAO FIRST³² and Sustainable Framework for Agriculture policy officers. It also developed, in collaboration with The World Agroforestry Centre, a “Report on Implementing Agenda 2030 in Food and Agriculture: Accelerating Impact through Cross-Sectoral Coordination at the Country Level”. Some initiatives already under way include contributions to the preparation of the “Report on governance challenges in integrating climate change adaptation and disaster risk management into agriculture”; and work on integrating governance perspectives in FAO engagement in linking humanitarian response to a longer-term development support, and in the operationalization of the Framework for Action for Food Security in Protracted Crises.

- f) A strong and growing Governance Support Technical Network continued providing peer-to-peer technical support and input to FAO staff dealing with governance issues relevant to the five SPs, and facilitated exchange of information and experiences among officers at headquarters and decentralized offices. Among the issues discussed were: cross-sectoral coordination for policy coherence; and governance challenges in the implementation of Agenda 2030 and FAO’s role in supporting national governments in the process.

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

87. The establishment of nutrition as a cross-cutting theme has enabled FAO to embed nutrition in the Strategic Programmes and to engage as a leader in global initiatives and governance mechanisms for improved nutrition. Performance is measured by two KPIs and coordinated by the Director, Nutrition and Food Systems Division (ESN).

88. The Second International Conference on Nutrition (ICN2) in 2014 helped to establish a common vision for global action to eradicate hunger and end all forms of malnutrition, including undernutrition, micronutrient deficiencies, and overweight or obesity. Progress on KPI “number of countries supported by FAO that report progress in implementing ICN2 Rome Declaration on Nutrition and Framework for Action commitments” is on track and will be reported at end of the biennium, building on data from the FAO corporate survey to be carried out in September 2017 and the Second Global Nutrition Policy Review by the World Health Organization (WHO) in 2017.

89. Progress on the KPI “number of FAO units/employees applying the minimum standards and corporate approach for mainstreaming nutrition across the Strategic Framework” will be measured in 2017. Minimum standards and a corporate approach for nutrition-sensitive food systems were developed in 2016 and will be rolled out in FAO through corporate staff development.

90. Highlights of results in 2016 include:

- a) Support in the area of global nutrition governance contributed to the adoption of a United Nations General Assembly resolution endorsing ICN2 outcomes and declaring 2016 to 2025 a Decade of Action on Nutrition. Other major milestones relating to UN system coordination include the CFS decision to prioritize a work programme on nutrition, the relocation and relaunch of the UN Standing Committee on Nutrition (SCN) in Rome hosted by FAO, and a strengthened UN Network for SUN with greater focus on the ICN2 framework for action and greater commitment to food and agriculture systems approach. FAO and WHO played a lead role in the “Nutrition for Growth” high-level meeting held in Rio de Janeiro on 4 August 2016, and in follow-up planning. Furthermore, FAO is also well positioned as strategic partner for Japan’s Initiative for Nutrition in Africa (Outputs 6.5.1 and 6.4.1).
- b) FAO was instrumental in supporting collaboration between the IASC Nutrition Cluster and Food Security Cluster on integrated food security and nutrition programming at global level and in selected countries (in particular Syria crisis-affected countries). FAO provided support to major regional policy processes (e.g. CAADP, CELAC, ASEAN) to better promote

³² Food and nutrition security impact, resilience, sustainability and transformation (FIRST)

nutrition-sensitive food systems. FAO continued to be actively engaged in the UN-SUN Network by participating in UN country level networks in 57 countries (Output 6.5.1).

- c) As a follow-up to the ICN2, FAO organized jointly with WHO on 1-2 December 2016 an International Symposium on Sustainable Food Systems for Healthy Diets and Improved Nutrition to share experiences, policies and programmes put in place to improve nutrition through food systems action (Output 6.5.2).
- d) FAO provided technical support to the implementation of ICN2 commitments to over 90 countries (20 in Latin America and the Caribbean; 5 in Europe/Central Asia; 40 in Africa; 9 in the Near East/North Africa; 20 in Asia and the Pacific). Focus was given to the integration of food-based approaches in multi-sectoral nutrition strategies and of nutrition in agriculture policies and investment plans, school food and nutrition, nutrition information systems and nutrition education (Output 6.5.2).
- e) A draft FAO Nutrition Mainstreaming Strategy was prepared as a cornerstone for common standards and corporate approach for mainstreaming nutrition in the Strategic Framework. Staff from ESN were assigned as nutrition focal points to each Strategic Programme team, which were sensitized for mainstreaming nutrition in their work plans (Output 6.5.3).
- f) Efforts are underway to leverage existing information systems and reports to monitor progress in nutrition outcomes and implementation of relevant nutrition policies.

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

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

92. Progress and results achieved are measured by two KPIs, which are on track in 2016:

- a) Indicator 6.6.A measures the number of countries supported by FAO that report progress in mainstreaming food security and agriculture into climate change policies and processes. At national level, the actions of countries on climate change are guided by their Nationally Determined Contributions (NDCs), which they submitted ahead of COP21 as *Intended* Nationally Determined Contributions (INDCs), an expression of their goals and priorities in the context of the UNFCCC. Countries are now turning their attention to the implementation of these commitments. FAO's support was provided to 20 countries during 2016 on climate change impact modelling (4 countries), formulation of National Adaptation Plans (5 countries), disaster risk reduction and disaster risk management plans (5 countries) and establishment of systems for measurement and reporting of greenhouse gas emissions from the agricultural sectors (6 countries).
- b) Indicator 6.6.B measures the number of climate change high-level policy and technical dialogues at global and regional levels where FAO exercises a leadership role that promotes progress on issues related to food security and agriculture. Global advocacy is showing results: the agricultural sectors are beginning to receive attention for the central role they can play in the global response to climate change. At the global level, the Paris Agreement recognizes in its preamble "the fundamental priority of safeguarding food security and ending hunger, and the particular vulnerabilities of food production systems to the adverse effects of climate change", embracing the more inclusive concept of "food security". The Marrakech Action Proclamation for our Climate and Sustainable Development endorsed by Heads of State and Government at COP22 makes a strong call for "*all Parties to strengthen and support efforts to eradicate poverty, ensure food security and to take stringent action to deal with climate change challenges in agriculture*". In addition to its central role in COP22, FAO contributed significantly to global processes through contribution to, and participation in

processes of the IPCC, UNFCCC subsidiary bodies, the GCF, GACSA³³ and the NDC Partnership.³⁴ In addition FAO contributed to the climate change related processes of the Warsaw Mechanism on Damage and Loss, WMO and UNHCR. The total number of processes into which FAO climate change work contributed was 21.

93. Other highlights of results in 2016 include:
- a) FAO's analysis of the INDCs showed that Member Nations see the agricultural sectors as being central to their response to climate change: out of the 189 countries that had submitted INDCs as at 29 July 2016, 89% of all countries include agriculture and/or land use, land use change and forestry (LULUCF) as a sector in their mitigation and/or adaptation contributions. Agriculture and LULUCF are among the most referenced sectors in countries' mitigation contributions (as targets and/or actions). LULUCF is referenced in 83 percent of all countries' INDCs, and as such is second only to the energy sector. This analysis was complemented by the companion publication "The agricultural sectors in nationally determined contributions (NDCs): Priority areas for international support" which presents a clear way forward for FAO and other international partners in providing assistance to countries.
 - b) The 2016 edition of *The State of Food and Agriculture (SOFA)* was dedicated to *Climate Change, Agriculture and Food Security*, and strongly made the case that policies on climate, agriculture, food and nutrition should be realigned and integrated, and that agricultural and climate finance need to be linked and leveraged to induce transformative change in agriculture.
 - c) FAO has been scaling-up its own capacity to provide support to countries in implementing their climate change policies. Throughout 2016, an inclusive consultation was facilitated across the Organization and through FAO's governing bodies to formulate a corporate Climate Change Strategy and Action Plan. This has allowed FAO and its Member Nations to jointly define priorities for FAO's future work on climate change. In December 2016, a new department dedicated to Climate, Biodiversity, Land and Water (CB) was established and an Assistant Director-General was appointed. Moreover, FAO gained accreditation with the Green Climate Fund in October 2016 and formalized readiness to support partnership through the signature of the Readiness Framework Agreement in November 2016 (Output 6.6.1).
 - d) The level of FAO's engagement in global and regional technical and policy level dialogues has also been improved. FAO had a larger, and higher-level delegation to UNFCCC COP22 than ever before and led on three global action events (forests, oceans and agriculture), as well as numerous side events. FAO also made significant contributions to the GCF Regional Structured Dialogues in Africa and Latin America in October/December 2016 (Output 6.6.2).

³³ Intergovernmental Panel on Climate Change (IPCC); Green Climate Fund (GCF); Global Alliance for Climate-Smart Agriculture (GACS)

³⁴ Accelerating Climate and Development Partnership

III. Performance – Functional Objectives

A. Overview of Performance - Functional Objectives and Special Chapters

94. Improvements in delivery of the Functional Objectives (outreach, information technology, FAO governance, oversight and direction, and efficient and effective administration) and special Chapters (TCP, Capital and Security Expenditure) are measured and reported through 27 key performance indicators (KPIs) and targets. Heads of Business Units use established methodologies to collect KPI data and assess performance, which is reviewed and validated by their supervisor; the scores for 2016 are tabulated in *Annex 3*.

95. Of the 27 KPIs for the Functional Objectives and special Chapters:

- a) 23 are on track in 2016 and should achieve their end-2017 cumulative targets;
- b) 1 KPI relating to the proportion of staff having completed basic security training (14.1.A) is lagging somewhat, but is expected to be achieved by end-2017;
- c) 1 KPI relating to timely delivery of governing body documents (10.1.A) is off-track, with only 71% of governing body documents delivered according to deadlines and language requirements in 2016 (biennial target 100%). The Secretariat has intensified monitoring of documentation preparation with the secretaries of the governing bodies and reports progress on a weekly basis to senior management;
- d) 2 KPIs relating to Outcome targets met, and client satisfaction with administrative services, are measured only on a biennial basis.

96. The KPI scores, achievements and lessons learned for each Functional Objective and Special Chapter are reported below. Progress on the Technical Cooperation Programme is reported in *Section IV*.

Functional Objective 8: Outreach

97. 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 Partnerships, Advocacy and Capacity Development Division (OPC); the Office for Corporate Communication (OCC); and the South-South and Resource Mobilization Division (TCS).

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

Results achieved in 2016

99. FAO is on track to achieve the six biennial key performance indicators on Outreach.

100. In 2016 FAO brokered 17 new partnership agreements and renewed four others (biennial target 30) and supported 18 advocacy initiatives on corporate priorities (biennial target 18). World class capacities were mobilised on data, tools, technologies and on-the-ground advocacy in support of the Strategic Programmes. Specific examples include partnership with Google Earth for geo-spatial tools for forestry, farmer-led agroecology methods by FIAN,³⁵ access to global database on dietary consumption from Tufts University, sharing gender-based employment expertise by SEWA,³⁶ organizational strengthening of POs in the Near East and North Africa (NENA) region through peer-to-peer exchanges facilitated by UPA-DI,³⁷ technical support to food loss and waste by the Rockefeller Foundation, and sharing of logistics for humanitarian efforts with World Vision. The International Year of Pulses (IYP) in 2016 led to increased knowledge and awareness in close collaboration with various entities (member countries, civil society, private sector, academia, UN agencies).

101. Capacity development approaches in support of the Strategic Programmes reached 22 in 2016 (biennial target 35). A major achievement was the systematic engagement with non-state actors to assess and build capacity related to the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT), responsible agricultural investment (RAI), and family farming, including ten national dialogues on VGGT, strengthened capacities of producer organizations and cooperatives in North Africa, and capacity needs assessments for RAI in Latin America and Southern Africa.

102. Communication has been stepped-up to increase the dissemination and uptake of information worldwide, where actual user visits to the FAO.org Web site have reached 8.9 million per month (biennial target 7 million) and the level of media presence reached 20,700 hits per month (biennial target 14,000). Greater outreach was achieved through communication partnerships and collaborative arrangements with leading agencies such as Thomson Reuters Foundation, TASS Russian News Agency, Agencia EFE, Emirates News Agency WAM, National Geographic, Xinhua News Agency, and El País. FAO published 216 news stories promoting thematic issues that led to around 255,000 news stories in media around the world. Audio and video production focused on social media products particularly for YouTube, Twitter and Facebook to reach these audiences. A communications handbook helped improve the capacity of FAO offices to arrange local campaigns and enhance outreach efforts, leveraging new networks such as the Milan Urban Food Policy Pact partnership.

103. Concerning resource mobilization, voluntary contributions are on track to reaching the end of biennium target of USD 1.6 billion. There is still a reliance on a relatively small base of resource partners, with the top 10 partners providing 64% of total voluntary contributions (European Union,

³⁵ Foodfirst Information and Action Network (FIAN)

³⁶ Self-Employed Women's Association (SEWA)

³⁷ Union of Agricultural Producers of Quebec (UPA DI)

The Global Environment Facility, USA, United Kingdom, CERF³⁸ administered by UNOCHA,³⁹ UNDP Administered Donor Joint Trust Fund, Canada, Japan, Belgium and Norway). Seventy-six percent of resources mobilized were at regional and country level, with 40% in Africa, 12% in the Near East and North Africa, 11% in Latin America and Caribbean, 10% in Asia and the Pacific, and 3% in Europe and Central Asia, with 24% for global and inter-regional projects. Ninety-nine countries have a resource mobilization target set in their Country Programming Frameworks (biennial target 152). South-South and Triangular Partnerships (SSTrC) partnerships continued to increase, such as through the renewed USD 50 million contribution of China, and key partners such as Venezuela, Brazil, South Africa and Turkey. An increasing number of countries are providing in-kind contributions and engaging in Triangular Cooperation initiatives, including for farmer-farmer exchanges and institutional networking, such as parliamentarian fronts.

104. A major effort was made to improve project portfolio performance including through a new corporate Operational Monitoring Dashboard. As a result of this effort, the total number of projects needing some type of management action has reduced from 903 to only 52 over a period of three months.

105. Other highlights of achievements include:

- a) Partnerships expanded with the private sector including Rabobank Foundation, Crédit Agricole and MasterCard for developing financial instruments and investment mechanisms to support small farmers, especially agricultural cooperatives involving women.
- b) Delivery of learning programmes specific to the VGGT covering gender, agricultural investments and multi-stakeholder collaboration in Liberia, Mongolia, Sierra Leone and Uganda, and regionally for seven countries in Latin America.
- c) A major increase in global subscriptions for AGORA (Access to Global Online Research in Agriculture) reaching 3,000 registered institutions in 115 countries, providing access to 22,000 e-books and 7,000 journals from 185 international scientific publishers.
- d) A South-South Gateway put in place offering an entry point to cooperation, with 10 countries and 34 institutions uploaded.
- e) Investment of USD 2.4 billion in agriculture by partner International Financing Institutions, designed with the support of FAO, has been approved in 2016. Major areas of investment include smallholder agriculture, value chains, food security and nutrition, natural resource management, support to rural institutions, climate change adaptation, irrigation and soil conservation and rural infrastructure.

³⁸ Central Emergency Response Fund (CERF)

³⁹ Office for the Coordination of Humanitarian Affairs (UNOCHA)

Functional Objective 9: Information Technology

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

Results achieved in 2016

107. FAO is on course to meet the biennial targets for all three key performance indicators.

108. 74% of clients surveyed are fully satisfied with FAO IT services (biennial target 70%); 78% of the service level agreements have met their targets (biennial target 80%); and 80% of FAO projects with IT components are delivered on time and within budget (biennial target 80%). This results from significant work undertaken in 2016 to improve service delivery as per the service model introduced in the previous biennium, including redesign and simplification of processes to ensure clarity and consistency of work.

109. Major strides were made to ensure efficient, effective and secure information systems, which are able to evolve to meet the dynamic needs of the Organization. This included a new document management system in support of the Shared Services Centre transformation through the extended utilization of an off-the-shelf platform that consolidates the integration of data between disparate systems and reduces fragmentation of technologies. This approach has allowed to reduce the time for delivering new solutions and has contributed to a performant and sustainable IT environment.

110. A corporate Operational Monitoring Dashboard was designed and implemented as part of establishing a “single version of the truth” for FAO management data. The dashboard delivers timely and reliable information to managers across FAO on operations under their respective areas of responsibility in a format that facilitates analysis of performance and risk, allowing timely detection of issues and initiation of pertinent adaptive actions. Approximately 1,000 FAO field personnel were provided with related training.

111. A new approach in the area of collaboration and communications was adopted with the ultimate goal of ensuring the same level of access to IT in all FAO offices worldwide. Work in this area included the centralization of the FAO active directory; consolidation and modernization of the e-mail system; the introduction of Skype for Business, a unified communication platform that brings together telephony, audio and video conferencing; and the introduction of Office 365, a cloud-based solution that allows FAO users access to their office applications and files from any location at any time. Initial benefits include the forty-fold increase of mailbox storage for all FAO personnel, improved communications between offices and overall reduction of maintenance and support costs.

112. FAO’s IT policies and standards have been strengthened to ensure that they are in line with the needs of the Organization. This included the introduction of an FAO Manual Section dedicated to Information Technology. IT architecture has been reviewed and adapted for new technologies such as cloud computing. Software and hardware capabilities have been improved through the adoption of corporate policies, the consolidation of support at FAO headquarters, and the network infrastructure has been assessed with a new design developed to improve availability and performance. These adjustments have already produced results such as timely delivery of applications and equipment and a considerable increase of the FAO field network bandwidth without increasing costs.

Functional Objective 10: FAO governance, oversight and direction

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

114. These functions provide for FAO's strategy and drive its implementation, and help Members in discharging their responsibilities for the supervision of the Organization. This involves establishing the 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 governing bodies. A major priority for the biennium is to complete the transformational change process by putting in place measures to implement the Strategic Framework and strengthen management control.

Results achieved in 2016

115. FAO is on course to meet the biennial targets for two of the four key performance indicators.

116. Concerning FAO governance, 90% governing body decisions are implemented within the prescribed deadline (biennial target 90%). However, only 71% of governing body documents were delivered according to deadlines and language requirements in 2016, an improvement of 1% over the 2015 baseline (biennial target 100%). CPA has intensified monitoring of documentation preparation with the secretariats of the governing bodies and reports progress on a weekly basis to senior management.

117. Concerning oversight, 94% of recommendations by OED and 83% of recommendations by OIG have been implemented by the due date (biennial target 95%). The Inspector-General has called the attention of the Director-General and the Senior Management Meeting to the need to improve the rate of implementation of audit recommendations and regularly reports to the Finance Committee.

118. Concerning direction, the indicator on Outcome targets met is only measured on a biennial basis and will be reported in the Programme Implementation Report 2016-17 in early 2018. The MTR 2016 (this document) reports on progress in achieving Outputs contributing to Outcomes.

119. Other highlights of achievements include:

- a) The Adjustments to the Programme of Work and Budget 2016-17 approved by Council in December 2015 introduced measures to strengthen programme delivery through enhanced internal management arrangements and a rationalized headquarters capacity. Based on developments and experience during 2016, the Council in December 2016 approved consolidated programme management arrangements to better link technical knowledge to operations, while giving greater visibility and coordination to work on climate change and statistics.
- b) FAO's Internal Control Framework was put in place and work started to deliver a Statement of Internal Control with the 2017 accounts. The corporate risk log was updated, and the Operational Monitoring Dashboard (see FO9) includes information to monitor related corporate risks.
- c) As of end of December 2016, OIG had produced 31 audit reports which included 306 agreed actions and recommendations. Of these audit reports, 19 pertained to reviews conducted at decentralized-office level and 12 to reviews conducted at headquarters or organization-wide. The "Guidelines for Internal Administrative Investigations by the Office of the Inspector General" was revised to reflect the expansion of OIG's investigative mandate to include investigations arising under the policy on the prevention of harassment, sexual harassment and abuse of authority.⁴⁰

⁴⁰ FC 166/12

- d) Significant progress was made in 2016 in closing recommendations of the External Auditor, as reported to, and commended by the Finance Committee.⁴¹
- e) OED is on track to deliver the Indicative rolling work plan of strategic and programme evaluations 2015-2017. Overall, OED has initiated three thematic, nine country and 21 project evaluations, which will be completed in the period 2017-18.
- f) The Legal Office gave priority to time-sensitive projects and funding agreements, e.g. ILOAT⁴² and Appeals Committee submissions, arbitrations, documents for governing and statutory bodies, and treaty registration. In 2016, more than 500 agreements were entered into the Agreements Database. Notable assistance was provided to the development of legislative assessment tools for the VGGT, the implementation of the Voluntary Guidelines on Securing Sustainable Small Scale Fisheries (SSF), and the Agreement on Port State Measures, the latter having entered into force in June 2016. 9,673 new legislative texts, including national policies, were added to the FAOLEX⁴³ database.
- g) Management of decentralized offices was strengthened through the adoption and use of a set of standardized indicators to help monitor the performance of FAO Country Representatives. This performance management system provides an objective picture of the performance of country offices based on key areas of responsibility. Corporate information of interest to FAO country offices was consolidated on the FAO Intranet. The agreement for the FAO Subregional Office for the Mashreq Countries was signed in December 2016, and the agreement for the Partnership and Liaison Office in Kuwait was finalized.

⁴¹ FC 164/11; CL 155/6 para. 27

⁴² International Labour Organization Administrative Tribunal (ILOAT)

⁴³ Database of national legislation and international agreements concerning food and agriculture and renewable natural resources (including fisheries, forestry and water)

Functional Objective 11: Efficient and effective administration

120. Functional Objective 11 provides the basis for measuring the effective and efficient management and administration of FAO's human, financial and other physical assets and resources. The responsible business units are the Corporate Services Department and the Office of Human Resources.

Results achieved in 2016

121. FAO is on track to achieve the key performance indicators for efficient and effective administration.

122. Concerning human resources management,⁴⁴ the time required to recruit staff has been reduced to less than 120 days (the biennial target). The ratio of member countries that are equitably represented (75%) has also achieved the biennial target, and 50 staff went on geographic mobility in 2016 (biennial target 75). The focus has been to review recruitment processes for all categories of staff in order to broaden the pool of qualified candidates and increase the quality and timeliness of the selection and appointment procedures. Particular attention was given to outreach initiatives to improve the geographical representation of member countries.

123. FAO received an unmodified opinion on its 2015 financial statements (prepared during 2016) from the External Auditor. In order to improve the level of compliance, particularly in the decentralized offices, Finance Officers under the authority of the Director of Finance were assigned to four regional offices, and the Finance Division provided virtual and on-site training sessions covering a wide range of topics. Additional financial monitoring reports were developed and made available to users in decentralized offices.

124. The level of client satisfaction with services provided in finance, human resource management, and physical resources management is measured on a biennial basis by a global survey of employees and will be published in the PIR 2016-17.

125. Other highlights of achievements include:

- a) A new Corporate Environmental Responsibility Policy was put in place. Several energy saving projects, including the installation of solar panels, reduced FAO emissions while achieving some financial savings for reinvestment.
- b) The Shared Services Centre was restructured with appointment of a new Chief, a Deputy, and fewer but higher graded positions to provide stability and resilience to turnover.
- c) Process and systems improvement of the travel system enabled the elimination of all expenses claim backlogs, and the service level agreement for processing was reduced from 20 to 15 days.
- d) Over 80 improvements in procedures, processes, and systems were put in place for management of non-staff human resources, including a review of the related payroll process that eliminated three-quarters of payments requiring manual interventions.
- e) Procurement services were strengthened with 13 international procurement officers now in place in country offices with high-value or high-risk procurement plans. The dissemination of procurement management and monitoring reports to the decentralized office was accompanied by training of 500 staff through Webinars.
- f) The mail, pouch and cleaning service contracts were further streamlined and retendered with an overall cost reduction of 15%.
- g) The medical service response to the Zika outbreak ensured business continuity, with no complications from employee infections reported.

⁴⁴ FC 164/7; FC 166/9

Capital Expenditure

126. Conference Resolution 10/2003 established the Capital Expenditure Facility as a Chapter of the Programme of Work and Budget. The Facility serves to define and authorize expenditures on tangible and intangible assets with a useful life in excess of FAO's financial period of two years that generally require a level of resources which cannot be funded within the appropriation for a single biennium. It provides for investment required to maintain and improve FAO's products and services in relation to: (a) platforms for technical data and information; (b) operational and administrative systems; and (c) infrastructure and services.

127. The Capex Management Board, chaired by the Deputy Director-General (Operations), assesses the investment quality and monitors implementation of Capital Expenditure projects as regards corporate significance, measurable benefits and costs, timescales and risks.

Results achieved in 2016

128. FAO is largely on track to achieve the two biennial key performance indicators on Capital Expenditure (*Annex 3*). All approved Capex projects have defined cost-benefit analysis and benefits realization plan (Indicator 13.1.A). Seven Capital Expenditure Facility projects were active in 2016. Of these, three were completed on time and within budget during the year as planned, and two have been extended into 2017 (Indicator 13.1.B at 60% for 2016), and three are planned for completion in 2017. It is expected that the end-2017 completion target of 80% will be met or exceeded.

129. All the active Capex projects relate to information technology, and the results achieved are reported under Functional Objective 9: Information Technology.

Security Expenditure

130. Conference Resolution 5/2005 established the Security Expenditure Chapter as an expenditure facility for the provision of comprehensive coverage of staff and non-staff costs directly related to security and safety of staff and assets. Security Expenditure provides the basis for measuring the provision of a safe and secure working environment at headquarters and decentralized offices. The Adjustments to the PWB 2016-17 further streamlined the functions related to security by consolidating the provision of headquarters security services and field security services under a unified *Security Service* under the direct authority of the Deputy Director-General (Operations).

Results achieved in 2016

131. FAO is on track to achieve the five biennial key performance indicators for security expenditure. While the three indicators of worldwide programme delivery are fully met, the indicator on percentage of staff having completed the Basic Security Training (45%) is half way to achieving the biennial target (90%). The online training course is available in several languages. Compliance is monitored centrally, with automated messages sent to non-compliant staff and their managers.

132. Priorities for headquarters' security services included the continued provision of a safe and secure operating environment for headquarters programme delivery to both FAO staff and delegates.

133. Regarding field security, the corporate priority has been to put in place an infrastructure to anticipate and respond to field security incidents in the highest risk locations. FAO placed international security experts in high-risk locations, supported by locally-recruited experts. During 2016, the Security Service advised on the security aspects of the response to Level 3 emergencies and regularly briefed senior management on security risks in the field.

134. With the infrastructure and ongoing support for high-risk locations in place, the priority for 2017 is to address security in locations with a lower level of security risk. These actions will increase compliance of FAO's field offices with the indicator on compliance with UN Minimum Operating Security Standards (MOSS).

IV. Management of delivery and resources

135. This section provides an overview of 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.

A. Management of delivery

136. The Adjustments to the PWB 2016-17 approved in December 2015 put in place measures to strengthen programme delivery through enhanced internal management arrangements and a rationalized headquarters structure. In particular, five Strategic Programme Leaders were appointed and their small management teams put in place. The Strategic Programmes are delivered by staff in decentralized offices and headquarters, with technical departments responsible for ensuring the technical quality of work delivered, as well as delivery of the Corporate Technical Activities and provision of global public goods.. These changes came into effect early in 2016. Regional offices have since organized to better align their work with the Strategic Programmes, with the appointment of five Regional Strategic Programme Coordinators.

137. A new system of Service Level Agreements was introduced for the first time in 2016 to help focus the work of the technical departments on needs of the Strategic Programmes at country level, in addition to their important work on global technical priorities. The year also saw a concerted effort to improve the quality of project management by the Organization, with a major exercise to improve the timeliness of actions and reporting, and to complete outstanding administration on closed projects. Management tools were developed and are now in use to track those projects in need of management action. The project cycle – the Organization’s project evaluation and management methodology - has also been significantly streamlined, which will help in this area. Finally, new guidelines have been drafted for the preparation of the Country Programming Framework, the statement of FAO’s priorities as indicated by the government in the country concerned. These changes position FAO to better support countries achieve their commitments to particular Sustainable Development Goal targets.

138. Through all of these changes, care has been taken to ensure the continued technical capacity of the Organization at headquarters and in decentralized offices. This has been broadly confirmed in the independent assessment of technical capacity carried out at the end 2016, which showed enhanced technical capacity over the period 2012-2016.⁴⁵ Meanwhile, Management continues to monitor areas with existing gaps in staffing and take timely action to fill vacancies, as reported in document FC 166/9.

139. A second important review, conducted by the Office of the Inspector General, looked into the ways in which the decentralized offices have implemented the Strategic Framework. Overall, the conclusion of the latter was positive, noting the challenge of “learning by doing”. The Strategic Framework is appreciated, and well understood; the main priority going forward will be to ensure that the Strategic Programmes deliver results at the country level, and continue to focus the technical work of the Organization on supporting countries to make progress towards the SDGs and their commitments to address climate change.

140. In this regard, programme management arrangements were consolidated at the end of 2016 to further strengthen the delivery of the Strategic Programmes, with the creation of a new position of Deputy Director-General (Programmes); the Office of the Chief Statistician; and the new Climate Change and Biodiversity Department, approved by FAO Council in December 2016.⁴⁶

⁴⁵ C 2017/26

⁴⁶ JM 2016.2/2, CL 155/7 Inf.1

B. Financial delivery

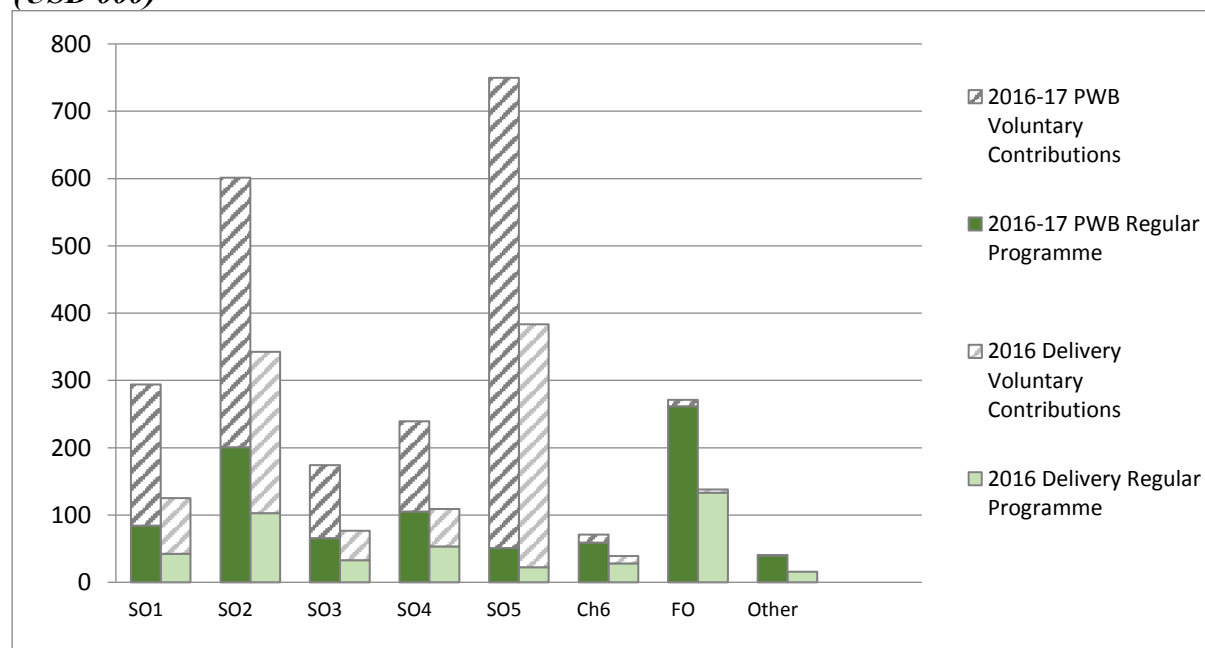
141. Conference Resolution CR 6/2015 approved the 2016-17 budgetary appropriation of USD 1,005.6 million and the Programme of Work, subject to adjustments based on guidance provided by the Conference. The revised distribution of the net appropriation by budgetary chapters was approved by the Council in December 2015 in the Adjustments to the Programme of Work and Budget 2016-17.⁴⁷

142. 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 approved by the Council, USD 566.2 million (56 percent) was programmed under the Strategic Objectives and Chapter 6; USD 261.4 million (26 percent) was programmed under the Functional Objectives; USD 138.1 million (14 percent) was programmed under Technical Cooperation Programme; and USD 39.9 million (4 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 1,572.6 million of which USD 1,562.7 million (99 percent) for the Strategic Objectives and Objective 6, and USD 9.9 million (1 percent) for the Functional Objectives and Security Expenditure.

143. The delivery of net appropriation resources in 2016, 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 867.5 million reached about USD 431.3 million (about 50 percent). Delivery against the 2016-17 Technical Cooperation Programme is reported in the next section. Delivery of voluntary contributions stands at about USD 799.2 million, 51 percent of the level of resources estimated in the 2016-17. Financial delivery reported in this document is preliminary. It is based on 2016 expenditures, commitments and income as at end-December in the unaudited accounts of the Organization prior to closure of the 2016 annual accounts in March 2017.⁴⁸

144. The 2016-17 budgeted resources are compared with 2016 delivery for the Strategic Objectives, Objective 6, Functional Objectives, Capital and Security Expenditure (labelled "Other") in Figure 2.

Figure 2: Budget compared to 2016 delivery by budgetary chapters (excluding TCP) (USD 000)

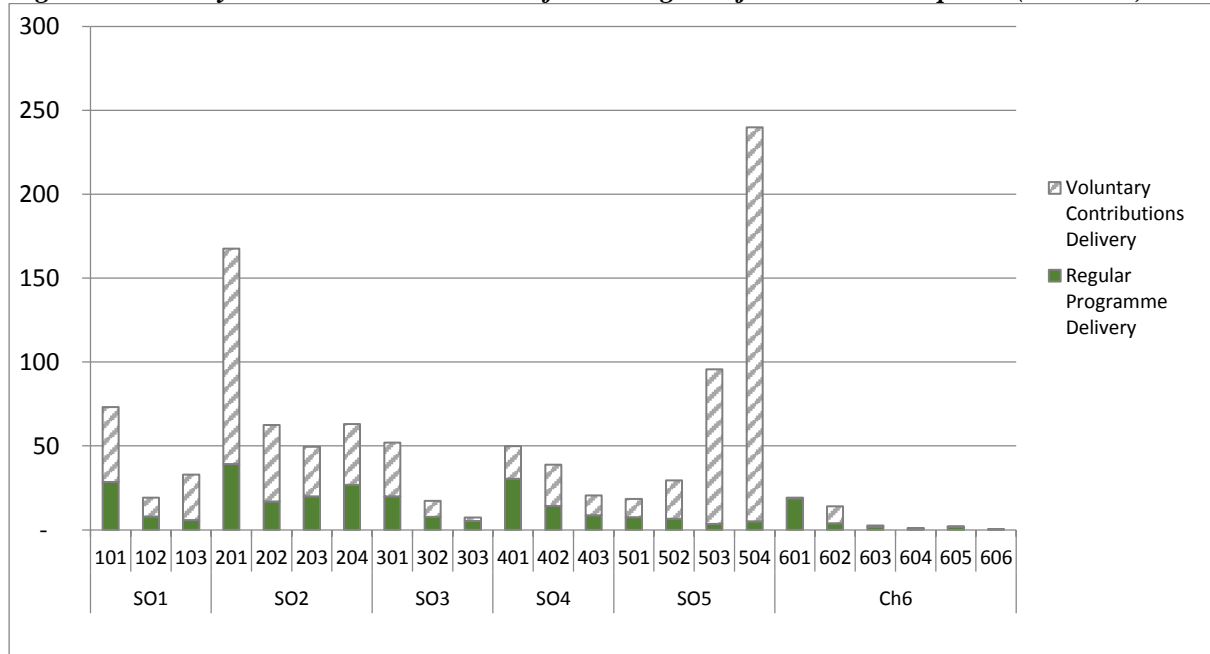


⁴⁷ CL 153/3 Table 2, CL 153/REP paragraph 8

⁴⁸ Final figures will be reported in the Audited Accounts – FAO 2016, Statement V

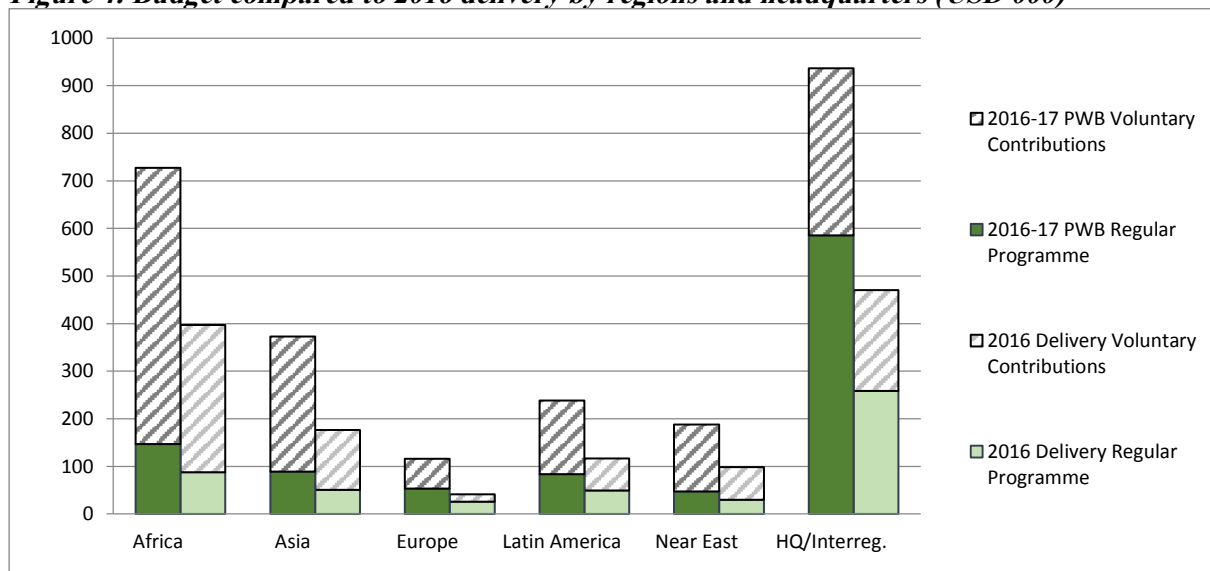
145. The annual report on budgetary performance and budgetary transfers in the 2016-17 biennium is presented to the Finance Committee at this session.⁴⁹ The document outlines biennial forecasted expenditure and forecasted budgetary transfers arising from the implementation of the 2016-17 Programme of Work. Financial performance at Outcome level for the Strategic Objectives and Objective 6 is shown in *Figure 3*.

Figure 3: Delivery in 2016 at Outcome level for Strategic Objectives and Chapter 6 (USD 000)



146. The financial implementation rate by region and headquarters is illustrated in *Figure 4*. The rate of delivery in the Africa region and the Near East and North Africa region is higher than in other regions due mainly to response to crises and emergencies.

Figure 4: Budget compared to 2016 delivery by regions and headquarters (USD 000)



⁴⁹ FC 166/7

C. Technical Cooperation Programme

147. During 2016, 398 TCP projects for USD 80.7 million were approved against the 2016-17 appropriation, representing 61 percent of the biennial TCP appropriation of USD 132.9 million available for project approval. Of this, 85 percent has been committed for development support, and 15 percent for emergency assistance. The rates of approval by region are shown in *Table 2*. TCP approvals in 2016 show a significant improvement over the USD 58.5 million (45 percent of TCP appropriation) approved in 2014, the comparable first year of the previous biennium.

Table 2: TCP biennial approvals at the end of 2016 (USD million)

TCP Type and Recipient Region	2016-17 Appropriation	2016 Approvals	Percentage Approved
Africa	43.4	28.2	65%
Asia	26.0	15.8	61%
Europe	10.8	4.9	45%
Latin America	19.5	11.8	60%
Near East	9.4	6.8	72%
Interregional	4.0	1.4	35%
Subtotal Development Support	113.1	68.8	61%
Subtotal Emergency Assistance	19.8	12.0	60%
TOTAL	132.9	80.7	61%

148. TCP funds are available for expenditure over two biennia (delivery starts in the funding biennium and continues into the following one). TCP delivery in 2016, for both 2014-15 and 2016-17 appropriations, amounts to USD 67.7 million, a 20% increase over delivery of USD 56.6 million reported in 2014. Of expenditure in 2016, USD 52.4 million was expended for projects approved against the 2014-15 appropriation, bringing the total delivery of 2014-15 appropriation to 79 percent. The average monthly expenditure rate indicates that the target of 100 percent delivery against the 2014-15 appropriation will be reached by end 2017.

149. As reported in *Annex 4 (Progress on the FAO gender policy minimum standards)*, out of 208 TCP projects active in 2016, 59% addressed gender equality, exceeding the 2017 target of 30% for Standard 15. TCP assistance delivered under approved projects was distributed as illustrated in *Figures 5 and 6* by recipient and by Strategic Objective.

Figure 5: TCP 2016 delivery by region (USD million)

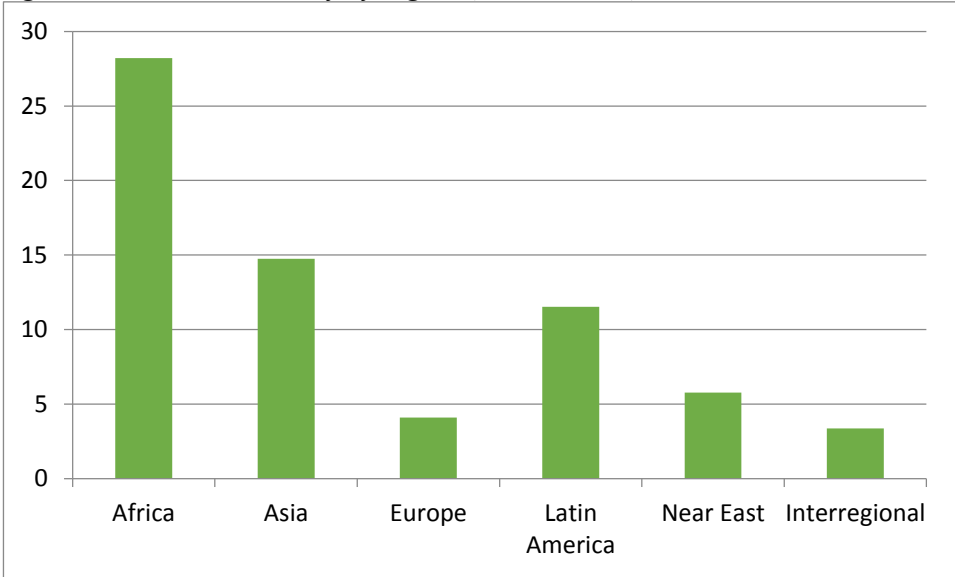
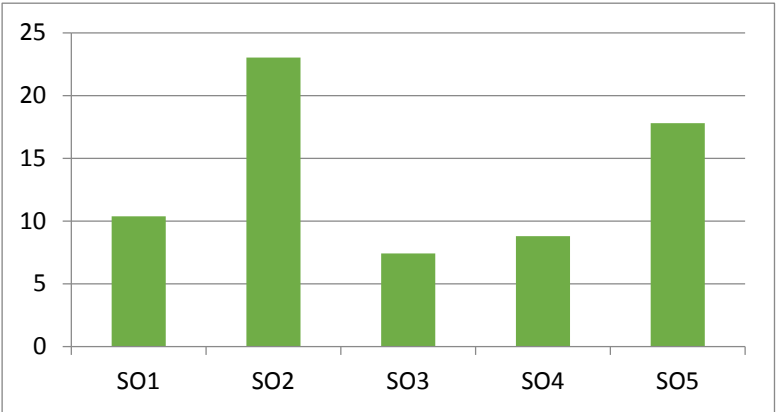


Figure 6: TCP 2016 delivery by SO (USD million)



Annex 1: Target setting and monitoring process – Outputs

150. 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 and targets that measure progress at each level of the results chain: Outputs, 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. The process of monitoring results has been progressively developed by the Secretariat since 2013.⁵⁰

151. Monitoring and reporting at the Strategic Objective and Outcome level takes place at the end of the biennium and reported in the Programme Implementation Report (PIR). Progress on Outputs is monitored on an annual basis and reported in the Mid Term Review Synthesis Report as well as the PIR. This annex briefly describes the process setting and monitoring progress on Output targets for the 2016-17 biennium.

Target setting process

152. Outputs are FAO's contribution in terms of products and services to the 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.

153. Building on the lessons learned during 2014-15, Strategic Objective work plans for 2016-17 were developed taking into account three improvements: (i) a stronger role for country offices in setting targets; (ii) products/services more tightly formulated as milestones; and (iii) service agreements between the Strategic Programme Leaders and divisions/offices setting out the expected results and the associated resource allocations.

154. The setting of Output targets at country, regional and global level was completed during July-October 2015 and published in the Adjustments to the PWB 2016-17.⁵¹ There was a special focus on country-level targets related to country priorities expressed in Country Programming Frameworks, which had two effects on the presentation of Output targets. First, the targets were generally skewed towards 2017 compared with 2016, due to the difficulty to predict voluntary contributions timing, volume and programmatic orientation; thus many country-level contributions to results were planned for delivery in the second year of the biennium. Second, there was an increase in the value of 2016-17 targets (compared with 2014-15) for many indicators where the unit of measure was policy processes, or country achievements, although these two target series are not structurally different.

⁵⁰ C 2013/3 paragraphs 30-48; CL 148/3 paragraphs 44-70; PC 115/2-FC 154/9 paragraphs 2-22; CL 149/LIM/6; PC 117/5 – FC 157/7 Annex 1; C 2015/3 Section D ; CL 153/3 paragraphs 17-47

⁵¹ C 153/3 Web Annex 6

Monitoring process

155. The results framework integrates country, regional and global planning and monitoring of results, with indicators that measure progress in the Organization's work. Each of the 50 Output indicators is underpinned by a measurement methodology, which was applied in the last quarter of 2016. Measures were aggregated and reviewed by delivery managers, heads of offices and the Strategic Programme Leaders, as follows.

- a) Responsibilities were assigned and support provided for data collection, processing and analysis by country offices, regional offices, and Strategic Programme teams using corporate information systems.
- b) Special attention was given to the systematic selection of Output indicators by country offices to report on results achieved by FAO at country level.
- c) Strategic Programme Leaders analysed, validated and aggregated the measures of all reported Output indicators against a common set of quality assurance criteria and in accordance with the methodological notes. Only validated results have been included in reporting on progress against targets in the MTR 2016.
- d) Progress against 2016 targets was rated as on-track if the 2016 target was fully met or exceeded, and needing attention if the 2016 target was not met. This was a stronger test than used in 2014-15, where the rating "on track" was given if the target was 75% met or better, in view of the more rigorous target setting process for 2016-17.
- e) Progress against the 2017 cumulative target was reviewed, with cases under 50% progress highlighted for attention.

Annex 2: Progress against Strategic Objective Output indicators 2016-17

Progress in 2016: ● Fully achieved (≥ 100%); ▲ Partially achieved (< 100%)

SO1: Contribute to the eradication of hunger, food insecurity and malnutrition							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 Target cumulative target	Progress against 2017 targets
1.1 Member countries and their development partners make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition	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	<ul style="list-style-type: none"> 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 	51	58	●	139	42%
	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	<ul style="list-style-type: none"> Number of policy processes with enhanced incorporation of food security and nutrition objectives in legal frameworks as a result of FAO support 	8	25	●	29	86%
	1.1.3 Improving capacities in governments and stakeholders for human resource and organizational development in the food security and nutrition domain	<ul style="list-style-type: none"> 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 	18	25	●	35	71%
	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	<ul style="list-style-type: none"> Number of countries that improved financial resource allocation and use for food security and nutrition as a result of FAO support 	4	7	●	11	64%

SO1: Contribute to the eradication of hunger, food insecurity and malnutrition								
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 Target cumulative target	Progress against 2017 targets	
1.2 Member countries and their development partners adopt inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition	1.2.1 Improving capacities of governments and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition	<ul style="list-style-type: none"> Number of policy processes with more inclusive coordination across sectors and stakeholders for food security and nutrition governance as a result of FAO support 	20	25	●	39	64%	
	1.3 The decisions of member countries and their development partners regarding food security and nutrition are based on evidence and high-quality, timely and comprehensive food security and nutrition analysis that draws on data and information available in the network of existing sector and stakeholder information systems	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	<ul style="list-style-type: none"> Number of countries that improved monitoring and analysis of food security and nutrition, including the contributions of different sectors, for informed decision-making as a result of FAO support 	11	32	●	28	114%
		1.3.2 Improving capacities of governments and stakeholders to map, monitor and evaluate policies, programmes and legislation relevant to food security and nutrition for informed decision making	<ul style="list-style-type: none"> Number of policy processes with improved human and institutional capacities for managing mapping systems relevant for FNS decision-making as a result of FAO support 	2	6	●	13	46%
		<ul style="list-style-type: none"> 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 a result of FAO support 	7	6	▲	26	23%	

SO2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 cumulative Target	Progress against 2017 targets
2.1 Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner	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	<ul style="list-style-type: none"> Number of FAO-supported initiatives that used inclusive and participatory approaches to validate and facilitate uptake of innovative practices for sustainable agricultural production 	116	107	▲	320	33%
	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	<ul style="list-style-type: none"> 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 	71	54	▲	197	27%
	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	<ul style="list-style-type: none"> 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 	71	56	▲	215	26%
2.2 Stakeholders in member countries strengthen governance – the policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems	2.2.1 Countries are supported to analyse governance issues and options for sustainable agricultural production and natural resources management	<ul style="list-style-type: none"> Number of countries supported with analyses of governance issues and options for integrated agricultural and natural resources sector sustainability 	13	15	●	30	50%
	2.2.2 Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management	<ul style="list-style-type: none"> Number of policy processes with cross-sector dialogue on integrated and more sustainable agricultural and natural resource production systems that were supported by FAO 	18	27	●	45	60%

SO2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 cumulative Target	Progress against 2017 targets
	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	<ul style="list-style-type: none"> 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 	14	11	▲	42	26%
2.3 Stakeholders endorse/adopt international (including regional) instruments and support related governance mechanisms for sustainable agricultural production systems	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	<ul style="list-style-type: none"> Number of international instruments (normative frameworks, standards, guidelines, recommendations and other subsidiary texts) adopted by an FAO mechanism or instrument or by their subsidiary bodies/technical working groups, pertaining to sustainable agriculture production and natural resources management 	18	23	●	34	68%
	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	<ul style="list-style-type: none"> 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 	12	23	●	33	70%
	2.3.3 Stakeholders are supported to facilitate implementation and application of international (including regional) instruments and the recommendations/requirements of related governance mechanisms	<ul style="list-style-type: none"> 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 	25	41	●	98	42%
2.4 Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and	2.4.1 Relevant data and information is assembled, aggregated, integrated and disseminated and new data is generated through analyses and modelling, jointly with partners	<ul style="list-style-type: none"> Number of additional data points in the relevant datasets of FAO's main statistical databases 	470,917	703,219	●	941,834	75%

SO2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 cumulative Target	Progress against 2017 targets
natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis		<ul style="list-style-type: none"> Number of relevant social datasets in FAO's main statistical databases that feature data disaggregated by gender 	2	3	●	3	100%
	2.4.2 Methodologies, norms, standards, definitions and other tools for the collection, management, aggregation and analysis of data are formulated and disseminated	<ul style="list-style-type: none"> 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 	12	19	●	30	63%
	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	32	68	●	119	57%

SO3: Reduce rural poverty							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 cumulative Target	Progress against 2017 targets
3.1 The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably	3.1.1 Support to strengthen rural organizations and institutions and facilitate empowerment of rural poor	<ul style="list-style-type: none"> 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 	8	18	●	25	72%
	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	<ul style="list-style-type: none"> 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 	5	7	●	15	47%
	3.1.3 Support to improve access of poor rural producers and households to appropriate technologies and knowledge, inputs and markets	<ul style="list-style-type: none"> 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 	7	14	●	33	42%
	3.1.4 Support to innovations in rural services provision and infrastructure development accessible to the rural poor	<ul style="list-style-type: none"> 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 	3	5	●	11	45%
	3.1.5 Cross-sectoral policy advice and capacity development for the definition of gender equitable and sustainable rural development and poverty reduction strategies	<ul style="list-style-type: none"> 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 	5	18	●	24	75%

SO3: Reduce rural poverty							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 cumulative Target	Progress against 2017 targets
3.2 The rural poor have greater opportunities to access decent farm and non-farm employment	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	<ul style="list-style-type: none"> 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 	6	6	●	20	30%
	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	0	0	●	4	0%
	3.2.3 Technical support to establish information systems and generate data and knowledge on decent rural employment at national, regional and global levels.	<ul style="list-style-type: none"> Number of knowledge products on DRE developed and disseminated 	5	12	●	16	75%
3.3 Social protection systems are strengthened in support of sustainable rural poverty reduction	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	<ul style="list-style-type: none"> Number of countries in which support was provided for improving the design and implementation of pro-poor, age- and gender-sensitive social protection systems that target rural populations 	7	6	△	17	35%
	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	<ul style="list-style-type: none"> Number of countries in which support was provided for improving capacities for monitoring social protection systems and their impact on rural poverty reduction 	6	1	△	12	8%

SO4: Enable more inclusive and efficient agricultural and food systems							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 Target cumulative target	Progress against 2017 targets
4.1 International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries	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	<ul style="list-style-type: none"> Number of new or revised international standards in food safety, quality and plant health <ul style="list-style-type: none"> - new issues considered - draft standards progressed - new standards adopted 	12 52 9	12 58 42	● ● ●	16 105 34	75% 55% 124%
	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	<ul style="list-style-type: none"> Number of trade related agreements on which evidence, capacity development or fora for dialogue have been provided by FAO 	11	13	●	39	33%
	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	<ul style="list-style-type: none"> Number of FAO market information products whose usage increased 	0	14	●	11	127%
	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	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> - plant health - animal health - food control 	3 6 7	10 21 26	● ● ●	21 18 23	48% 117% 113%
4.2 Agribusinesses and agrifood chains that are more inclusive and efficient are	4.2.1 Public sector institutions are supported to formulate and implement policies and strategies, and to provide	<ul style="list-style-type: none"> Number of institutions benefiting from FAO support to formulate and implement strategies and to provide public goods that 	10	37	●	53	70%

SO4: Enable more inclusive and efficient agricultural and food systems							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 Target cumulative target	Progress against 2017 targets
developed and implemented by the public and private sectors	public goods that enhance inclusiveness and efficiency in agrifood chains	enhance inclusiveness and efficiency in agrifood chains					
	4.2.2 Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels	<ul style="list-style-type: none"> Number of countries provided FAO support for reducing food waste and loss 	13	27	●	29	93%
	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	15	25	●	60	42%
4.3 Policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems are developed and implemented by the public and private sectors	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	<ul style="list-style-type: none"> Number of institutions receiving FAO support to increase the availability of financial products and services to the agricultural sector 	19	29	●	61	48%
	4.3.2 Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agrifood systems	<ul style="list-style-type: none"> Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agrifood systems 	4	18	●	13	138%
	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	<ul style="list-style-type: none"> Number of countries receiving FAO support to monitor, analyze and reform food and agricultural policies 	6	11	●	15	73%

SO5: Increase the resilience of livelihoods to threats and crises							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 cumulative Target	Progress against 2017 targets
5.1 Countries and regions adopt and implement legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management	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	14	27	●	43	63%
	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	7	14 (12 countries, 2 region)	●	15	80%
5.2 Countries and regions provide regular information and early warning against potential, known and emerging threats.	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	12	89	●	91	98%
	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	16	32	●	43	74%
5.3 Countries reduce risks and vulnerability at household and community level.	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	16	57	●	69	83%
	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	9	28	●	32	88%
5.4 Countries and regions affected by disasters and crises prepare for, and manage effective responses	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	7	34	●	45	76%
	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	L3:100% L2/L1:60-100%	L3: 100% L2/L1: 64% countries	● ●	L3:100% L2/L1:60-100%	100%

SO5: Increase the resilience of livelihoods to threats and crises							
Outcome	Output	Indicator	End 2016 Target	Actual 2016	Progress against 2016 targets	End 2017 cumulative Target	Progress against 2017 targets
		coordination support, by level of emergency		100% regions			
	5.4.3 Strengthening capacities of national authorities and stakeholders in crisis response	<ul style="list-style-type: none"> Percentage of countries affected by a crisis impacting agriculture in which FAO provided timely and gender responsive crisis response 	60-100%	74%	●	60-100%	100%

Annex 3: Progress on Key Performance Indicators - Objective 6, Functional Objectives, Special Chapters

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

Output reference	Key Performance Indicator	Actual 2016	Target 2017	Progress
OBJECTIVE 6: TECHNICAL QUALITY, KNOWLEDGE AND SERVICES				
Outcome statement – 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				
6.1: Quality and integrity of the technical and normative work of the Organization				
6.1.A	Quality of technical leadership, <i>measured by:</i> <ul style="list-style-type: none"> - a survey methodology to assess the feedback of stakeholders on elements of technical leadership, such as: ensuring the excellence of technical knowledge, compliance with technical policies, technical integrity, capacity to respond to emerging issues and advancing fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees 	68.5%	64%	
6.2: Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization				
6.2.A	Use of statistics for evidence-based policy-making in the fields of the five Strategic Objectives (food security and nutrition, sustainable agriculture, rural poverty and resilience to threats and crises), <i>measured by:</i> <ul style="list-style-type: none"> - number of countries in which statistics exist and are used for such policy-making processes - (source: FAO corporate survey) 	to be assessed in 2017	30	N/A
6.2.B	FAO assessment system for statistical capacity, <i>measured by:</i> <ul style="list-style-type: none"> - number of countries having shown significant progress in statistical capacity in the results of country assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics 	to be assessed in 2017	45	N/A
6.3: Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women.				
6.3.A	Number of the gender mainstreaming minimum standards and women-specific targeted interventions adopted, <i>measured by:</i> <ul style="list-style-type: none"> - identifying and monitoring a set of key interventions related to minimum standards 	12	10	●
6.3.B	Number of performance standards of the UN SWAP on gender achieved by FAO, <i>measured by:</i> <ul style="list-style-type: none"> - identifying and monitoring a set of key interventions related to UN SWAP 	13	10	●
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				

Output reference	Key Performance Indicator	Actual 2016	Target 2017	Progress
6.4.A	Number of global governance mechanisms or processes where FAO exercises a leadership role that promotes progress on issues related to the five Strategic Objectives	3	3	●
6.4.B	Number of governance issues where FAO's contribution has promoted progress in relation to the five Strategic Objectives at national and regional level, measured by: - uptake of FAO governance approach by FAO staff working in SO teams	10	20	●
6.5: Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Framework and strengthening FAO's contribution in the international nutrition architecture				
6.5.A	Number of countries supported by FAO that report progress in implementing ICN2 Rome Declaration on Nutrition and Framework for Action commitments (Source: joint FAO/WHO monitoring system).	to be assessed in 2017		N/A
6.5.B	Number of FAO units/employees applying the minimum standards and corporate approach for mainstreaming nutrition across the Strategic Framework (Source: post-training follow-up assessment).	to be assessed in 2017		N/A
6.6: Quality and coherence of FAO's work on climate change ensured through mainstreaming of CC across the Strategic Framework and strengthening FAO's contribution to the national, regional and international climate change architecture				
6.6.A	Number of countries supported by FAO that report progress in mainstreaming food security and agriculture into CC policies and processes.	20	30	●
6.6.B	Number of Climate Change high-level policy and technical dialogues at global and regional levels where FAO exercises a leadership role that promotes progress on issues related to Food Security and Agriculture in the Climate Change agenda	21	30	●
CHAPTER 7: TECHNICAL COOPERATION PROGRAMME				
Outcome statement – TCP delivered effectively, in full alignment with SOs, and in support of the implementation of the CPF results				
7.1: TCP management and support				
7.1.A	Approval rate of TCP resources against 2016-17 appropriation.	61%	100%	●
7.1.B	Delivery rate of TCP projects against 2014-15 appropriation.	79%	100%	●

Output reference	Key Performance Indicator	Actual 2016	Target 2017	Progress
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 or sustained, and of advocacy initiatives to support critical corporate activities and Strategic Objectives undertaken.	39	48	●
8.1.B	Number of FAO approaches for capacity development that are implemented as part of the delivery of the Strategic objectives	22	35	●
8.2: Communications				
8.2.A	User visits to the FAO.org (based on Web access statistics)	8,900,000	7,000,000	●
8.2.B	Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service	20,700	14,000	●
8.3: Resource Mobilization and South-South Cooperation				
8.3.A	Biennial level of voluntary contributions mobilized (2014-15)	0.689 billion USD	1.6 Billion USD	●
8.3.B	Number of countries with a realistic Resource Mobilization target	99	148	●
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>	74%	70%	●
9.1.B	Percentage of Service Level Agreements (SLA) whose targets are met, measured by: <i>- annual service performance reviews</i>	78%	80%	●
9.1.C	Percentage of FAO projects with IT components that are delivered on time, quality and within budget, measured by: <i>- IT Project Portfolio</i>	80%	80%	●

Output reference	Key Performance Indicator	Actual 2016	Target 2017	Progress
FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION				
Outcome statement – Effective direction of 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	71%	100%	▲
10.1.B	Implementation of governing body decisions within prescribed deadlines	90%	90%	●
10.2: Oversight				
10.2.A	Percentage of recommendations where the agreed management response has been completed by the due date	84%	95%	●
10.3: Direction				
10.3.A	Organizational Outcomes targets met	To be assessed in 2017	80%	N/A
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: Efficient and effective management of human resources				
11.1.A	Time required to recruit staff	120	120	●
11.1.B	Percentage of member countries that are equitably represented	76%	75%	●
11.1.C	Geographic mobility (posts per biennium)	50	75	●
11.2: Efficient and effective management of financial resources				
11.2.A	FAO receives an unmodified opinion on its financial statements from the External Auditor	Unmodified external audit opinion	Unmodified external audit opinion	●
11.3: Efficient and effective administration of human, physical and financial resources				
11.3.A	Level of client satisfaction with quality of service provided (by area of work)	To be assessed in 2017	72%	N/A

Output reference	Key Performance Indicator	Actual 2016	Target 2017	Progress
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>	100%	100%	●
13.1.B	Percentage of CAPEX projects that are delivered on time, quality and within budget, measured by: <i>- Project Portfolio</i>	60%	80%	●
CHAPTER 14: SECURITY EXPENDITURE				
Outcome statement – FAO employees are able to carry out their functions safely and securely in all locations where the Organization operates				
14.1	Safe and secure operating environment for headquarters programme delivery			
14.1.A	Percentage of staff having completed Basic Security Training	45%	90%	□
14.2	Safe and secure operating environment for worldwide programme delivery			
14.2.A	Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS)	92%	100%	●
14.2.B	Percentage of international staff at decentralized offices that comply with Minimum Operating Residential Security Standards (MORSS)	100%	100%	●
14.2.C	Percentage of reported security-related incidents at decentralized offices with prompt follow-up	100%	100%	●
14.2.D	Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required	100%	90%	●
Progress: Good ●; Moderate □; Off-track Δ				

Annex 4: Gender – Progress on the FAO Gender Policy Minimum Standards and the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP)

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

Indicator 6.3.A - FAO gender policy minimum standards

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

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

159. A consultative process was set up in 2013 involving all accountable units, to review and match accountability to FAO's changing structure, and identify a set of simple and measurable indicators. By early 2014, the data collection process and suitable tools were identified to measure progress for fourteen out of fifteen standards. An indicator for minimum standard 12, relating to the employee Performance Management System (PEMS), could not be identified due to the confidential nature of the process. Despite the fact that some standards were formulated as targets, FAO will keep tracking them over time to make sure they remain enforced.

160. Accountable divisions have reported annually against the indicators identified. By the end of 2016, 12 standards out of 15 were achieved (80%) (*Table 3*), which shows an improvement compared to the 2014-15 biennium, as reported in the PIR 2014-15. Besides standard 12 mentioned above, standards 9 (staff capacity development) and 14 (projects) are still partially achieved. For standard 9, FAO has gender-related staff development courses in place, but none of them are mandatory. For standard 14, FAO can report on the extent of projects targeted to women at country level, but it is still not able to track the gender component associated to their budget. The Organization is now able to rely on this solid baseline which will allow to identify areas of improvement for the PWB 2018-19.

Table 3: FAO minimum standards for gender mainstreaming and accountability (end-2016)

FAO minimum standards for gender mainstreaming and accountability		Progress Status (2016)	2016 summary results
1	All major FAO statistical data bases incorporate sex-disaggregated data, where relevant and as available	Achieved	Six (6) out of eight (8) FAO major databases made available to the public are relevant for sex-disaggregation of data. Four (4) currently contain sex-disaggregated data sets and two are being adapted to incorporate data in the current biennium.
2	FAO invests in strengthening the capacity of member countries' to develop, analyze and use sex-disaggregated data in policy analysis and programme and project planning and evaluation	Achieved	Seventy four (74) countries took part in regional or national training which included modules/shared information on the importance of sex disaggregated data collection and analysis for food security. Thirty seven (37) new knowledge materials with specific reference to sex disaggregated indicators, data

FAO minimum standards for gender mainstreaming and accountability	Progress Status (2016)	2016 summary results
		collection methodologies and/or analysis were produced. These were shared with member countries either in workshops, through FAO decentralized offices or the Web.
3	Achieved	<p>Gender-sensitive qualifiers were identified for relevant Outcome and Output indicators (13 gender-sensitive indicators and 23 qualifiers at Outcome level and 20 gender-sensitive indicators and 38 qualifiers at Output level).</p> <p>The data is used for the gender narrative of the Mid Term Review (MTR) and the Programme Implementation Report (PIR). Gender analysis was conducted, gender markers were introduced and FAO is able to analyse trends in the planning of gender activities.</p>
4	Achieved	A ring-fenced budget was allocated for the cross-cutting theme on gender and year-end reporting on the cross-cutting theme on gender budget is carried out.
5	Achieved	100% of endorsed CPFs in all regions included a gender assessment in their situation analysis (19 in total).
6	Achieved	Since 2010, 53 FAO units/offices have taken stock of their gender work, including 19 new reports completed in 2016, providing a baseline for better integration of gender mainstreaming at country level.
7	Achieved	Gender mainstreaming in programme and project formulation (through gender markers), and the implementation (through terminal reports) of gender-related activities can be tracked through the country information system. In 2016, a very high percentage (92.5%) of projects was formulated (607 out of 655) based on gender analysis. Over the same period, 75.5% of terminal project reports, scored high on the implementation of gender-related activities (not all FAO projects are relevant for gender inclusion).
8	Achieved	<p>Ninety-six percent (96%) of evaluation reports completed in 2016 contained a dedicated section concerning gender issues with an adequately developed gender analysis that covered design, management and results of the initiative evaluated and provided specific recommendations.</p> <p>Based on the “Guidelines for Quality Assurance of Gender Equality Mainstreaming in FAO”, the overall quality of gender mainstreaming in FAO evaluations is satisfactory (1.5 on a 0-3 scale).</p>
9	Partially achieved	<p>FAO developed and implemented core training materials/courses on gender equality and made them available on its learning platform, but none of these are as yet mandatory:</p> <ul style="list-style-type: none"> - The course “Gender equality, UN Coherence and you” is available on the e-learning platform and is

FAO minimum standards for gender mainstreaming and accountability		Progress Status (2016)	2016 summary results
			<p>referred to in the orientation e-learning package “Welcome to FAO”.</p> <ul style="list-style-type: none"> - FAO contributed to the UN-wide gender course “I know gender”, currently only available on the UN-Women Website and developed a FAO-based introductory course. - In 2015, the EU financed a 15-hour e-learning course on “Gender and Food Nutrition Security” which was launched on the FAO e-learning platform and assigned to all gender focal points. - A new core gender training package for FAO representatives and technical staff in decentralized offices is currently being developed.
10	Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them	Achieved	The FAO competency framework, includes gender under the core values: Respect for all. Vacancy announcements for different professional levels do not specifically refer to gender competencies. These are included when the hiring division decides to highlight gender experience or qualifications. In 2016, out of a total of 247 issued vacancy announcements, 2.4% contained a requirement for experience or knowledge of gender issues.
11	Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products	Achieved	Gender Focal Points (GFP) report a considerable engagement in screening documents and projects from a gender perspective: in 2016 only 13.5% reported they are not engaged. Close to 50% responded that they were asked to revise project documents, while 35% reviewed and contributed to knowledge products. Time availability and lack of recognition of the GFP role were identified as major constraints in providing this support to their offices.
12	An assessment of the contribution to achieving FAO’s gender equality objectives is included in the Performance Evaluation and Management System (PEMS) of all professional staff	Not achieved	Due to the confidential nature of the performance evaluation system, the office of human resources could not identify an indicator to track this standard.
13	Human and financial resources and normative and operational results related to gender equality from the HQs to the country level are systematically tracked and reported to FAO governing bodies and to the UN system	Achieved	<p>FAO is annually tracking human, financial and normative & operational results and reporting them to the Member States.</p> <p>FAO’s SO monitoring framework tracks gender related results through its indicators and qualifiers and these are reported to Member States through the MTR.</p>

FAO minimum standards for gender mainstreaming and accountability		Progress Status (2016)	2016 summary results
<i>Minimum Standards for Women-specific Targeted Interventions (2017)</i>			
14	30% of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions	Partially achieved	Through the introduction of gender markers in its field level information system, FAO is able to annually track the number of projects at country and regional level which specifically target women. In 2016, the share of projects marked G2b (where gender is the main objective of the activity) over the total of approved projects was 7%. The vast majority (59.5%) of FAO projects fall under the marker G2a (the project addresses gender equality in a systematic way, but this is not one of its main objectives). FAO is not yet able to link a budget to a gender marker.
15	The share of Technical Cooperation Programme total portfolio allocated to programmes and projects related to gender equality is increased from 9% to 30%	Achieved	The data to monitor this standard is drawn from the country level information system (FPMIS). In 2016, out of 208 active TCP projects, 59% address gender equality. The target of 30% is therefore achieved but progress will continue to be monitored every year.

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

161. Indicator 6.3.A assesses FAO's performance against the standards identified by the UN System-Wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP), which is an accountability framework to accelerate mainstreaming of gender equality and the empowerment of women in all institutional functions of the entities of the UN system. It was endorsed by the United Nations Systems Chief Executives Board for Coordination (CEB) in April 2012, and set 2017 as the target for the UN system to meet its performance indicators. The UN-SWAP requires annual reporting by each participating entity, department and office.

162. FAO recognizes the importance of the UN-SWAP accountability framework as a driving force for improvement and streamlining of internal processes for gender equality and the empowerment of women. 2015 marks the fifth year of UN-SWAP reporting and FAO has been acknowledged as one of the best performing entities in the UN system for the commitments undertaken to ensure progress towards meeting the set deadline of 2017, and for the results achieved so far. In this respect, the 2016 report, as approved and submitted, shows FAO meeting or exceeding 12 out of 15 UN-SWAP performance indicators (*Table 4*).

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

Table 4: FAO rating for UN-SWAP by performance indicator (2012-2016)

PI	Title	2012	2013	2014	2015	2016
1	Policy and plan	approaches	meets	meets	meets	meets
2	Gender responsive performance management	approaches	approaches	meets	meets	meets
3	Strategic planning	approaches	exceeds	exceeds	exceeds	exceeds
4	Monitoring and reporting	approaches	meets	exceeds	exceeds	exceeds
5	Evaluation	meets	meets	meets	meets	approaches
6	Gender responsive auditing	meets	meets	meets	meets	meets
7	Programme review	approaches	meets	meets	meets	meets
8	Resource tracking	approaches	meets	meets	meets	meets
9	Resource allocation	missing	meets	meets	meets	meets
10	Gender architecture and parity	approaches	approaches	approaches	approaches	approaches
11	Organizational culture	approaches	exceeds	exceeds	exceeds	exceeds
12	Capacity assessment	meets	meets	exceeds	exceeds	exceeds
13	Capacity development	approaches	approaches	approaches	approaches	approaches
14	Knowledge generation and communication	meets	meets	exceeds	exceeds	exceeds
15	Coherence	exceeds	exceeds	exceeds	exceeds	exceeds

Annex 5: Regional Initiatives

164. The Regional Initiatives serve as a mechanism to ensure effective delivery and impact contributing to the Strategic Objectives, 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* describes the achievements in 2016 of the 15 Regional Initiatives endorsed by the Regional Conferences for the 2016-17 biennium, as well as achievements relating to gender.

Region	Regional Initiatives 2016-17
Africa	Africa's Commitment to End Hunger by 2025
	Sustainable production intensification and Value Chain Development in Africa
	Building resilience in Africa's drylands
Asia and the Pacific	Asia and the Pacific's Zero Hunger Challenge
	Asia and the Pacific's Regional Rice Initiative
	Asia and the Pacific's Regional Blue Growth Initiative
	Value Chains for Food Security and Nutrition in the Pacific Islands
Europe and Central Asia	Empowering smallholders and family farms in Europe and Central Asia
	Agrifood trade and regional integration in Europe and Central Asia
Latin America and the Caribbean	Support to the Hunger Free Latin America and the Caribbean Initiative
	Family farming and inclusive food systems for sustainable rural development
	Sustainable use of natural resources, adaptation to climate change and disaster risk management
Near East and North Africa	Near East and North Africa's water scarcity initiative
	Small-scale agriculture for inclusive development in the Near East and North Africa
	Building resilience for food security and nutrition for the Near East and North Africa

Africa

165. FAO is responding to the challenges and priorities identified at the Regional Conference for Africa by focusing its work in 2016-17 on three Regional Initiatives: *Africa's commitment to end hunger by 2025*; *Sustainable production intensification and value chain development*; and *Building resilience in Africa's drylands*. Key achievements delivered by FAO through each Regional Initiative contributing to Strategic Objective Outputs, as well as achievements relating to gender in the region, are highlighted below.

Africa's commitment to end hunger by 2025

166. FAO supports the implementation of the Malabo Declaration by strengthening programmes, coordination mechanisms, capacities and delivery of actions needed to operationalize the commitments to end hunger by 2025.

167. As a result of the partnership with the African Union (AU) and the NEPAD⁵², key nutrition and food security indicators were mainstreamed into the CAADP⁵³ results framework and implementation strategy and roadmap. Nineteen countries were supported in the formulation or updating of food security and nutrition policies and strategies that mainstream nutrition, social protection, youth employment and/or women empowerment, and a new regional agricultural investment plan for IGAD⁵⁴ was formulated and adopted to ensure that nutrition was fully mainstreamed (Output 1.1.1). National Agricultural Investment Plans (NAIPs) were reviewed and/or reformulated to align with political commitments of the Malabo Declaration in Angola, Chad, and Ghana (Output 2.2.2).

168. August 2016 saw the launch of the Pan African Parliamentary Alliance on Food Security and Nutrition to position the issue of food security and nutrition at the highest level of the political and legislative agenda (Output 1.2.1). Knowledge and information-sharing platforms on food security and nutrition were supported at country and sub-regional levels, including SADC/COMESA⁵⁵ and CILSS/ECOWAS⁵⁶ (Output 5.2.1).

169. Peer-to-peer knowledge and experience sharing tours were organized, with exchanges between Ghana and Ethiopia focusing on Web-based monitoring and evaluation systems for the agricultural sector and on agricultural mechanisation strategies (Output 3.1.5).

Sustainable production intensification and value chain development

170. The 'sustainable food and agriculture' approach made significant progress in 2016, in particular through the regional workshop held in Kigali, Rwanda. The coordinated FAO support to countries under this approach has increased FAO's visibility, as well as the prospects of better impact, focusing on selected sites such as Rulindo in Rwanda, Chongwe in Zambia and Gondola in Mozambique.

171. In Zambia, the Conservation Agriculture programme, which reached 31 districts in the country, helped sustain production levels despite the El Niño induced drought. FAO also introduced a smart card e-voucher system that helps monitor 230 000 farmers in the database, and provides quick technical information to farmers through the mobile telephone system (Output 3.1.1).

172. FAO facilitated a one-week training in September for 34 farmers from Cote d'Ivoire at the Songhai Training Centre in Porto Novo, Benin, which provided a hands-on experience in integrated production systems of crops, aquaculture, livestock and bioenergy. In Uganda, twenty-six fish producer groups were supported with fish production inputs and benefitted from new technologies of production, specifically fingerling and fish feed formulation and production (Output 2.1.3).

⁵² New Partnership for Africa's Development (NEPAD)

⁵³ Comprehensive Africa Agriculture Development Programme (CAADP)

⁵⁴ Intergovernmental Authority on Development (IGAD)

⁵⁵ Southern African Development Community (SADC) / Common Market for Eastern and Southern Africa (COMESA)

⁵⁶ Permanent interstate committee for drought control in the Sahel (CILSS) / Economic Community of West African States (ECOWAS)

173. In Rwanda, a cross-sectoral task force on sustainable agriculture and natural resources management was put in place for information sharing, advocacy, policy advice, and coordination of interventions (Output 2.2.1), and nine other countries were supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management (Output 2.2.2).

174. FAO provided support to the implementation of the African Union's Continental Agribusiness Strategy, which includes the development of a public-private partnership framework for agribusiness and strengthening of agribusiness chambers/platforms (Output 4.2.1), and completed assessments of food losses in 12 African countries on commodities/sub-sectors prioritized by governments (Output 4.2.2).

Building resilience in Africa's drylands

175. The initiative seeks to enhance the capacity of dryland countries to anticipate, mitigate and respond to shocks, threats and crises affecting agricultural livelihoods.

176. In 2016, efforts were focused on the development of resilience strategies both at national and regional level (Output 5.1.1). Key examples include the technical and operational support provided to the inaugural African Drought Conference held in Namibia in August 2016. The Conference adopted a strategic framework for drought management and enhancing resilience in Africa which will guide national approaches to drought management on the continent. In South Sudan, the resilience strategy led to the development of a EUR 28 million programme focusing on the resilience of pastoral livelihoods (Output 5.1.2).

177. FAO supported the preparation of policy synthesis reports which were the basis of a policy dialogue on the contribution of livestock in IGAD countries. The analysis enables the countries to develop a stronger evidence base for accounting for the contribution of livestock to economies thereby advocating increased investment and policy considerations for livestock production systems (Outputs 5.1.1 and 5.1.2).

178. Capacity was strengthened for the early and rapid diagnosis and control of transboundary animal and zoonotic diseases with a special focus on Ebola, CCHF, HPAI⁵⁷ and Rift Valley Fever in Eastern and West Africa. Capacity was developed for the strengthened VETLAB Network, which contains 40 African veterinary diagnostic laboratories (Output 5.2.1).

179. The regional initiative facilitated knowledge sharing in Africa through learning exchanges between countries in the Sahel and the Horn of Africa and with IGAD and CILSS on pastoralism (Output 5.3.1), the interface between gender and resilience, as well as institutional governance for resilience (Output 5.1.1).

180. Support was provided through corporate surge efforts to the Lake Chad Basin and South Sudan conflict-induced, food-insecurity crises, and to the El Niño phenomenon in Southern Africa and Ethiopia. In view of the particularly worrying food-security situation in Madagascar, response capacity was boosted through the fielding of additional staff (Outputs 5.4.1 to 5.4.3).

Achievements relating to gender

181. A total of 39 comprehensive Country Gender Assessments (CGAs) of the agriculture and rural sectors were conducted to provide a strong baseline for monitoring the implementation of the Malabo Declaration, the Sustainable Development Goals and the National Agricultural Investment Plans from a gender perspective, while informing the elaboration and implementation of gender responsive agricultural, food security, nutrition and natural resource management policies. The CGAs highlight gender gaps in access to and control over productive resources, services, markets and give policy recommendations for expanding women's opportunities for inclusive agricultural growth as a pathway to rural poverty reduction.

⁵⁷ Crimean-Congo haemorrhagic fever (CCHF), Highly pathogenic avian influenza (HPAI)

182. In partnership with ECOWAS, a thorough gender review of the first generation of National and Regional Agricultural Investment Plans was conducted to assess the gaps and trends, and provide policy recommendations to inform the second generation of NAIPs currently under development.

Asia and the Pacific

183. FAO is responding to the challenges and priorities identified at the Regional Conference for Asia and the Pacific by focusing its work in 2016-17 on four Regional Initiatives: *Zero Hunger Challenge*; *Regional Rice Initiative*; *Blue Growth Initiative*; and *Value chains for food security and nutrition in the Pacific Islands*. Two additional regional priorities have been identified by the Regional Conference in 2016 to help focus FAO's work: One Health, and Climate Change. Key achievements delivered by FAO through each Regional Initiative contributing to Strategic Objective Outputs, as well as achievements relating to one health, climate change and gender in the region, are highlighted below.

Zero Hunger Challenge

184. There has been significant enhancement of political commitments on the Zero Hunger Challenge, with more countries and civil society organizations involved. Collaboration with ASEAN⁵⁸ has been strengthened, including inter-sectoral consultation among ASEAN ministries of agriculture, health, planning and social welfare, and promoting of nutrition-sensitive agriculture. Productive partnerships have been expanded with 21 national and international research institutes and others, including strengthened collaboration with the CGIAR.⁵⁹ Concrete recommendations have been generated on neglected and underutilised crop species to address malnutrition in a changing climate (Outputs 1.1.1 and 1.2.1).

Regional Rice Initiative

185. At regional level, knowledge sharing on rice Farmer Field School (FFS) curriculum development across the countries was facilitated. A regional expert consultation on the promotion of hybrid rice development in Asia was conducted, which fostered the cooperation between FAO and the International Rice Research Institute (IRRI). At country level, Indonesia, Lao PDR and the Philippines held a series of FFS activities, baseline surveys and training of trainers on several important technologies, including rice-fish and *Save and Grow* on rice. The country level activities supported farmers in improving rice productivity (Output 2.1.1).

Blue Growth Initiative

186. Innovative rice-fish farming techniques were shown in Indonesia, with the result that the Ministry of Marine Affairs and Fisheries scaled-up this rice-fish farming system to 2000 ha in 2016. A project on climate resilient tilapia farming in the Philippines developed approaches to better support small farmers to effectively cope with extreme climate events, and also strengthened weather forecasting and information systems in the country. FAO supported piloting of innovative shrimp farming practices in Vietnam, feed and feeding practices for small aquaculture farmers in the Philippines and Bangladesh, and production of quality aquaculture seed in Sri Lanka and Bangladesh. Two publications were issued: "Regional Strategy and Action Plan for Sustainable Intensification of Aquaculture in Asia-Pacific" and "Documentation of successful practices of Sustainable Intensification of Aquaculture in Asia-Pacific" (Outputs 2.1.1, 2.2.1, 3.1.3).

Value chains for food security and nutrition in the Pacific Islands

187. A first draft of the State of Agriculture, Food and Nutrition in the Pacific Islands was completed and national capacities were strengthened to collect, disseminate and analyse agriculture and nutrition data. Support was provided to strengthen Pacific Islands' capacities related to Codex Alimentarius, food safety and sustainable aquaculture. A draft of Imported Food Control Guidelines for Pacific Island Countries was presented during the 14th session of the FAO/WHO Coordinating Committee for North America and South West Pacific. Technical assistance was provided to support an in-depth aquaculture risk assessment and business investment planning under the Micronesian Association of Sustainable Aquaculture.

188. In the Cook Islands, technical assistance was provided to monitor the impact of the newly introduced tax on sugar sweetened beverages and the food environment. Technical advice was

⁵⁸ Association of Southeast Asian Nations (ASEAN)

⁵⁹ Consultative Group on International Agricultural Research (CGIAR)

provided to improve the capacity of domestic farmers and agro-processors to supply the domestic markets, and a food technology processing manual was prepared and disseminated. In Fiji, a Roadmap for the Strategic Plan for Agricultural and Rural Statistics was developed and endorsed under the Global Strategy to Improve Agricultural and Rural Statistics. In Samoa, support was provided to drafting a Biosecurity Act, which includes a Plant Protection Bill, a Quarantine (Biosecurity) Amendment Bill, a Food Safety and Quality Bill and an Animal Health Bill. In addition, a new *Agriculture Sector Plan (2016-2020)* was launched (Outputs 4.1.1, 4.1.4, 4.2.1).

Achievements relating to One Health

189. Work covered early warning, prevention, preparedness, and response for emerging infectious diseases including zoonotic influenza viruses at the regional and country level. Focus has been on capacity building, policy and implementation planning which is also relevant to high impact animal diseases and the rapidly evolving situation concerning antimicrobial resistance (AMR). Work in the animal health area is also being extended to an innovative South-South Cooperation programme related to risk reduction and control of diseases linked to trade.

190. Capacities were developed in the region for the implementation of international standards for phytosanitary measures (ISPM) and participation in development of ISPM, which was linked to the analysis and capacity development in relation to the regional trade agreements. Work on strengthening good agricultural practice (GAP) standards and certification for country participation in Codex was also conducted. In the area of food safety and health, work is underway on capacity development aimed at preventing or decreasing the transmission of transboundary animal diseases, strengthening country situation on risk-based food controls, development of food safety strategy and policies, strengthening legislative and regulatory frameworks and risk-based import control systems.

Achievements relating to climate change

191. In relation to climate change, FAO addressed disaster risk reduction, supporting the implementation of the Sendai Framework (including links to climate change adaptation) in agriculture sectors at country level. FAO also undertook emergency response and early recovery in agriculture, and provided support for flood assistance and response to typhoons and El Niño induced drought.

Achievements relating to gender

192. The Regional Gender Strategy and Action Plan 2016-2019 for Asia and the Pacific was finalized. Country Gender Assessments were conducted in China, Cambodia and Myanmar. Gender stocktaking exercises were completed in Sri Lanka and Cambodia. Cambodia and Papua New Guinea had TCPs to inform policy-making and support capacity development in gender. Results at country level include: livelihood options for men and women (Afghanistan, Philippines); equal participation in livestock raising and food processing (Afghanistan); rural women economic empowerment and participation of women in nutrition and vegetable promotion programmes (Nepal); livelihood recovery support for women groups in the volcanic eruption affected areas in Indonesia; rehabilitation and improvement of women's livelihoods in the Philippines after Typhoon Haiyan; strengthening the role and capacity of women farmer groups in seaweed value chain (Indonesia); equal access to resources and technology for value chain development (Indonesia); and studies on women empowerment in aquaculture (Bangladesh, Indonesia).

Europe and Central Asia

193. FAO is responding to the challenges and priorities identified at the Regional Conference for Europe by focusing its work in 2016-17 on two Regional Initiatives: *Empowering smallholders and family farms in Europe and Central Asia*, and *Agrifood trade and regional integration in Europe and Central Asia*. Key achievements delivered by FAO through each Regional Initiative contributing to Strategic Objective Outputs, as well as achievements relating to climate change and gender in the region, are highlighted below.

Empowering smallholders and family farms in Europe and Central Asia

194. At regional level, innovative practices for sustainable livestock production were promoted at an international conference in Ukraine and experience on animal gene conservation technologies was shared among stakeholders from 27 countries. The third plenary meeting of the Eurasia Soil Partnership was conducted in Kyrgyzstan. Integrated pest management and conservation agriculture was promoted at regional and country (Tajikistan) level. A booklet on African catfish production and training manuals on the propagation of cyprinid species were published. Main results at country level include training programmes on best irrigation practices in Moldova and promotion of good agricultural practices in Georgia. The initiative also supported the National Strategy for Integrated Pest Management through workshop on raising policy awareness in Moldova and Tajikistan and enhancement of carbon sticks in dryland forest, through innovative forest management and rehabilitation practices in Kyrgyzstan (Outputs 2.1.1, 2.1.2, 2.2.2).

195. Assistance to build capacity in statistics was provided to government institutions in Albania, Armenia and Georgia to respond to the challenge of obtaining reliable agriculture statistics. At global and regional level around 200 government officials, land administration experts and representatives of NGOs from more than 50 countries were provided with policy advice at the 7th International LANDNET conference. The workshop with civil society organizations on VGGT⁶⁰ in December 2016 was an important milestone in promoting its implementation. Support was provided to Georgia in the development of a rural development strategy in partnership with UNDP,⁶¹ as well as in capacity development for rural development policy formulation. Pilot projects on rural development in two regions of Georgia were supported together with the establishment of Local Action Groups (Output 3.1.5).

Agrifood trade and market integration

196. At regional level, e-learning courses on “Resolving Agricultural Trade Issues through International (WTO) and Regional Trade-related Agreements in the CIS Region” and on agrifood policy transparency based on WTO⁶² rules and procedures were conducted, with the participation of around 180 representatives from 12 post-Soviet countries. The publication “Review of Agricultural Trade Policies in post-Soviet countries in 2014-15” and nine monthly bulletins of the regional Agricultural Trade Expert Network were published. FAO organized the annual meeting of the Agricultural Trade Expert Network, including two sessions during the international conference on “Regional and International Cooperation in Central Asia and South Caucasus: Recent Developments in Agricultural Trade” in Uzbekistan, and a panel discussion on “Recent Trends in Agricultural Trade Policy” at the International Association of Agricultural Economists conference in Kazakhstan. Capacities of Serbian authorities and private sector to resolve trade policy issues were strengthened through a workshop on WTO dispute resolution mechanism (Output 4.1.2).

197. At regional level, support for the improvement of brucellosis prevention and a control strategy was provided; risk analysis was conducted, guidance was provided, and capacity building workshops were organized on progressive control pathway (PCP), foot-and-mouth disease (FMD) and African swine fever (ASF) control (Output 4.1.4). The electronic version of forest products annual market review was published (Output 4.3.3). At country level, the guide on good hygiene practices in the

⁶⁰ Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT)

⁶¹ United Nations Development Programme (UNDP)

⁶² World Trade Organization (WTO)

production and collection of raw milk was published in Moldova, the National Dairy Conference was held and the Web site with information about modern technologies and market information was launched in Georgia (Output 4.1.4). A study on the effect of sanctions on Serbian agricultural trade and an analytical paper on aflatoxin crisis influence on the dairy industry were developed; a workshop on "Challenges of liberalized markets" was organized in Serbia (Output 4.1.2). Training on certification and accreditation and a workshop on promotion and marketing were organized in Montenegro (Output 4.3.2). Training to support an inclusive dairy value chain development was conducted in Kazakhstan.

198. An expert roundtable on "Best practices in export promotion: Experiences in Latin America, Europe and Central Asia" took place in Halle, Germany (Output 4.1.2). FAO developed studies to support value chain development, including a report on the value chain of the sheep meat sector, and organized a stakeholder meeting to discuss the report results and outlook in Kyrgyzstan (Output 4.2.3). Furthermore, Kyrgyzstan received technical inputs for the implementation of the Plan for Export Development for 2015-2017 (Output 4.1.2). Six case studies of food export promotional programmes were prepared in Moldova (Output 4.3.3).

Achievements relating to climate change

199. Considerable support was provided to respond to the effects of floods in the Balkan Region. FAO led the agriculture sector assessment as part of the overall Post Disaster Needs Assessment done by UN agencies after the floods in close cooperation with the Ministry of Agriculture and other stakeholders. Furthermore, FAO supported countries to increase understanding of climate change impacts on the vulnerability of agricultural sectors to droughts and floods in Albania, Bosnia and Herzegovina, Montenegro, Serbia, FYR Macedonia (Output 5.4.1). Emphasis was also given to develop methodologies and guidance material and strengthening capacities related to climate smart agriculture/disaster risk reduction in Central Asia with particular focus on Kyrgyzstan and Tajikistan (Output 5.3.1).

Achievements relating to gender

200. Under the FAO Regional Gender Equality Strategy for Europe and Central Asia 2016-2017 approved in January 2016, and in line with the ERC/ECA⁶³ recommendations, a regional network of experts meeting convened in Minsk in February 2016, which resulted in the publication Gender, Social Protection and Rural Development. FAO published a report on the state of social protection in the region of Eastern Europe, South Caucasus and Central Asia and an awareness raising meeting was prepared to define FAO's role in social protection in the region. The Agri-Gender Statistical Toolkit was published in Kyrgyzstan, Tajikistan and Turkey; a study on gender and forestry was conducted and recommendations were provided to the government of Kosovo; FAO facilitated the empowerment of more than 1500 rural women through capacity development under the UNJP on Rural Women's Economic Empowerment in Kyrgyzstan; Country Gender Assessments were conducted for Tajikistan, Kyrgyzstan, Turkey, Albania and Armenia. Furthermore, capacity building of national statistical offices in Albania, Armenia and Georgia was conducted (Output 3.1.5). The achievements under gender and statistics are the components of the Regional Initiative on empowering smallholders and family farms.

⁶³ FAO Regional Conference for Europe (ERC) / European Commission on Agriculture (ECA)

Latin America and the Caribbean

201. FAO is responding to the challenges and priorities identified at the Regional Conference for Latin America and the Caribbean by focusing its work on three Regional Initiatives: *Support to the Hunger Free Latin America and the Caribbean Initiative*; *Family farming and inclusive food systems for sustainable rural development*; and *Sustainable use of natural resources, adaptation to climate change and disaster risk management*. Key achievements delivered by FAO through each Regional Initiative contributing to Strategic Objective Outputs, as well as achievements relating to gender, are highlighted below.

Support to the Hunger Free Latin America and Caribbean Initiative

202. In the design and implementation of policies, plans and programmes for food security and nutrition (FSN), support has been especially focused in Paraguay, Guatemala and Grenada, as well as other small island developing states (SIDS) of the Caribbean, such as St. Vincent and the Grenadines, Jamaica and the Dominican Republic (Output 1.1.1). Twelve Caribbean countries have now committed to reducing food loss and wastage by half. The Regional Alliance on Food Loss and Waste Reduction (FLW) is working on an International Code of Conduct for the Management of FLW (Output 4.2.2).

203. Legislative results can be seen in the Dominican Republic's approval of the Food Security and Nutrition and Food Sovereignty Law in July 2016; the approval in Honduras of a new School Feeding Law; and the approval of a Model Law on Family Farming in the Latin American and Caribbean Parliament (PARLATINO), where a proposal for the prevention and reduction of FLW was also passed. The Parliamentary Front against Hunger (PFH) has been instrumental in this legislative progress (Output 1.1.2).

204. Capacities in FSN have been reinforced in Guatemala and El Salvador, due to FAO trainings in Right to Food to government and civil society (Output 1.1.3). Good experiences in governance, coordination mechanisms and partnerships have also emerged, evidenced by the gender strategy for the CELAC⁶⁴ FSN Plan which was approved in November (Output 1.2.1).

205. Under the SDG framework, greater alliance with UN agencies, such as WHO/PAHO and ECLAC,⁶⁵ has enhanced responses to FSN issues such as overweight and obesity and poverty. Momentum continues for action on climate change, and a regional CELAC conference on FSN and climate change was held with good results in terms of prioritizing political agendas and future commitments (Output 1.2.1). Products, mapping and analysing FSN policies, programmes and legislation were delivered at regional level (Output 1.3.1), reinforcing issues such as health, in partnership with PAHO, and spaces have been opened for dialogue on nutrition and statistics for SDG indicators (Output 1.3.2).

Family farming and inclusive food systems for sustainable rural development

206. Spaces for policy dialogue have been enhanced for family farming, such as in the Family Farming Commission for Central America and the Dominican Republic (CAC-SICA)⁶⁶ (Output 3.1.5). Agenda to support rural youth have also been defined and validated in subregional spaces (SICA, REAF/Mercosur)⁶⁷ and five Caribbean countries have now elaborated rural youth characterization profiles (Output 3.2.1).

207. The CELAC Action Plan 2017 on Strengthening Family Farming was approved at the III CELAC Ministerial Meeting on Family Farming and Rural Development (Output 3.1.5); while the

⁶⁴ Community of Latin American and Caribbean States

⁶⁵ World Health Organization (WHO) / Pan American Health Organization (PAHO); Economic Commission for Latin America and the Caribbean (ECLAC)

⁶⁶ Central American Agricultural Council (CAC) - Central American Integration System (SICA)

⁶⁷ Commission on Family Farming of the Southern Cone Common Market (Mercosur) for the Strengthening of the Participation of Small Farmers' Organizations in Policy Dialogue within the Commission on Family Farming of Mercosur (REAF)

II Regional Seminar on Agroecology for Latin America and the Caribbean has defined and validated an agenda for Agroecology (Output 2.2.2).

208. Guatemala, Honduras, Panama and the Dominican Republic now have instruments for setting-up family farming registration systems (Output 3.1.1), while seven Central American countries have a diagnostic study containing proposals for technical cooperation in rural territorial development (Output 3.1.5).

209. In Colombia, a national Programme for Agricultural Extension has been set-up (Output 3.1.2) and a methodology for the inclusion of family farming in territorial food supply systems is now being implemented (Output 4.2.3). In Paraguay, a socio-productive articulation strategy has been agreed by SAS⁶⁸ and the Ministry for Agriculture and Livestock (Output 3.3.2).

210. 124 public officials were trained during the IV Course on Inclusive Systems of Social Protection, Rural Poverty and FSN in South and Mesoamerica (Output 3.3.1); and 30 public officials from seven Mercosur countries together with civil society from the Latin American and Caribbean Peoples' Alliance for Food Sovereignty received training in VGGT (Output 3.1.2).

Sustainable use of natural resources, adaptation to climate change and disaster risk management

211. Ministerial dialogue for disaster risk management (DRM), adaptation to climate change (Paraguay) and the transition to sustainable agriculture (Peru) were promoted (Output 2.1.1), while a regional strategy for DRM for the agricultural sector is in elaboration (Output 5.1.1). The CELAC, Parlamento Centroamericano (Parlacen) and Parlatino are all fora where climate change is now on the agenda (Output 2.3.1) with emphasis on dialogue for legislative changes (Output 2.2.1).

212. Capacities have been enhanced through meetings on climate change policies and agriculture for officials, in alliance with ECLAC and the Governments of Chile, Uruguay and Costa Rica (Output 2.3.2), while a new climate change policy brief was launched during a seminar on agricultural insurance in Peru, reaching an international group of participants⁶⁹ (Output 5.3.1). A training system on resilience has been established, and technology exchanges promoted between Central American countries facing water scarcity and Brazil (Output 2.2.2); cooperation is also being provided for a subregional early warning and drought monitoring system in the Dry Corridor (Output 5.2.1). Agreement has been reached with the Caribbean Disaster Emergency Management Agency for enhancing government capacities in SIDS⁷⁰ on gender-responsive DRM in the agriculture sector (Output 5.3.1).

213. An Action Plan for South-South Cooperation (SSC) on DRM for the agricultural sectors in Southern Cone countries (Brazil, Uruguay, Paraguay, Bolivia, Chile and Argentina) was approved in November by the Southern Agricultural Council (Output 5.1.1). SSC is being promoted to control illegal fishing and the implementation of the Port State Measures Agreement (Output 2.1.2). Countries were supported in the formulation of the Voluntary Guidelines for Agro-Environmental Policies in Latin America and the Caribbean (Output 2.3.1), which were launched during the CBD COP13⁷¹ in December.

214. The Green Climate Fund is strategically important for the region and collaborative work has resulted in 19 concept notes for projects totalling USD 1.5 billion for 10 countries including Dominican Republic, Bolivia, Guatemala, Honduras, Cuba, Ecuador, Uruguay, Brazil, Chile and Paraguay and at regional level (Output 5.3.1).

Achievements relating to gender

215. The Gender strategy for the CELAC FSN Plan, elaborated by the CELAC Working Group on Gender and FAO was approved by the CELAC and will begin as a pilot project for implementation in four countries: El Salvador, the Dominican Republic, Paraguay and Haiti. Technical advice has been

⁶⁸ Secretaría de Acción Social de la Presidencia de la República (SAS)

⁶⁹ <http://www.fao.org/3/a-i6199e.pdf>

⁷⁰ Specifically, in Antigua & Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, St Lucia, Haiti, St Vincent and the Grenadines, St Kitts and Nevis, Barbados, Suriname and Trinidad and Tobago

⁷¹ Convention on Biological Diversity (CBD) Conference of the Parties (COP)

given for the production of gender statistics for agricultural census and questionnaires in Peru, the Dominican Republic, Brazil and Jamaica, and to strengthen social protection systems and policies for finance and productive regeneration for rural women in Ecuador, Paraguay, and Brazil, as well as towards a gender focus in the formulation of national DRM plans and climate change adaptation for the agricultural sector in SIDS and El Salvador and Honduras.

216. Partnerships has strengthened links with academia and civil society, forming a special group for FSN in the Latin American Social Sciences Council (CLACSO), and signing an agreement for the creation of a regional genetic bank with Yachay in Ecuador. Support has also been given for wider participation among civil society groups, such as Consumers International and the Alliance for Food Sovereignty in spaces for dialogue such as the PFH agenda in November and the CELAC Ministerial Meeting on Family Farming.

Near East and North Africa

217. FAO is responding to the challenges and priorities identified at the Regional Conference for the Near East and North Africa (NENA) by focusing its work in 2016-17 on three Regional Initiatives: *Water scarcity initiative*; *Small-scale agriculture for inclusive development*; and *Building resilience for food security and nutrition*. Key achievements delivered by FAO through each Regional Initiative contributing to Strategic Objective Outputs, as well as achievements relating to gender in the region, are highlighted below.

Water scarcity initiative

218. A work plan for an integrated agriculture-aquaculture (IAA) was prepared to produce high-quality protein and fresh vegetable in inhospitable desert and arid lands, using brackish water. Countries involved are Algeria (started to work on IAA in desert land), Egypt (leading country in in-land aquaculture) and Oman (started to work on IAA in remote rural and water scarce areas) (Output 2.1.1).

219. With the endorsement of the League of Arab States (LAS), and in partnership with the ESCWA, GIZ and ACSAD,⁷² a project on climate change and adaptation solutions for the green sectors of selected zone in NENA has been implemented. Climate change scenario analysis for two time-horizons (2016-2035 and 2046-2065) for Egypt, Lebanon and Jordan, and for 'hot-spots' at regional level, have been developed and results will be reported to the Ministerial Council of the LAS (Output 2.1.2).

220. A project on Solar Powered Water Lifting for Irrigation in the Nile Delta of Egypt, financed by the Italian Cooperation, has been implemented to reduce vulnerability to energy-supply shocks and water scarcity. A first solar-energy pumping station serving 230 feddan in the Nile Delta has been installed. Trainings on-the-job have been organized to governmental staff, local farmers and water user associations on the requirements to operate and maintain the solar system.

221. An integrated diagnostic study of groundwater governance, including hydrogeological and gender components, has been completed on aquifers of Jordan, Morocco and Tunisia. The diagnostic assessment will serve to adopt options for improving sustainable groundwater management.

222. In partnership with ICARDA,⁷³ small-farm sustainable agriculture intensification has been promoted in Egypt, Jordan, Morocco and Tunisia through the introduction of affordable technologies and good practices. Two community farm-level demonstration fields were established to show the benefits of the 'mechanized raised-bed irrigation' technology and to promote scaling-up. Over 18 000 ha of wheat have been cultivated in the governorate of Sharkia (Egypt) using this technology during the wheat cycle 2015-16. Benefits are: reduced water application for irrigation (25%); reduced seed application at sowing (50%); increased fertilizers use efficiency (30%); reduced yield losses (no lodging); increased wheat yield (25%).

223. Methods and standards have been developed with governmental staff and trainings organized for the application of remote sensing to monitor and evaluate water accounting, water productivity and drought. Tunisia, in particular, has already developed the national land use maps of two major cropping systems (1.5 M ha of cereals and 1.8 M ha of olive plantations), which will be used to monitor, via satellite remote sensing, water consumption, water productivity and yield gap (Output 2.1.3).

224. A mapping assessment of country institutions dealing with climate change and drought has been completed. In partnership with ICBA,⁷⁴ multi-stakeholder workshops to design the most appropriate monitoring indexes in different agricultural systems have been carried out and drought indexes have been selected for Jordan, Lebanon, Morocco and Tunisia. Resources have been mobilized (through USAID) to establish a regional drought management system (Outputs 5.1.1, 5.1.2).

⁷² Economic and Social Commission for Western Asia (ESCWA), German Agency for International Cooperation (GIZ), Arab Centre for the Studies of Arid Zones and Dry Lands (ACSAD)

⁷³ International Center for Agricultural Research in the Dry Areas (ICARDA)

⁷⁴ International Centre for Biosaline Agriculture (ICBA)

Small-scale agriculture for inclusive development

225. Thirteen varieties of Quinoa have been tested, and the best performing ones have been selected for their integration and adaptation to the specific agronomical and marketable conditions of the region. The principles of the ecosystem approach to fisheries (EAF) international instrument have been integrated in the national policies of Egypt, Lebanon and Tunisia. Three pilot studies started to support national authorities in developing fishery management plans with an EAF focus, involving about 12 000 fishermen. A camel development center has been established in Mauritania to facilitate the transfer of new technologies for the sustainable production and value addition of camel products (Output 2.1.2).

226. In Mauritania, the capacity of key stakeholders in adaptive management and monitoring of the Maghreb's Oases Systems has been improved for managing, monitoring and analysing the oases production systems. In Sudan, support has been provided to decision-makers to establish a community seed production system in South Darfur using a value chain approach (Output 2.1.3).

227. Main characteristics of small-scale family farmers have been assessed in six countries (Mauritania, Morocco, Tunisia, Egypt, Sudan, Lebanon and Jordan) and common regional trends have been identified (Output 3.1.1). Farmer field school approach in the region has been improved by the creation of a network and roster of regional experts and practitioners and new global guidelines are being adapted to the regional context (Output 3.1.4). FAO, in partnership with ILO and UNIDO,⁷⁵ has co-organized a regional Rural Development Academy to explore regional trends and opportunities in the area of decent rural employment (Output 3.2.1).

228. An assessment has been conducted to set the basis to promote universal Social Protection Systems in the NENA region by supporting national governments in developing and improving social protection strategies in the context of rural development. Gaps in social protection have been identified to explore how to enhance linkages and coordination among social protection and agricultural interventions (Output 3.3.1).

Building resilience for food security and nutrition

229. Support was provided to the Ministries of Agriculture in West Bank and Gaza Strip (WBGs) to develop their National Agriculture Strategy 2017-2022 with particular emphasis on resilience building, gender mainstreaming and food security and nutritional priorities (Outputs 1.1.1, 5.1.1).

230. Reliable food security data and information systems have been developed for Iraq, Sudan and Yemen. Evidences for emergency response and resilience programming have been provided for the countries affected by the Syria crises (Jordan, Iraq, Lebanon, Syria) under the Regional Food Security and Analysis Network programme (RFSAN) (Outputs 1.3.1, 5.3.1).

231. Evidence-based risk reduction strategies and investments were designed to strengthen national capacities on food security assessments and early warning information systems in Syria and Sudan. Vulnerability and resilience analysis/mapping (RIMA-II⁷⁶ results in the Triangle of Hope areas) have been conducted in Mauritania. Resilience marker have been developed and piloted in WBGs. Risk profiling/analysis support is being provided to Lebanon. Disaster-related damage and losses assessments (second phase of the Damage and Loss Assessment) are being implemented in Iraq and recently undertaken in Yemen and Syria (Outputs 5.2.1, 5.4.3).

232. Resilience building programmes on water management were implemented in WBGs and drought indexes for monitoring and early warning have been selected in Jordan and Lebanon (Output 5.1.1).

233. Training was held in Sudan and a committee established to define a national strategy and action plan to reduce FLW. In addition, the Regional Network on FLW is being activated to promote knowledge exchange and good practices sharing (Output 4.2.2).

⁷⁵ International Labour Organization (ILO); United Nations Industrial Development Organization (UNIDO)

⁷⁶ Resilience Index for Measurement and Analysis (RIMA)

234. Country capacities were strengthened to monitor locust threat (through the CRC⁷⁷ Secretariat) and preparedness to possible HPAI outbreaks in the region. Coordinated response at regional level have been provided to control and effectively manage the *Xyllela Fastidiosa* (olive tree disease) and Red Palm Weevil outbreaks (Output 5.4.2).

Achievements relating to gender

235. Eight country-level gender statistics mapping (Tunisia, Morocco, Mauritania, Lebanon, Sudan, Iraq, Jordan and Egypt) have been conducted to obtain sex-disaggregated data and related indicators, and country reports were produced and presented at a regional workshop held in Tunisia. Participants were able to lay the groundwork for a roadmap on the institutionalization of sex-disaggregated statistics in agriculture. A preliminary list of critical gender indicators in agriculture and rural development has been provided.

⁷⁷ Commission for Controlling the Desert Locust in the Central Region (CRC)

List of Acronyms

ACSAD	Arab Centre for the Studies of Arid Zones and Dry Lands
AGIR	Global Alliance for Resilience Initiative
AGORA	Access to Global Online Research in Agriculture
AMR	Antimicrobial resistance
ASEAN	Association of Southeast Asian Nations
ASF	African swine fever
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CAC	Central American Agricultural Council
CBD	Convention on Biological Diversity
CCHF	Crimean-Congo haemorrhagic fever
CEDAW	Committee on the Elimination of Discrimination against Women
CELAC	Community of Latin American and Caribbean States
CERF	Central Emergency Response Fund
CFS	Committee on World Food Security
CFS-FFA	CFS Framework for Action for Food Security and Nutrition in Protracted Crises
CGA	Country Gender Assessment
CGIAR	Consultative Group on International Agricultural Research
CIHEAM	International Centre for Advanced Mediterranean Agronomic Studies
CILSS	Permanent interstate committee for drought control in the Sahel
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CLACSO	Latin American Social Sciences Council
COAG	Committee on Agriculture
COFI	Committee on Fisheries
COFO	Committee on Forestry
COICOP	Classification of Individual Consumption According to Purpose
COMESA	Common Market for Eastern and Southern Africa
COP	Conference of the Parties
CRC	Commission for Controlling the Desert Locust in the Central Region
DEVCO	European Commission's Directorate-General for International Cooperation and Development (DG DEVCO)
DIMITRA	Rural Women and Development (FAO/King Baudouin Foundation)
DRM	Disaster risk management
DRR	Disaster risk reduction
EAF	Ecosystem approach to fisheries
ECA	European Commission on Agriculture
ECLAC	Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
ESCWA	Economic and Social Commission for Western Asia
ERC	Regional Conference for Europe
FAOSTAT	Corporate Database for Substantive Statistical Data
FBS	Food balance sheet(s)
FCC	Food Chain Crisis Management Framework
FCC-EMPRES	Food Chain Crisis Emergency Prevention System
FFS	Farmer field school
FIAN	Foodfirst Information and Action Network

FIRST	Food and nutrition security impact, resilience, sustainability and transformation
FLEGT	Forest law enforcement, governance and trade
FLW	Food loss and waste reduction
FMD	Foot-and-mouth disease
FMM	FAO Multipartner Programme Support Mechanism
FPMIS	Field Programme Management Information System
FSN	Food security and nutrition
GACSA	Global Alliance for Climate-Smart Agriculture
GAP	Good agricultural practice
GCF	Green Climate Fund
GEF	Global Environment Facility
GIAHS	Globally Important Agricultural Heritage Systems
GIZ	German Agency for International Cooperation
HLPF	High-level Political Forum on Sustainable Development
HPAI	Highly pathogenic avian influenza
IAA	Integrated agriculture-aquaculture
IAWG	Inter-agency Working Group
ICARDA	International Center for Agricultural Research in the Dry Areas
IDWG	Interdepartmental Working Group
IFAD	International Fund for Agricultural Development
IFI	International financing institution
IFPRI	International Food Policy Research Institute
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
ILOAT	International Labour Organization Administrative Tribunal
INDC	Intended Nationally Determined Contribution
INFORMED	Information for Nutrition, Food Security and Resilience for Decision-Making
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IPCC	Intergovernmental Panel on Climate Change
IPPC	International Plant Protection Convention
IPPC	International Plant Protection Convention
IRRI	International Rice Research Institute
ISPM	International Standards for Phytosanitary Measures
KPI	Key performance indicator
LAS	League of Arab States
MAFAP	Monitoring and Analysing Food and Agricultural Policies
MERCOSUR	Southern Common Market
MOSS	Minimum Operating Security Standards
NDC	Nationally Determined Contribution
NENA	Near East and North Africa
NEPAD	New Partnership for Africa's Development
NEPPO	Near East Plant Protection Organization
NGO	Non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OIE	World Organisation for Animal Health
PAHO	Pan American Health Organization
PARLACEN	Parlamento Centroamericano

PARLATINO	Latin American and Caribbean Parliament
PCP	Progressive control pathway
PFH	Parliamentary Front Against Hunger
PIR	Programme Implementation Report
PPP	Public Private Partnerships
PPR	Peste des petits ruminants
REAF	Commission on Family Farming of the Southern Cone Common Market (MERCOSUR) for the Strengthening of the Participation of Small Farmers' Organizations in Policy Dialogue within the Commission on Family Farming of MERCOSUR
REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RIMA	Resilience Index for Measurement and Analysis
SADC	Southern African Development Community
SCN	Standing Committee on Nutrition
SDG	Sustainable Development Goal
SEEA-AFF	System of Environmental Economic Accounting for Agriculture, Forestry and Fisheries
SEWA	Self-Employed Women's Association
SFERA	Special Fund for Emergency and Rehabilitation Activities
SICA	Central American Integration System
SIDS	Small island developing states
SME	Small and medium-sized enterprise
SP	Strategic Programme
SSC	South-South Cooperation
SSF	Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication
SUN	Scaling Up Nutrition
SWAP	UN System-Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women
TCP	Technical Cooperation Programme
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCC	United Nations Framework Convention on Climate Change
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
VGGT	Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security
VPA	Voluntary Partnership Agreement
WFP	World Food Programme
WMO	World Meteorological Organization
WTO	World Trade Organization
ZHC	Zero Hunger Challenge