Food and Agriculture Organization
of the United Nations

FAO's Multipartner Programme Support Mechanism (FMM)

Medium-term final report
2014–17

The FMM has been supported by Sweden, the Netherlands, Belgium, the Flanders Cooperation and Switzerland.

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Acronyms and abbreviations

ACE	Agricultural Commodity Exchange for Africa
AFDB	African Development Bank
AFRACA	African Rural and Agricultural Credit Association
AGP	Plant Production and Protection Division
AMR	Antimicrobial Resistance
ARD	Agricultural and Rural Development
ASIES	Asociación de Investigación y Studios Sociales
ASWAP	Agriculture Sector Wide approach
ATEN	Agricultural Trade Expert Network
BGI	Blue Growth Initiative
BMUB	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
CARICOM	Caribbean Community Secretariat
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza
CBD	Convention on Biological Diversity
CFUGs	Community Forest User Groups
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CNOP	Coordination Nationale des Organisations Paysannes
COFERSA	Convergence des Femmes Rurales pour la Souveraineté Alimentaire
COP	Conference of the Parties
CPF	Country Programming Framework
CSA	Climate-Smart Agriculture
CSOs	Civil Society Organizations
CTA	Technical Centre for Agricultural and Rural Cooperation ACP-EU
CWMFMC	Carood Watershed Model Forest Management Council
DEAS	Department of Agricultural Extension Services (Malawi)
DFID	Department for International Development of the United Kingdom
DRE	Decent Rural Employment
DRYE	Decent Rural Youth Employment
E3ADP	East African Agro-enterprise and Agro-industries Development Programme
EAA	Ecosystem Approach to Aquaculture
EAC	East African Community
ECOWAS	Economic Community of West African States
EPIC	Economics and Policy Innovations for Climate-Smart Agriculture Programme
ESS	Statistics Division, FAO
EMMT	Executive Management Monitoring Team
FAO	Food and Agriculture Organization of the United Nations
FFF	Forest and Farm Facility
FFS	Farmers Field Schools
FFSPAK	Farm Forestry Smallholders Producers Association of Kenya
FIAN	Food First Information and Action Network

FIES	Food Insecurity Experience Scale
FIRST	Food and Nutrition Security Impact, Resilience, Sustainability and Transformation
FISP	Fertilizer Input Subsidy Programme
FLW	Food Loss and Waste
FNS	Food and Nutrition Security
FLR	Forest and Landscape Restoration
FPIC	Free, Prior and Informed Consent
FRLM	Forest and Landscape Restoration Mechanism
FMM	FAO Multipartner Programme Support Mechanism
GAP	Good Agricultural Practices
GCF	Green Climate Fund
GCIAR	Consultative Group for International Agricultural Research
GEF	Global Environment Facility
GEFPAS-FPAM	Global Environment Facility Pacific Alliance for Sustainability-Forestry and Protected Area Management
GGAA	Greenhouse Gas and Animal Agriculture
GHG	Greenhouse Gas
GLEAM	Global Livestock Environmental Assessment Model
GPFLR	Global Partnership on Forest and Landscape Restoration
GWP	Gallup World Poll
HACCP	Hazard Analysis and Critical Control Point
HIES	Household Income and Expenditure Surveys
IAEG-AG	Inter-Agency and Expert Group on Food Security, Agriculture and Rural Statistics
IAEG-SDG	Inter-Agency and Expert Group on SDGs
IAPRI	Indaba Agricultural Policy Research Institute
ICA	Integrated Country Approach
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IFWC	International Food Waste Coalition
ILM	Integrated Landscape Management
ILMFNS	Integrated Landscape Management to Boost Food and Nutrition Security
ILO	International Labour Organization
ILP	Investment Learning Platform
ILS	International Labour Standards
INDC	Intended Nationally Determined Contributions
INGOs	International Non-Governmental Organizations
IPCCLA	International Partnership for Cooperation on Child labour in Agriculture
ITC	International Trade Centre
IUCN	International Union for Conservation of Nature
IUF	International Union of Food
KOICA	Korean International Cooperation Agency
LAP	Land Administration Projects

LEG	Least Developed Countries Expert Group
LoA	Letter of Agreements
LSMS	Living Standard Measurement Study
M&E	Monitoring and Evaluation
MFIs	Microfinance Institutions
MINAGRI	Ministry of Agriculture and Animal Resources of Rwanda
MINIRENA	Ministry of Natural Resources
MIS	Management Information Systems
MoAIWD	Ministry of Agriculture, Irrigation and Water Development
MOSAICC	Modelling System for Agricultural Impacts of Climate Change
MoU	Memorandum of Understanding
MSP	Multi-stakeholder Platform
MTP	Medium-term Plan
NAIP	National Agriculture Investment Plan
NAPA	National Adaptation Programme of Action
NAQDA	National Aquaculture Development Authority
NAPs	National Adaptation Plans
NAPYE	National Action Plan on Youth Employment
NASFAM	National Smallholder Farmers' Association of Malawi
NCDs	Non-Communicable Diseases
NDCs	Nationally Determined Contributions
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organizations
NSC	National Steering Committee
NSOs	National Statistical Offices
PIR	Programme Implementation Report
POs	Producers Organizations
PoU	Prevalence of Undernourishment
PPRC	Programme and Project Review Committee
PWB	Programme of Work and Budget
RWEE	United Nations Joint Programme on Rural Women's Economic Empowerment
RUFSAT	Rapid Urban Food Systems Appraisal
RuSACCOs	Rural Saving and Credit Cooperatives
SAARC	South Asian Association for Regional Cooperation
SBSTA	Subsidiary Body for Scientific and Technological Advice
SDGs	Sustainable Development Goals
SFA	Sustainable Food and Agriculture
SFERA	Special Fund for Emergency and Rehabilitation
SFM	Sustainable Forest Management
SIDS	Small Island Developing States

SMAE	Small and Medium-sized Agro-processing Enterprise
SME	Small and Medium-sized Enterprise
SO	Strategic Objective
SOFI	State of Food Insecurity in the World
SPIA	Standing Panel on Impact Assessment
SYNTAP	Syndicat National des Travailleurs de L'Agro-Pastoral
TAF	Technical Assistance Facility
TCI	Investment Centre Division (FAO)
TCP	Technical Cooperation Programme (FAO)
ToT	Training of Trainers
UBOS	Ugandan Bureau of Statistics
UNCCD	United Nations Convention to Combat Desertification
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIDROIT	International Institute for the Unification of Private Law
UNITAR	United Nations Institute for Training and Research
UN-REDD+	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
VGGT	Voluntary Guidelines for Responsible Governance of Tenure of Land, Fisheries and Forests
VGSSF	Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries
VoH	Voices of the Hungry
WFO	World Farmer Organization
WFP	World Food Programme
WRI	World Resources Institute

Foreword

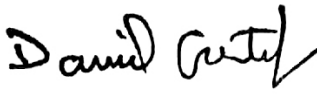
The world is at a critical juncture when our agriculture and food systems now face unprecedented, multifaceted and interconnected development challenges that must be addressed in the next 12 years. These challenges include, but are not limited to, increasing global population, high rural poverty, unsustainable agricultural practices and consequences on our natural resources — land, water and energy, natural disaster and the incremental threat of climate change. Providing sufficient amounts of nutritious food for the ever-increasing global population remains one of the greatest challenges facing humanity.

With strong support and generous contributions from our resource partners, in particular, the governments of Belgium (and Flanders), Netherlands, Sweden, and Switzerland, the main financial contributors to the FAO Multipartner Programme Support Mechanism (FMM) over the years, FAO has successfully leveraged its capacity, at the global, regional and country levels to achieve concrete results. The FMM has provided catalytic funds for strategically addressing priority and critical areas. It has enabled FAO's Strategic Programmes to test and support the scaling up of proven and innovative initiatives, and to leverage the design of bigger and more impactful initiatives. The results presented in this report have highlighted main achievements and lessons learned from FMM support in the past two biennia (2014–17), including their contribution to corporate results, generation of key FAO's global normative work and global knowledge products and flagship publications, as well as demonstrate catalytic and spin-off effects of FMM in leveraging additional resources.

The report highlights the benefits of FMM as a flexible catalytic fund in supporting country level and regional work, especially its role in empowering many smallholders around the world, the majority of which are rural women and youth, and strengthening their capacity to meet important livelihood needs. The FMM has supported several activities, including food security monitoring, voluntary guidelines on governance; policy and capacity development on sustainable food and agriculture, sustainable and improved productivity, landscape restoration, blue growth initiatives, and building resilience to climate and market shocks; poverty reduction through generating farm and off-farm incomes, creating rural employment, social mobilization and women empowerment, social protection, and addressing migration; as well as strengthening capacity and policies in investment, value chains, trade and agribusinesses. These activities are at the core of FAO's corporate agenda.

Looking back to the past years, the FMM has evolved with FAO's renewal and has helped to boost the implementation and delivery of corporate results. FAO is particularly proud of the impressive results that the projects funded through FMM have achieved over the years. The mechanism has proved to be truly catalytic. In addition to the achievements, this report also highlights important lessons learned and key challenges encountered in its implementation and management, which will help in identifying areas of improvement for the new phase of FMM (2018–2021), known as "Flexible Multi-partner Mechanism" (FMM). Finally, FAO appreciates the strong and continued support by our resource partners and looks forward to a fruitful collaboration as we jointly take this unique and important funding mechanism to the next level of impact.

Daniel Gustafson



Deputy Director-General Programmes (DDP)

1

Executive summary

1. This report informs resource partners about the work carried out by FAO, through funding from the FAO Multipartner Mechanism Support (FMM), including results achieved, challenges faced, and key lessons learned during the reporting period (2014–17). The FMM was established in November 2010 as the first flexible multi-partner instrument to truly provide programmatic support to FAO's Medium Term Plans (2010–2013)[1] and (2014–2017), and related biennial programme of work and budgets. It was FAO's main mechanism for partners willing to contribute to flexible pooled funds in support of FAO's Strategic Framework. The FMM was a major boost to FAO's renewal in 2012 and has continued to evolve with the development of the results-based management, and has contributed to the organizational results-chain at the country, regional and global levels.

Main FMM resource partners

The main contributions for FMM in the reporting period (2014–17) have been mainly from the governments of **Sweden**, **Netherlands** and the Kingdom of **Belgium**. An additional one-time contribution was also received from **Switzerland** in 2016. In the previous phase, **Flanders** Cooperation Agency had contributed (2011–13). The total contributions from all resource partners amounted to about USD 75 million (2010–2017), and for this reporting period it amounted to **USD 47 million** (2014–17). This fund has helped to support 32 projects in 70 countries and five regions over the years.

2. The governments of Sweden and the Netherlands were the first two resource partners to provide funds to the FMM in 2010. The Kingdom of Belgium joined the FMM in 2013, therefore contributing to the funding for reporting period 2014–17, with both Sweden and the Netherlands having consistently renewed their commitments through 2014–17. The Flanders Cooperation Agency had contributed to FMM in 2011 and 2013. In 2016, the FMM also attracted additional contribution from Switzerland.

3. The cumulative total contribution from partners from 2010 to 2017 amounts to about USD 75 million. The total amount for the current reporting period (2014–17) was USD 47 million, as shown in the resource partner schedule of contribution (Figure 1).

[1] Resources were allocated in the previous phase based on the old strategic framework along sectoral areas, but loosely aligned to the new SF (see FMM Evaluation Report, 2016, p.25), and are not covered in this report

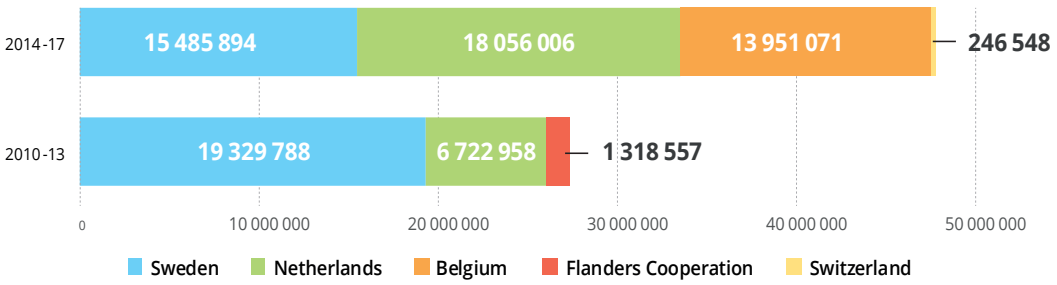


Figure 1. Schedule of contribution by FMM resource partners

Allocation of resources to strategic programmes

4. The prioritization of resource allocation to strategic programmes from FMM during 2014–2017, was based on the areas identified by FAO, which were done in consultation with partners.[2] As shown in Figure 2 below, projects under Strategic Objectives (SO) 1, 2 and 3 received allocations in 2014, while SO3 and SO4 also had large amount of resources carried over from 2013.[3] Only SO2 received funds in 2015, but it did not receive any further allocations in 2016 and 2017 (Figure 2). Most of the allocations for 2016 and 2017 went to SO3 and SO4. Understandably, this shift was partly due to the need to refocus resources to underfunded strategic areas during the period,[4] and partly informed by priorities indicated by partners.

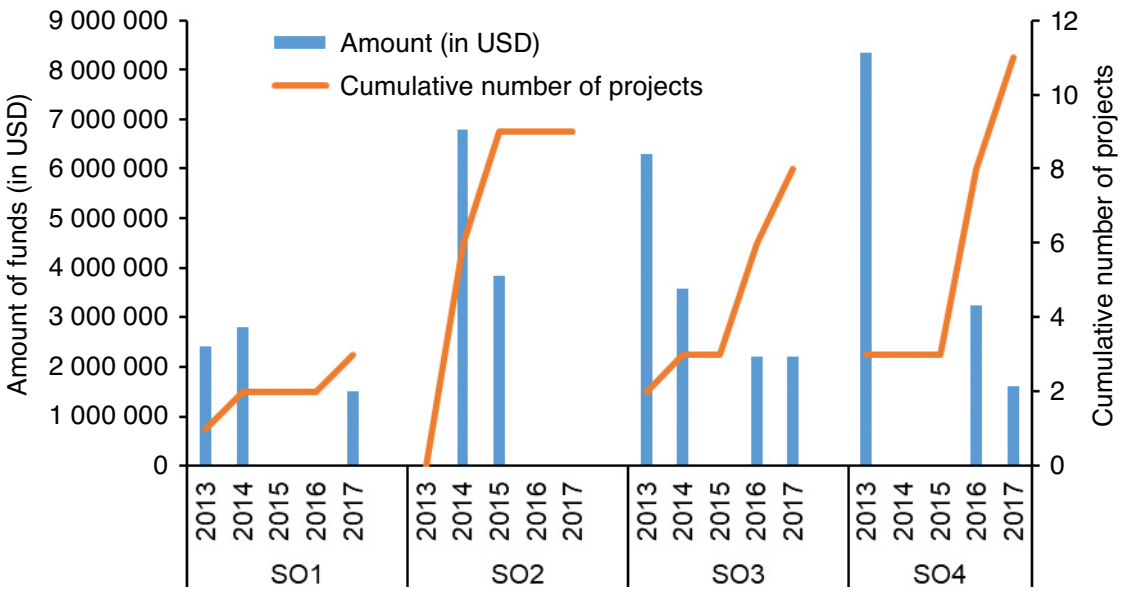


Figure 2. Cumulative trend in the amount allocated (in USD) and number of projects by SOs

[2] It must be noted that some partners had attached their allocation loosely to certain Strategic Programmes, Functional Objectives or areas of work, as also noted by the FMM Evaluation report (2016). This has made programmatic allocation difficult. Funding from Flanders and Switzerland and Spain have provided support, although not yet renewed.

[3] FMM Evaluation Report 2016, p.25.

[4] As documented in FMM Minutes of the meeting with resource partners, allocations were based on agreement with resource partners, and approved by the Executive Management Monitoring Team (EMMT).

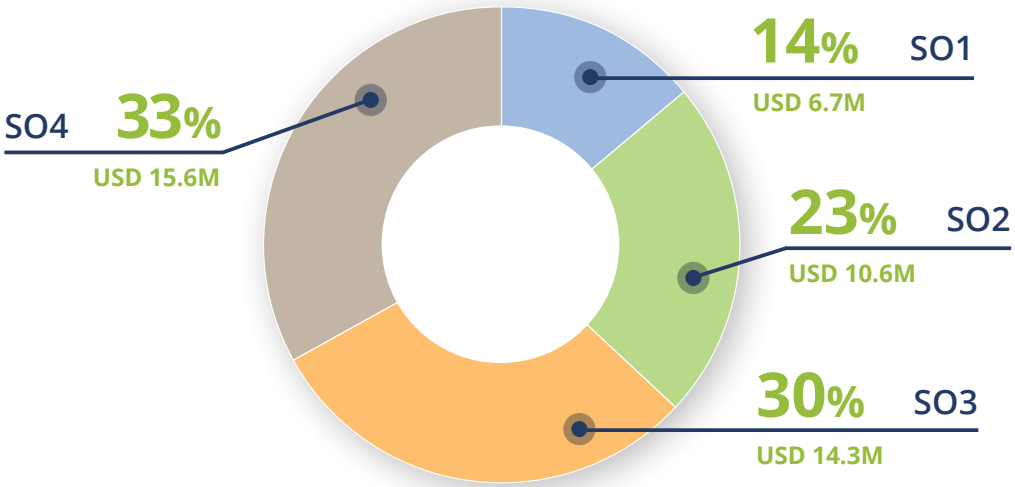


Figure 3. Total allocations of resources to SOs

5. The FMM funding mechanism helped to support 32 projects in over 70 countries, through the FAO Strategic Objectives 1, 2, 3 and 4. During the reporting period, the total resource allocations to each SO during the reporting period were as follows: 33 percent for SO4, which mainly focused on markets, trade and investment. Likewise, 30 percent allocation was for SO3 mainly on decent rural employment, women empowerment and child labour; SO2 received 23 percent allocation, mainly on natural resources, including climate smart agriculture, land restoration, blue growth and sustainable productivity; and 14 percent for SO1, mainly for Food Security Monitoring and the Voluntary Guidelines on Land Tenure Governance (Figure 3)[5]. SO1 may have received relatively less allocation from FMM; also SO5 did not receive any direct support from FMM. This was presumably because they both had access to other programmatic funding sources, such as FIRST (SO1)[6], and SFERA (SO5)[7]. Nonetheless, the new phase of FMM (2018–21) intends to apply more objective criteria and programmatic identification of priorities and all five Strategic Programmes will be involved.

The Importance of FMM as a flexible funding mechanism

6. There is a growing consensus that current funding mechanisms — still dominated by hard earmarking — mainly channelled through project, is inadequate to fully deliver on the 2030 Agenda's Sustainable Development Goals (SDGs). However, rapid growth in earmarked contributions has characterized the financing of the entire UN Development System (UNDS) for the past 20 years. In 2013, non-core resources accounted for some 75 percent of total UNDS resources compared to 56 percent in 1998. This has some implications on budgets, partnerships, and projects. The trend of a continuous reduction in core resources increased earmarking, and unpredictable and short-term funding patterns need to be reversed.

7. In the last four years, the flexibility of funding through the FMM has enabled FAO to allocate funds where they are most needed and make the greatest impacts. In order to foster collaboration rather than fragmentation, more funding needs to flow into joint programming and other funding mechanisms that are outcome-based rather than project-based, such as the FMM. It has shown that flexible funding can deliver real value and results.

[5] Detailed analysis of resource allocations for 2010–15 had also been earlier presented in the FMM Evaluation report (2016). The evaluation report also noted that in 2014–15 allocation moved to a more strategic and multidisciplinary orientation, especially under SO2 (FMM Report, 2016, p.29).
[6] Food and Nutrition Security Impact, Resilience, Sustainability and Transformation
[7] Special Fund for Emergency and Rehabilitation

Benefits of flexible funding

- Reduced fragmentation
- Reduced transaction costs
- Reduced duplications
- Enhanced flexibility and synergies created.
- Enhanced coherence
- Promotes catalytic effect and leveraging
- Fosters funding sustainability
- Promotes innovation

8. Well-designed and professionally managed pooled funds, like the FMM, are more effective and cost efficient. Pooled funding mechanisms have a strong track-record in strengthening coherence and coordination; its catalytic effect is vital for leveraging resources, partnerships and capacity; reducing fragmentation and duplications, and enhancing innovation, allowing flexibilities and responsiveness, and creating synergies; reducing risks and providing better incentives for collaboration across sectors in relevant contexts. It also provides greater coherence and opportunity to leverage other sources of funding to achieve catalytic, synergistic and transformative impacts (as shown in section 4.1.1 of this report). It provides the possibility and chance to respond to emerging challenges and opportunities with timely interventions.

About this final report

9. This Medium Term Final Report for the FMM (2014–17) informs the resource partners and FAO senior management about the main achievements, experiences and lessons learned from the implementation during the last four years. This Final Report on the funding mechanism is part of the series of improvements demonstrating the value received from a source of flexible funds to the organization since 2010. It has helped to catalyse innovative work and support underfunded priorities under the Strategic Framework during the reporting period.

10. This narrative report comprises of three main parts: First, the introductory section includes the Foreword, Executive Summary and General Introduction. Second, the Progress and Achievements section is presented at two levels: i) Corporate results — the Overview of FMM's Contributions to FAO's corporate results as shown in the Programme Implementation Reports (PIR)[8] for the biennia 2014–15 and 2016–17, and ii) thematic/project results — achievement of a set of projects supported under main themes of each Strategic Objectives. In this section, rather than presenting individual project-by-project reports, the narrative report distils key achievements under each thematic area implemented by each Strategic Objective.[9]

11. Third, the narrative report also includes a section on the programme experiences, key lessons learned and challenges faced. The achievements captured in this report illustrate that FMM represents a crucial part of FAO's achievements, relative to the amount of resources, including several global and regional knowledge products, and country level results. There is a lengthy list of normative knowledge products generated at all levels, however only a few relevant products could be included in this report.

[8] Contribution at outcome level could not be identified as these are mainly results across countries.
[9] FMM funding during 2014–17 did not include SO5 directly, although activities implemented by projects under other SOs may have been linked to SO5.

12. Fourth, in addition to the narrative report sections, shortened highlights of specific achievements by each of the 32 individual projects funded by FMM are included separately in Annex 3. It will suffice to mention that the results-chain of the projects funded under FMM follow the corporate results chain for each Strategic Objective. The Strategic Programmes were responsible for managing the projects designs, implementations, monitoring, and reporting.

FMM as a major driving force for delivery of results

13. FMM has not only been instrumental in supporting FAO's Strategic Framework, but it also constitutes an important driving force for supporting innovation and transformative impacts. Through the FMM, pooled flexible funding has become a strategic and indispensable source for catalysing limited funding available to strategic programmes and corporate areas of work.

14. In the past four years, the FMM has considerably contributed to FAO's delivery of its Strategic Framework, as its main flexible funding mechanism, allowing catalytic support to strategic priorities of the Organization at global, regional and country levels. The FMM has bolstered the delivery of work across the organization and at all levels, contributing substantially to corporate reports, including global knowledge products and flagship publications.

15. Evidently, millions of smallholders have been impacted through various projects and initiatives, and application and uptake of the approaches, tools, and other knowledge products, by other FAO projects and stakeholders. Notably, several FMM projects have also leveraged resources by other projects and initiatives to produce catalytic effects. Several innovative partnerships were forged, and both individual and institutional capacities strengthened across FMM projects. These results are highlighted in more detail in the next section.

16. Looking ahead, the FMM management notes strong demand and support by FAO Strategic Programmes and implementing units at headquarters and the region, and welcome the redesign and prospect of expanding the FMM as a vital, innovative and flexible mechanism.

2

Introduction

17. Despite the progress made in the last 50 years in agriculture and food production, today about 815 million people still suffer from chronic hunger, 155 million under-five years of age are chronically undernourished and up to 45 percent of infant deaths are related to malnutrition. The progress through intensification of agriculture to meet the needs of a rapidly expanding population has come at a high cost to society and to the environment, aggravating the menace of climate change, global warming and volatile weather patterns. Paradoxically, the world produces more than enough to feed everyone, though much of the production is wasted, lost and/or poorly distributed. It is also worth noting that 80 percent of the world's extreme poor live in rural areas, and most depend on agriculture. These challenges have brought to the forefront the urgency to achieve zero hunger and nutrition, reduce poverty, achieve more efficient food systems, sustainable agricultural productivity, manage natural resources, and build resilience to climate change and market volatility, which are the core businesses of FAO.

18. As the international development community — policy makers, governments, resource partners and other development actors — deepen their shared commitments to various global accords[10], they are also increasingly reflecting on what has worked that can be scaled-up, replicated and adapted in order to accelerate impact. Most of the global commitments have a call for a more flexible funding to reduce transaction costs, fragmentation and achieve synergies and coherence through more flexible and programmatic approaches.

19. The FAO's Multipartner Programme Support Mechanism (FMM) was launched in 2010 as the first instrument for a truly programmatic support to FAO's Programme of Work. The FMM moved away from a conventional project-based funding in favour of a more direct programmatic support to FAO's Strategic Framework (2010–2019), and related Medium-Term Plans (MTPs) and Programmes of Work and Budget (PWBs)[11]. As such, it aspires to boost the implementation of FAO's mandate and work, alignment with the organization's priorities, including Corporate Areas for Resource Mobilization and Regional Initiatives with a focus on results.

20. The FMM was fully aligned with FAO's Strategic Framework and mainly contributes to four SOs, namely SO1 (contribute to hunger eradication, food insecurity and malnutrition); SO2 (Make agriculture more productive and sustainable; SO3 (Reduce rural poverty); and SO4 (Enable more inclusive and efficient agrifood systems). These SOs are aligned with the SDGs and 14 of the 17 SDGs are related to FAO's mission. The FMM was conceived as a tool to contribute to the delivery of the Organization's outputs and to the efforts made by countries and other development partners to create an enabling environment needed to foster the achievements of FAO's SOs and the SDGs at country level.

[10] 2030 Agenda for Sustainable Development, Addis Ababa Action Agenda (AAAA), and the Paris Agreement.
[11] Two Medium Terms of the FMM life include 2010–2013 and 2014–2015, and supporting four biennial PWBs.

21. The FMM funding mechanism was designed for partners willing to contribute to FAO's work through flexible funding. The FMM evaluations of 2013 and 2015 both emphasized the catalytic impact of this mechanism in channelling flexible voluntary contributions to FAO. This funding mechanism has helped to support 32 projects implemented in 70 countries and in five regions, through SOs 1, 2, 3 and 4 (Annex 1). Through the FMM, pooled flexible funding has not only become indispensable to the realization of FAO's Strategic Framework, but it also constitutes an important driving force for supporting innovation and transformative impacts.

22. In this report, the achievements, as well as key lessons and challenges encountered by FMM during 2014–17, are presented. In addition, as noted in the Governance Document, the FMM is also expected to play a number of important roles, including: scaling up successful programmes and projects to replicate or expand their scope; reducing transaction costs; promoting capacity development, policy advice and partnership; providing support to country level activities fully aligned with the United Nations Development Assistance Framework (UNDAF) and Country Programming Framework (CPFs). The progress relating to some of the key FMM principles above are documented in the report.

3

Progress and achievements for 2014–17

3.1. Overview of FMM's contribution to corporate results[12]

23. The FMM contributed to the overall result-chain of four out of five Strategic Objectives of the Organization — namely, SO1, SO2, SO3 and SO4, and has supported results in over 70 countries and five regions. The overview of FMM's contributions to corporate results reported in this section generally captures key achievements in the Programme Implementation Reports (PIR 2014–15 and PIR 2016–17), covering FAO's Medium-Term Plan (2014–17), and corresponding to the four-year funding cycle of the FMM, and these are duly referenced in Annex 2. Through the PIRs, for each of the delivery by the Strategic Programmes, the FMM proved to be instrumental to the delivery of several high-level results at output level, and has produced several FAO's flagship knowledge products and publications.

Highlight of main achievement

- There is evidence of substantial contribution of many FMM funded projects to FAO's corporate results at global, regional and country levels.
- The FMM has been instrumental to the generation of several of FAO's global knowledge products and flagship publications.
- Catalytic funding has supported the implementation of **32 strategically important projects in over 70 countries in five regions**. This has helped in leveraging important partnerships at global regional and country levels, which have attracted larger financial resources, and in breaking new grounds.

24. FMM supported three related projects that contributed to the eradication of hunger, food insecurity and malnutrition (SO1). Two of the projects implemented under the titles **"Voices of the Hungry"** (VoH) and **"Food Security Monitoring"** were the same project with different years of allocation. Both projects measured food insecurity worldwide, using an experience-based food insecurity scale module called the Food Insecurity Experience Scale (FIES). FIES has also been developed and published as a methodology for estimating comparable rates of food insecurity experienced by adults throughout the world.

25. With regard to the contribution to evidence-based decision-making, assessing the levels of hunger and food insecurity are essential for developing and monitoring policies on food and nutrition security (FNS). Because no single indicator can account for the many dimensions of FNS, efforts to measure FNS have progressively led to the development of a variety of different indicators. The VoH project began to develop a global FNS indicator that could be implemented by all member countries. The results on monitoring and analysis of FNS situations focused on developing capacities to apply some of FAO's key normative products, including the inclusion of the FIES in national surveys. It supported the development and adoption of appropriate gender indicators related to FNS for producing gender-disaggregated data in selected countries, such as the introduction of FIES in Angola, Ethiopia, Malawi, Niger, Kenya, South Africa and Cambodia.

[12] Most of the results highlighted in this section (at least 90 percent) were extracted from the FAO corporate reports (PIP, 2014–15 and 2016–17), with minimum edits, except for Blue Growth with less identifiable results reported in the corporate report.

26. The Evaluation of the VoH project indicated that FIES is a robust and cost-effective indicator to measure people's access to food. It is also considered to be more cost-effective and easier to include in national household surveys than other FNS indicators. The capacity for data disaggregation is also perceived as a strong advantage. As such, FIES has been selected as an official indicator to monitor progress towards FAO's SO1. More importantly, FIES was endorsed as the official indicator to monitor SGD2 - Target 2.1. FAO contracted the Gallup World Poll to collect FIES data in some 145 countries in 2014, 2015 and 2016. FAO owns the methodology and all the datasets processed to date; national counterparts have had their capacities developed to implement and analyse FIES; and as of 2017, 58 countries authorized FAO to publish national FIES data in the State of Food Insecurity in the World (SOFI) Report 2017. Twenty-two countries have already incorporated FIES into their national household surveys. Communicating the benefits and limitations of FIES, as well as advocating for its policy uptake, were identified as areas of weakness in the VoH project, starting from design to implementation.

27. The third project under SO1 focused on the **Voluntary Guidelines on the Responsible Governance** of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT), and promoted secure tenure rights and equitable access to land, fisheries and forests with respect to all forms of tenure: public, private, communal, indigenous, customary and informal. It supported capacity development across the five regions in 2014 and 2015. This helped advance the mainstreaming of FNS in sectoral policies and investment programmes, and the development of cross-sectoral FNS policy frameworks. This was implemented in Liberia, Senegal, Sierra Leone, Mongolia, Cambodia, Indonesia, Lao PDR, Myanmar, Nepal, Thailand and Viet Nam. In particular, gender-sensitive implementation of the VGGT was achieved in Liberia and Sierra Leone.

28. According to the Evaluation report of the VGGT, as regards the expected outcome, "improved frameworks for regulating the tenure", it was noted that the frameworks leading to improved governance and improved access to land usually encompass several aspects: policy, institutional and operational. Programme interventions to improve the institutional and operational frameworks seem to have received less attention; although they may be equally important they are in need of reform. While most focus countries are on the right course, it is still too early to observe the impact of access to land on the local people, and on reducing hunger and poverty. At country level, a long-term vision is necessary to ensure that the changes in policy, institutional and operational frameworks do not stop at central level and do not include only certain sections of society. This should be done in coordination with other donors, since significant funding is needed.

29. The capacity development component of the programme successfully facilitated the development of training materials, the adaptation of these materials to the needs and the local context (through needs assessments), the organization of training prior to national workshops, the creation of local partnerships, and the identification of change agents. These initiatives developed capacities while also building motivation, empowerment, partnerships and sustainability. Lastly, the VGGT project has supported countries to pursue long-term reforms. Partnership building and strengthening existing networks and platforms, both at national and local levels, are key drivers of sustainability, and this has been adequately understood by the programme team.

30. FMM funded nine projects in support of Strategic Objective 2, Make agriculture, forestry and fisheries more sustainable and productive (SO2). These include a project on **Sustainable Food and Agriculture (SFA)**, and other eight projects addressing one or more of the SFA principles, including three projects on sustainable productivity; a project on restoration of degraded lands, and on blue growth initiative; and three projects on climate change, including climate smart agriculture and agroforestry. The SFA framework was developed and launched in 2014, to facilitate the adoption of integrated and multisectoral approaches at ecosystem level. Its implementation was piloted in Bangladesh, Morocco and Rwanda.

31. A transition towards sustainable agriculture requires changes in governance. Following the request by technical committees in 2016 and 2017 for FAO to support countries in applying the five principles of SFA, regional SDG/SFA implementation workshops were organized in Africa, Europe and Central Asia, South Asia and North Africa. FAO provided SDG implementation support related to SFA to 21 countries, which promoted governa‌‌ce change towards a common vision of sustainability across sectors. In addition, aligned with the five principles, a new SFA Guideline was has been published in 2018 that outlined 20 actions, each describing approaches, practices, policies and tools that interlink the SDGs, integrate sustainable development, and partnership among key actors.[13]

32. Four FMM-funded projects implemented **sustainable productivity at landscape level** using various approaches, especially Farmer Field Schools (FFS). Through the FFS approach several important country level results were achieved, most of which focused on agroecology, agroforestry, agropastoral systems, integrated pest management and crop specific good agricultural practices. The adoption of sustainable, integrated and locally adapted production practices was promoted, through extension programmes in Burundi, Mali, Cambodia, Colombia, Kenya and Tanzania. The FFS approach has become an important way of addressing gender equality and nutrition. In Burundi, a new method was adopted for sustainable and integrated production systems. For instance, in Burundi, 70 percent of the 1 200 producers trained in 40 FFS were women. In Mali, 400 farmer field schools were established, which benefitted at least 10 000 agricultural and agropastoral producers, of which at least 30 percent were women.

33. SO2's project on "**Restoration of Degraded Lands**" helped develop national work plans (2015–2018) on forest and landscape restoration (FLR), which was adopted and implemented in Guatemala, Lebanon, Peru and Rwanda in 2015, and in Cambodia and the Philippines in 2016. Policy and legal frameworks were analysed, and barriers for investments into FLR identified, with proposed changes in the current regulations to facilitate the implementation of FLR at large-scale in Cambodia. Implementation of FLR actions was undertaken at landscape level in Peru; and a cross-sectoral platform for agriculture and natural resources was facilitated in Rwanda. Several capacity development initiatives were undertaken in these countries, including training, FFS, exchange visits, study tours. Various important knowledge products generated were based on baseline study analyses and feasibility study undertaken. A module on FLR in the Sustainable Forest Management (SFM) toolbox was developed, and the FLR Community of Practice was launched in 2017.

[13] FAO (2018). Transforming Food and Agriculture to Achieve the SDGs: 20 interconnected actions to guide decision-makers, FAO, Rome, 71 pp.

34. A project on the **Blue Growth Initiative** supported several countries to achieve the SDGs. A global conference was held in Cabo Verde to create a multi-sectoral dialogue regarding Blue Growth and Economy in May 2017. Discussions highlighted many similar challenges faced by coastal communities, and the conference produced a joint declaration for achieving SDG target 14.7. Participating countries identified Blue Growth as an integrated and multi-sectoral approach to ecosystem management, as outlined in the Mindelo Declaration, signed by ministers responsible for oceans and marine issues from Cabo Verde, Guinea, Guinea Bissau, Grenada, Madagascar and São Tomé and Príncipe. The Government of Cabo Verde has adopted a national Blue Growth Charter.

35. A preliminary assessment of environmental impacts of shrimp farming was conducted in southern Bangladesh. In Kenya, sustainable commercial mariculture was enhanced through capacity strengthening of fish farmers and fisher folks from 22 communities. Preparatory work was done to pilot the establishment of water based tilapia hatcheries on reservoirs in Sri Lanka. Aquafeed value chains, feed management practices and regulatory frameworks were developed for pangasius farming in Viet Nam. The capacities of farmers and processors and middle men was strengthened in seaweed farming practices, management, harvest, processing and marketing in Kiribati, the Philippines and Santa Lucia. In addition, FAO supported the establishment of the Blue Innovations Institute in Grenada and is partnering with the Institute to support regional capacity building for Blue Growth.

36. Three of the nine FMM projects managed by SO2 focused on climate change, especially **Climate Smart Agriculture (CSA)**. FAO adopted CSA approaches to develop technical, policy and investment conditions by adapting agricultural practices to the existing socio-economic context and addressing the specific needs of men and women. A training guide on mainstreaming gender in National Adaptation Plans (NAPs) for agriculture, based on FAO-UNDP training events in Colombia, Kenya, Nepal, Uganda, Viet Nam and Zambia (under the FAO-UNDP Programme, "Integrating Agriculture in National Adaptation Plans", was developed. FAO supported eight countries (Kenya, Nepal, the Philippines, Thailand, Uganda, Uruguay, Viet Nam and Zambia) with the integration of agriculture in their NAPs as part of their efforts towards Nationally Determined Contributions (NDCs) implementation. The second edition of the Climate-Smart Agriculture Sourcebook was launched in November 2017, at the 23rd Conference of Parties (COP23) to the United Nations Framework Convention on Climate Change (UNFCCC).

37. FMM supported the implementation of **eight projects** that contributed to poverty reduction (SO3) during the reporting period. These include projects on forest farm facility, women empowerment, decent farm and off-farm rural employment for youth, digital inclusion, social mobilization, and social protection.

38. The FMM project provided the basis to successfully strengthen rural institutions and empower rural people, using participatory communication and gender sensitive approaches that mobilize rural women, men and youth, develop their capacities to take an active role in development, stimulate community governance and enhance their links with Producer Organizations (POs). A strategy on **social mobilization** equity was also developed with the aim of synergizing participatory approaches such as FFS and community listener clubs, involving rural organizations, increasing impact

at community level and scaling-up the approach at national level. For example, FAO mainstreamed gender equality across all of its work in rural poverty reduction, with at least 48 countries benefiting. By end of 2017, 1 600 Dimitra Clubs were established in Africa (Niger, Senegal, Mali, DR Congo, Burundi and Ghana), with 50 000 members of which two thirds are women. FAO helped achieve enhanced participatory consultations among POs in the formulation process of the draft Law on Agricultural Policy in Niger. One of the clubs' many benefits is increased awareness of gender inequality, especially regarding the roles of women in households and the community.

39. The **Forest and Farm Facility** (FFF) project strengthened POs, improved dialogue between them and governments, and facilitated dialogue and networking among rural households. By the end of 2017, the FFF had strengthened 947 POs at the regional, national and local levels, representing more than 30 million producers, resulting in changes in policies, rules or regulations in favour of their interests; 279 POs developed business plans; and 158 gained access to new finances. In Guatemala, the FFF Programme supported the formulation of the Probosque Law, mandating that, for the next 30 years, 1 percent of revenues in the national budget be distributed to forest producers. In Guatemala, the FFF provided technical support to the "Asociación de Comunidades Forestales de Petén" to strengthen women producers that collect the ramón nut. As a result, the ramón nut was added to the list of healthy food for school feeding, creating a new opportunity to link ramón producers with public procurement. According to the forest management plans of the forest concessions of the Petén department, there is potential for the sustainable management of 800 tonnes of ramón nut, which would represent an additional annual income of USD 640 000 for the families.

40. In 2016–17, with FAO's policy and technical support, 13 countries formulated and implemented **policies, strategies and programmes** generating decent employment in rural areas, especially targeting young rural women and men. FAO supported five countries in extending the application of international labour standards, in particular supporting countries' efforts towards eradicating child labour in agriculture and exploring decent work opportunities for youth aged 15–17. In Tunisia and Ethiopia, FAO implemented the project "Youth mobility, food security and rural poverty reduction" which piloted innovative mechanisms for creating rural youth employment as an alternative to migration, such as providing technical support to enable youth to start their own projects. The project contributed to mainstreaming migration into agriculture and rural development policies and strategies, and generated knowledge on rural migration. In addition, 19 knowledge proc ıcts were completed, which helps to improve the knowledge base on decent work in agriculture and rural areas, and migration.

41. In Lebanon, through the FMM, FAO collaborated with the Ministry for Agriculture on the creation and implementation of a pilot farmer registry in the governorates of *Akkar* and *Bekaa*. By improving the data and maps acquisition of the Ministry, FAO supported improvements for more efficient farmers' registration to ensure farmers' and workers' access to agriculture and social services.[14] In Lesotho, the El Nino-induced drought led to the **expansion of social protection** as a cost effective means to respond to a crisis. FAO supported these efforts through the provision of a complementary productive and

[14] PIR 2016–17 (C2019/8, pg 44, para 154)

nutrition package (cash+) to help save livelihoods. In Niger, the governance of eight farmers' federations and their confederation, representing 176 000 farmers, has been strengthened as well as their capacity to conduct economic activities. Stronger farmers' federations are a necessary condition for rural intensification. The management of an existing guarantee fund, which facilitates lending to farmers, essential to scale up agricultural activities, was also improved.

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

43. The FMM funded eleven projects to support implementation of FAO's work on *Inclusive and Efficient Food Systems* (SO4) during the reporting period. These include projects on pro-poor inclusive value chain development, agribusiness and agroindustry, capacity development for investment, urban food systems, food loss and waste reduction, aquatic antimicrobial resistance (AMR), etc. Through the FMM and other projects, FAO provided support to 45 countries in reducing food waste and loss. The levels of losses were assessed, policies and strategies were developed, national awareness-raising campaigns undertaken, and capacity building of chain actors strengthened. In addition, a partnership network was built under the Save Food Initiative with more than 500 members, which include the private sector, civil society organisations, UN institutions, philanthropic organisations and academic institutions. In addition, national guidelines were developed for prevention and reduction of food loss and waste in Colombia and in the Dominican Republic, and capacity-building in Egypt, Iran, Laos PDR, Morocco and Myanmar.

44. At regional level, FAO assisted the African Union Commission in its efforts to develop a strategy to reduce post-harvest losses to meet the Malabo Declaration and SDG12.3 targets, while the development of a code of conduct for the reduction of food loss and waste in Latin America was supported. FMM was instrumental to the formulation of SDG target 12.3 on food loss and waste (FLW) and the creation of the Technical Platform on the Measurement and Reduction of Food Loss and Waste, in collaboration with the International Food Policy Research Institute (IFPRI) in response to a request from the G20 Agriculture Ministers meeting under the Turkish Presidency.

45. Through the FMM and other projects, FAO provided support to 56 countries to implement inclusive, efficient and sustainable value chains. This included major support to small-scale value chain actors in Haiti, Central America, Barbados, Belize, Colombia, Ecuador, Serbia, Croatia, Montenegro, Afghanistan, Philippines, Vietnam, East Africa, Liberia, Sierra Leone, Cameroon, Guinea Bissau and Tunisia. At the same time, a clear conceptual framework and guidance on sustainable value chain development were promoted among practitioners through a Web-based platform, workshops and technical publications.

46. Gender sensitive value chain development was supported in Burkina Faso, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Morocco, Rwanda and Tunisia. This included both policy advocacy to identify main challenges women face in accessing more productive segments of the value chain, and direct support to organized women to time and labor saving technologies to increase their benefits in terms of economic and social upgrade. High-level policy advocacy with regional bodies and national governments contributed to raise awareness on the gaps to be addressed and the appropriate policy tools to ensure a favorable environment for women entrepreneurship and improved access to productive resources.

47. In collaboration with SP1, SP4 introduced the project NADHALI (named after its pilot cities, Nairobi, Dhaka, and Lima) as the first project designed to support the New Urban Agenda signed in Quito in October 2016. NADHALI aims to support local governments as they work to achieve sustainable food systems in their municipalities. Since 2016, FAO has been supporting Lima and Nairobi on food systems planning, shifting from a sectorial approach that focused on urban agriculture to one that is systemic and involves multiple stakeholders. The NADHALI project has been the driver for attracting seed funds and has fostered collaboration with other FAO initiatives on food safety, FNS and other issues. In Nairobi, the project has created synergies with the EU-FAO FIRST programme, allowing for the development of a more cohesive integration of the Nairobi food systems strategy with national policies. Additional funding from different donors has contributed to providing continuity to the assistance. In Lima, the Metropolitan Municipality is allocating funds to support food system planning as recommended by the multi-stakeholder group formed through NADHALI.

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

3.2. Thematic report of key achievement

The results reported in this section have been distilled from individual project reports (see Annex 3) contributing to achievements of thematic areas under each Strategic Objective.

3.2.1. Strategic objective 1: Help eliminate hunger, food insecurity and malnutrition (SO1)

49. FAO continues to keep hunger, food insecurity and malnutrition at the forefront of the development agenda. However, the eradication of hunger, food insecurity and malnutrition requires that government and non-state actors act in a more coordinated and focused manner on their root causes. The organizational outcome of FMM is that 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.

50. Towards this end, the FMM supported three projects under SO1 during 2014–17, which directly contributed to FAO's work. The first project, Voices of the Hungry[15] contributed to the provision of evidence and high quality and timely food security analysis for decision-making (outcome 1.3), while the second project, "Food Security Monitoring"[16] contributed to inclusive governance and coordination mechanisms necessary for the eradication of hunger, food insecurity and malnutrition (outcome 1.2). Both projects are in reality the same under two names and funding years. The third project, "Eradication of hunger, food insecurity and malnutrition"[17], mainly funded the implementation of the "Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests", as an integral component of SO1 (see Annex 3 for details).

3.2.1.1. Food security monitoring

51. The FAO **Food Security Monitoring** initiative, known as the **Voices of the Hungry** (VoH), measures food insecurity worldwide, using an experience-based scale module called the Food Insecurity Experience scale (FIES), which will be used as a common metric for measuring food insecurity at several levels of severity, across different geographic areas and cultures. The overall goal of the VoH was to improve policy and programme response to food insecurity through an improved monitoring of food insecurity by establishing a global standard for measuring the severity of food insecurity based on people's self-reported experiences, and applying the FIES at national levels to produce comparable indicators on the prevalence of food insecurity.

[15] FMM/GLO/106/MUL
[16] FMM/GLO/120/MUL
[17] FMM/GLO/111/MUL

Voices of the Hungry

The first round of FIES data were collected in 147 countries in 2014. In 2015, the FIES was selected as the basis for an indicator for the SDGs. The indicators based on the FIES to measure progress towards SDG 2 were officially endorsed by the UN General Assembly in September 2016. The first FIES-based estimates of the 2014 and 2015 prevalence of moderate and severe food insecurity were also produced for 147 countries and this informed the first UN Secretary General's report on the SDGs and the FAO 2016 Regional Panorama reports. In 2017, updated series of the Prevalence of Undernourishment (SDG indicator 2.1.1) and the Prevalence of Severe Food Insecurity based on the FIES at country, regional and global levels were disseminated through FAOSTAT and FAO's flagship publication SOFI 2017.

The project name VoH points to the FIES methodology of asking directly for people's own assessment of their food security, but may also hint at the advocacy dimension of giving the food insecure a voice, rather than treating them as mere statistics.

52. The direct beneficiaries of the VoH are National Statistical Offices (NSOs), policymakers and other development partners in the target countries. A set of activities aimed at improving their abilities to timely and reliably monitor the state of food insecurity at subnational and national levels were put in place. Since developing capacities is a long-term process, the project contracted Gallup Inc. to apply the FIES survey module to nationally representative samples of the adult populations in at least 140 countries in 2014, 2015 and 2016. This was aimed at testing the robustness of the FIES in different cultures, languages and livelihood conditions, as well as to ensure the availability of data until National Statistical Offices own the method.

53. The **Food Security Monitoring** project was implemented globally, with activities (mostly capacity building) held at regional, sub-regional and national levels. The expected outcome of these projects was that the decisions of member states 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.

54. In 2014, the first round of FIES data were collected in 147 countries. In 2015 **FIES** was selected as the basis for an indicator for the SDGs (see box). The FIES is an innovative global standard for measuring the severity of food insecurity deigned to help countries measure progress in reducing hunger and establish relevant policies and programmes.

55. In 2017, updated series of the Prevalence of Undernourishment (PoU; SDG indicator 2.1.1) and the Prevalence of Severe Food Insecurity based on the FIES at country, regional and global levels were disseminated through FAOSTAT and the SOFI 2017. The prevalence of severe food insecurity for the years 2014/2015/2016 was also published in 2017 for sub-regions of the world and in 58 countries that approved dissemination of results for their countries following a consultation process with National Statistical Offices of UN member states. The FIES Survey module developed by the VoH project has been included in 22 countries.

56. Improvements in the PoU methodology were also achieved in 2017. The key improvements included the collection and analysis of food consumption data through household income and expenditure surveys (HIES). Work with NSOs of Pakistan and Indonesia was conducted to develop methodologies to estimate the missing calories consumed away from home using food data collected in a series of HIES.

57. **The guidelines to improve food consumption data** collected in HIES were also developed in 2017 in collaboration with the World Bank, under the umbrella of the Inter-Agency and Expert Group on Food Security, Agriculture and Rural Statistics (IAEG-AG). An e-learning course on SDG indicator 2.1.2 (Prevalence of Moderate or Severe Food Insecurity based on the FIES) was also finalized in December 2017. User-friendly tools have been developed to assist countries in estimating SDG indicators 2.1.1 and 2.1.2.

58. Awareness and capacity of professionals from national and regional organizations were increased in the use of the FIES through workshops and technical trainings. Through the

VoH project, the results on monitoring and analysis of food security and nutrition situations focused on developing capacities to apply some of FAO's key normative products, including the inclusion of the FIES in national surveys.

59. Strategic partnerships were established with FoodFirst Information and Action Network (FIAN). The involvement of FIAN was deemed as key for the partner identification at country level, and to build on the work already undertaken for the elaboration of the People's Manual on the Guidelines on Governance of Land, Fisheries and Forests (People's Manual).[18] Partnerships with the WFP, World Bank, IPC and UNICEF have also resulted in improved harmonization of food security indicators and incorporation of the FIES module into their food security monitoring frameworks. Key knowledge products were produced to promote and sustain the new experience-based food insecurity measurement methodology (Annex 4).[19]

3.2.1.2. Voluntary guidelines on the responsible governance

60. The project "Supporting Implementation of the *Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests*"[20] aimed at increasing the capacities of civil society organizations (CSO) and grassroots organizations to participate in policy dialogues on the governance of tenure in their countries. The objectives of the project were to increase understanding on the Voluntary Guidelines for Responsible Governance of Tenure (VGGT) among CSOs and grassroots organizations to boost their contribution to multi-stakeholder platforms; strengthen partnerships for the wider application and implementation of the VGGT at all levels; test the technical guide on the People's Manual; assemble and build on the feedback received on the above technical guide; and raise awareness, and train CSOs on materials complementary to the VGGT, such as the technical guide for gender-equitable governance of land tenure.

Voluntary guidelines on the responsible governance

The VGGT provide countries with a framework for best practices in tenure-related policies, laws, regulations and strategies. The VGGTs were endorsed in May 2012 during the 38th Special Session of the Committee on Food Security, following a large-scale consultation process. The VGGT helped ensure gender-sensitive implementation in the context of food security in Liberia and Sierra Leone. The capacities of CSOs and grassroots organizations have been strengthened in Colombia, Guatemala, Liberia, Mongolia, Nepal, the Philippines, Senegal, Sierra Leone and South Africa. The capacity strengthening already had a direct impact on ongoing policy processes. For example, in Mongolia, the draft pastoral land law was discussed and analysed in the light of the VGGT. In addition, the VGGT project had several catalytic effects on partnership and resources, and national partners' networks were strengthened.

61. The VGGT was endorsed in May 2012 during the 38th Special Session of the Committee on Food Security (CFS), following a large-scale consultation process. The VGGT provided countries with a framework for best practices in tenure-related policies, laws, regulations, strategies and practices. For example, the VGGT helped ensure gender-sensitive implementation in the context of food security in Liberia and Sierra Leone.

[18] See https://www.fian.org/fileadmin/media/publications_2016/Reports_and_guidelines/EN__Peoples_manual.pdf
[19] Methods for estimating comparable rates of food insecurity experienced by adults throughout the world (VoH). Technical Report No.1, 2016. [http://www.fao.org/3/a-i4830e.pdf]
[20] PGM/MUL/2012-2016/VG

62. In Colombia, Guatemala, Liberia, Mongolia, Nepal, the Philippines, Senegal and Sierra Leone and South Africa the capacities of CSOs and grassroots organizations have been strengthened. To achieve a critical mass of agents of change required for the successful implementation of the VGGT, a learning framework and its approach have been widely disseminated and tailored to specific audiences or the needs of partners planning to use it. Innovative training specifically designed for CSOs was developed in the form of a modular framework. In each country 60–100 persons have been trained and up to 2 500 people have been sensitized on the VGGT over the course of 2014–2017.

63. The capacity strengthening already had a direct impact on ongoing policy processes in some countries. For example, in Mongolia, the draft pastoral land law was discussed and analysed in the light of the VGGT. A learning guide "*Putting the Voluntary Guidelines on Tenure into practice: A learning guide for civil society organizations*" was published in English, Spanish and French in 2017.[21] Overall the project contributed to the recognition of the role of CSOs in tenure rights debate and ultimately in the FNS governance debates.

64. According to the "Final Evaluation of the Global Programme to Support the Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (2012–2016)", the engagement of CSOs had been greatly increased and their knowledge greatly enhanced in all cases analysed by the evaluation. The motivation and confidence shown by CSOs was impressive and civil society was made to feel empowered.

65. The Final Evaluation report also confirmed that the VGGT Programme has demonstrated careful attention to inclusiveness, especially through the selection of participants to its various activities. The awareness raising activities were effective in making those in government and CSOs aware of the VGGT and its meaning to their workplace, and encouraging people to spread the word. The result was the formation of a highly motivated group of stakeholders that could engage with both the community and the government. Consciousness and awareness raising of the VGGT have provided government and nongovernment stakeholders alike with the new insights to address longstanding problems pertaining to tenure.

66. The capacity development component of the VGGT successfully facilitated the development of training materials, the adaptation of this material to the needs and the local context, the organization of training prior to national workshops, the creation of local partnerships, and the identification of change agents. These initiatives developed capacities while also building motivation, empowerment, partnerships and sustainability.

67. The VGGT project also had several catalytic effects. For example, national partners' networks were strengthened. In Guatemala and South Africa, partners have been able to increase exchanges amongst land, forestry and fisheries sectors. In Senegal, the project has allowed Government and CSOs to increase their dialogue using VGGT as a common ground. Specific CSO training has been mainstreamed in new projects following the modalities and methodology created and tested by the project.

[21] See http://www.fao.org/3/a-i7763e.pdf

Lessons learned

68. The following lessons were learned during the implementation of projects under SO1: (1) It is necessity to ensure that all NSOs are aware of the FIES and that FAO can offer technical support on its utilization to ensure correct application; (2) there is also a need to adapt the staffing capacities to meet the increase in technical support requests from countries which are in the driving seat to produce data under the SDG monitoring framework umbrella; and for the FIES and also the PoU, which are the two indicators of progress under the UN SDG 2.1 on hunger eradication; (3) with regard to VGGT implementation, governance of fishery and forestry tenure received less attention than land tenure at country level; and (4) the achievement of results at country level depended on the level of engagement and leadership of the FAO country office, the presence of a full-time dedicated staff, and the quality of the relations established in the country among the different stakeholders (government, civil society, private sector and donors), and FAO.

Challenges faced

69. The FIES and PoU methodologies were technically challenging for many professionals to learn. This challenge was overcome to some degree through close follow up, remote assistance and good training materials. Given the highly political nature of hunger and food security results, countries were sometimes reluctant to disseminate high figures. Access to household survey data was also restricted in some countries which has some impact on the efficiency of the technical support.

70. The biggest challenge faced during the various phases of the VGGT has been the annual funding cycle, which led to uncertainty of potential allocation of the following phases not allowing for longer-term planning. Also the annual funding cycle puts at stake — every year — the management of human resources to support the project, impeding the visibility of potential follow-up to national partners until a late stage. Several mitigation measures were identified to circumvent these limitations. These included: i) choosing a national partner already developing activities on the VGGT that were able to accommodate the new capacities gained into the regular stream of work; ii) enhancing the linkages between the national partner and the multi-stakeholder platforms of dialogue through involvement of the steering committees to guarantee continuity; and iii) keeping a low profile technical backstopping role for FAO during the Training of Trainers (ToT), to ensure ownership of the methodology by the national partners.

71. The VGGT program could not make significant progress in Ethiopia, Madagascar and Cote d'Ivoire due to various reasons. For example, in Ethiopia the VGGT programme could not continue due to misunderstandings about the objectives and use of VGGT. Although awareness raising activities were conducted, stakeholders did not understand the principles of the VGGTs, and how they could be applied to the country context. The programme initially provided support to a technical government agency working on agricultural investments. This gave the wrong impression that the VGGT could be a tool to enable land grabbing. This misunderstanding created bottlenecks that prevented FAO from continuing with the activities. Such situation needs to be anticipated in the future, with appropriate measures put in place through consultation and dialogue.

3.2.2. Strategic objective 2: Make agriculture, forestry and fisheries more productive and sustainable (SO2)

72. The transition towards sustainable food and agriculture is essential to increase food production and productivity, address climate change and environmental issues. This requires integration and synergies between agricultural sectors (crops, livestock, forestry, fisheries, and aquaculture) and the further integration of social, economic and environmental issues. Importantly, SO2 provides an entry point for more coordinated and effective actions in support of the 2030 Agenda at country level.

73. A total of nine FMM funded projects were implemented under SO2 during 2014–2017. These projects are presented under five broad thematic areas: (1) Sustainable Food and Agriculture (SFA); (2) Sustainable Productivity and Integrated Landscape Management; (3) Blue Growth Initiative; (4) Conservation and management; and (5) Climate Change.

3.2.2.1. Sustainable food and agriculture

74. FAO has developed and launched a common vision on "Sustainable Food and Agriculture" (SFA) to address sustainable development in agriculture, forestry and fisheries.[22] The SFA provides five interconnected principles for integration of sustainability in food and agriculture and for integrating different subsectors. The five SFA principles are (i) Increase productivity, employment and value chains in food systems; ii) Protect and enhance natural resources; iii) Improve livelihoods and foster inclusive economic growth; iv) Enhance the resilience of people, communities and ecosystems; and v) Adapt governance to new challenges. These principles balance the social, economic and environmental dimensions of sustainability in agriculture, and provide a basis for developing policies, strategies, regulations and incentives to guide the transition to sustainability, while promoting resilience through an adaptive response to shocks and opportunities.

75. SFA offers ways of explicitly addressing the trade-offs and synergies that are associated with sustainability. It has helped to facilitate multi-stakeholder policy dialogues, understanding and application at country level in adopting integrated and multi-sectoral approaches at ecosystem level. Its implementation was piloted in Bangladesh, Morocco and Rwanda through the project Sustainable Food and Agriculture.[23] This project proposed to adopt a multi-sectoral, multi-disciplinary and multi-stakeholder approach at country levels.

[22] The FAO's Flagship Publication on SFA is available here: http://www.fao.org/3/a-i3940e.pdf
[23] FMM/GLO/110/MUL/BABY02

76. FAO provides support to countries using the five SFA principles,[24] developed as a new guide for decision-makers,[25] to ensure that: a) producers and natural resources managers adopt sustainable practices and production systems; b) member states strengthen governance to achieve sustainable productivity increases in agriculture, forestry and fisheries; c) international governance mechanisms effectively integrate and implement sustainable agriculture, forestry and fisheries; and d) member states promote the use of data, statistics and evidence in decision-making.

77. In 2014, preparatory missions, contributing to strengthening stakeholder awareness on and engagement in sustainability issues, were undertaken in Bangladesh, Morocco and Rwanda. In Rwanda 43 stakeholders participated in a cross-sectoral policy dialogue workshop on prioritizing sustainability issues. In 2015, stakeholder analysis, assessment of sustainability issues and multi-stakeholder dialogues were carried out in Bangladesh, Morocco and Rwanda. Formation of cross-sectoral task forces were also facilitated to foster improved collaboration across agriculture and natural resources sectors. For example, in Morocco and Rwanda national level cross-sectoral task forces on agriculture and natural resources were supported and facilitated at a higher policy level by 2017. Operationalization of the SDGs was supported through a regional workshop held in Bangladesh (Box 1) in 2016.

Transforming food and agriculture to achieve the SDGs

As a prime connection between people and the planet, food and agriculture can help achieve multiple SDGs. Sustainable Food and agriculture can help revitalize the rural landscapes, deliver inclusive growth to countries and drive positive transformation and change across the 2030 Agenda. How can decision-makers turn that potential into reality? How can they select and prioritise resources to accelerate progress? To this end, FAO has published and launched a new Guide, developed with national policy makers and development actors in mind. This publication presents practical solutions through 20 interconnected actions, each describing approaches, policies and tools that contribute to multiple SDGs. It can help to guide decision-makers, with a view to speeding up the transformation to sustainable food and agriculture, based on evidence, experience, technical expertise and collective knowledge within FAO. These actions embrace the 2030 Agenda's vision of sustainable development in which agriculture, people's livelihoods and management of natural resources must be addressed in a holistic manner. They integrate the three dimensions of sustainable development, and require participation and partnerships among different actors, identifying synergies, understanding trade-offs and outlining incentives. These 20 actions tackle the real issues that countries face in building a Zero Hunger world and brighter future for all.

[24] FAO (2014). Building a common vision for sustainable food and agriculture: Principles and approaches. [http://www.fao.org/3/a-i3940e.pdf].
[25] FAO (2018). Transforming Food and Agriculture to Achieve the SDGs: 20 Interconnected Actions to Guide Decision-Makers. FAO, Rome, 71 pp. [http://www.fao.org/3/I9900EN/i9900en.pdf]

Box 1. A regional workshop on the implementation of the SDGs

Raising awareness about the SDGs in all sections of society will play a key role in motivating governments to implement the SDGs. With support from FMM, a regional workshop for South Asia entitled "Implementation of the 2030 Agenda on Sustainable Development in Food and Agriculture" was held on 2–3 December 2017 in Dhaka, Bangladesh. The overall objective of the workshop was to promote broad awareness among countries of the South Asian Association for Regional Cooperation (SAARC) on the key role of food and agriculture in achieving the SDGs and arrive at common perspectives on key steps for the way forward. A total of 120 participants attended the workshop. There were six government officials from SAARC countries, each representing a different sector or government department (agriculture, forestry, fisheries and environment, social protection, labour, rural development, finance or investment, office of the Prime Minister/President, Planning Commission, National Statistics offices), and representatives of FAO from each of the SAARC countries. Strategic Programme delivery teams from the Regional Office for Asia and the Pacific (RAP) and Headquarters as well as CSOs, representatives of think tanks and academia, chambers of commerce and industry and development partners and regional financing institutions working in Bangladesh were in attendance. The Ministers for Agriculture and Minister of Planning of the Government of Bangladesh (GoB), and Principal Coordinator (SDG Affairs), attended the event as well as the Senior Secretary, GED, Planning Commission, GoB among many others.

The key lessons drawn from the session on global and regional drivers of progress on SDGs related to food and agriculture was that while the countries of the region still had a long way to go to attain SDG 2, they had made very good progress in reducing food insecurity and malnutrition, particularly stunting and underweight in children in the past quarter century. To continue to make progress, however, each country will have to request the relevant ministries and departments to prepare implementation plans using a common framework, consolidate these plans and then follow up with an action plan and investment plan.

Participants also welcomed FAO's initiative in bringing countries together, and there was expressed desire for creating a mechanism, perhaps based on existing SAARC mechanisms, such as a SAARC forum for continuing the exchange. The meeting stressed the importance of partnerships for developing capacity in the SAARC countries for example, in measurement of indicators, without which progress is very difficult. Partnerships and collaboration should also make it easier to raise resources needed for implementing the SDGs. There was also consensus that financing needs are huge, and innovative funding mechanisms are vital.

78. In Morocco, an assessment of the situation and the identification of innovative practices to be upscaled in the Souss Massa region were completed in 2016–17. In-depth analysis of policy coherence and its effects on water was carried out in Morocco in 2017. This brought together key ministries and institutions and initiated a dialogue process to address critical bottlenecks. In Rwanda, support was provided for the preparation of the fourth strategic programme of agricultural transformation strategy and the agro-forestry strategy design in 2017.

79. Gender equality and access to natural resources were part of the SFA assessment in Morocco and Rwanda, and in both countries, the assessment revealed the crucial role of women in the agricultural sector and the value of getting their voices heard in the consultation process. A women targeted training was organized on marketing and cooperative skills.

80. Partnerships have been developed through the active engagement of the national cross-sectoral taskforce as well as additional stakeholders involved through high level dialogues and side activities. Cross-sectoral task forces were set up at national level in Rwanda and Morocco consisting of representatives from key ministries including agriculture, forestry, fishery, livestock, water, land, environment and health.

81. In 2016–17, countries' efforts to implement the SDGs provided an excellent context for promoting governance changes towards sustainable food and agriculture. Following the request by technical committees in 2016 and 2017 for FAO to support countries in applying the five principles of SFA, FAO held regional SDG/SFA implementation workshops in Africa, Europe and Central Asia, South Asia and North Africa. FAO also provided SDG implementation support related to SFA to around 21 countries, which promoted governance change towards a common vision of sustainability across sectors.

3.2.2.2. Sustainable productivity and integrated landscape management

82. The world's landscape is changing and we cannot rely on past successes for future gains. Considering the increasing scarcity of land and water resources in many parts of the world, the logical first step for FAO and its partners is to work together on using all resources more efficiently. Against this backdrop, FAO's programmes reflect an integrated approach that takes into account the complex interlinkages and competition that exists among the users of resources and the natural environment. More integrated and agroecological approaches can ensure that trade-offs and synergies of the impacts of decisions in one sector are looked at in conjunction with other sectors, while taking food and nutritional security aspects into account. Agroecology is based on the principles of optimizing biological interactions and stressing ecological inputs, as a solution to nutritional needs and climate change adaptation. Agroecology also builds on farmers' own innovation systems and empowers them to share their innovations in a farmer-to-farmer system of dissemination. This approach ensures a better uptake of locally adapted innovations with a high sense of ownership.

83. Integrated farming systems, taking advantage of the tremendous potential from undervalued local biodiversity including indigenous fruit crops, vegetables, livestock and fish, can contribute to achieving nutrition security, while building virtuous cycling of resources that ensure environmental sustainability. The process of sustainable productivity and integrated landscape management requires knowledge, technologies and external inputs, with considerable variation in their relative importance and mix across production systems and regions of the world. The level and mix of inputs, and the type of technologies and management systems used, have major implications for the level of productivity as well as for the impact of production on natural resources and the environment. Getting the "right mix" — one that reflects the value of natural resources and the real costs of environmental impacts and external inputs — is essential.

84. Accordingly, three FMM projects were implemented under the broad area of Sustainable Productivity and Integrated Landscape Management. These projects include (i) "*An integrated approach to sustainable intensification of agriculture through efficient use of resources — Strategic support to Country Programming Framework in Burundi and Niger*"[26]; (ii) "*Strengthening Integrated Farming Approaches for Food Security, Nutrition and Biodiversity in Burkina Faso and Mali*"[27]; and iii) "*Integrated landscape management to boost food and nutrition security in SIDS (Fiji and Samoa)*"[28].

85. The project "*An Integrated Approach for Sustainable Agricultural Intensification through Resource Use Efficiency*" piloted an innovative approach consisting of introducing and integrating multiple techniques for efficient production. Activities were implemented through the FFS approach in three watersheds in the communities of Mwaro and Ngozi in Burundi (Box 2). In 2016, a total of 36 new FFS were established, four existing FFS were reinforced and more than 1 500 hectares of watersheds were stabilized through integrated land management in Burundi.

[26] FMM/GLO/112/MUL/BABY01
[27] FMM/GLO/112/MUL/BABY07
[28] FMM/GLO/112/MUL/BABY06

Box 2. Farmer Field Schools boost sustainable productivity in Burundi

FFS are a great way to reach farmers directly and improve their ability to sustainably increase production and productivity and adapt to climate change. In Burundi's Mwaro province, the FMM project is supporting 30 schools, with the participants quick to take up the practices introduced. Four FFSs used maize as a cornerstone of their interventions.

In February 2015, trained farmers planted three hectares of an improved hybrid maize at Nyamitore. The project selected the hybrid cultivar for its short growing cycle of about 90 days, its adaptation to mid altitudes, its ability to resist diseases, its high productivity and strong stalks that resist winds — all of which make it a hardy crop to grow in a variable climate. The farmers harvested nine tonnes of maize per hectare, representing a three-fold increase over the local Isega variety grown in the region, which only produces one tonne per hectare.

The Vyizigiro and Twiyunge FFSs also collected maize cobs for use in value-added products, cutting them into small pieces and using them as substrate to produce oyster mushrooms. "The yield is very interesting, though slightly lower than the one from cotton, whose substrate is the most widely used for mushroom cultivation in Burundi," said Isaiah Ndayirukiye of the Vyizigiro FFS. The FFS members say that the mushroom products are delicious, nutritious and generate regular income — all from the waste of the maize plants. The stalks become stakes for climbing bean plants. Previously, such stakes came from young eucalyptus trees.

After harvesting, farmers mix the climbing beans, stems, leaves and husks with the stalks, bean pods and other leaves to produce organic manure. With this technique of farming, everything is recycled — one of the core principles of sustainable development. "The FFS approach has proven to be an innovative technique guaranteeing ecological and socio-economic development in our locality," said Niyombanye Gloriose, Chair of the Biraturaba FFS.

According to Gloriose, the FFS also helped communities learn about the negative effects of land degradation and climate change on agricultural production. Vegetable farming also increased households' income, thanks to commercialization of harvests. Selling crops for profit instead of subsistence can increase production on small areas of land in a short time. The practices introduced through the FFS have also started to spread to neighbouring communities, showing how relatively small interventions can bring positive change across wider regions.

86. In Burundi, Mali, Mauritania, Niger and Senegal, FFSs with community listeners clubs were specifically tailored to rural women, aiming to promote local adaptation and adoption of sustainable agricultural methods through season-long, small-group non-formal training.

The project "*Strengthening Integrated Farming Approaches for Food Security, Nutrition and Biodiversity in Burkina Faso and Mali*" proposed to build an innovative foundation for the adoption of small-scale agroecological farming systems. In 2016, the FMM established the National Platform on Agroecology in Mali, and built the capacities of 450 farmers and master trainers in agroecology. In 2017, the National Platform on Agroecology was establishment in Mali.

87. The project "*Integrated landscape management to boost food and nutrition security in SIDS*" was implemented in Fiji and Samoa in 2014–2017 contributed to improvement of land management and land use practices in the context of increasing access to food security and nutritious food. The project also increased awareness on importance of nutritious food and building capacities of key government departments and farmers on best integrated land management practices that support food security and promote nutritious food. The PEN Fa'a samoa initiative,[29] implemented in partnership with the Ministry of Health (MoH), has seen an increase from the original 12 to 20 communities screened for non-communicable diseases (NCDs). The project conducted trainings to enhance and strengthen national capacity and forms a key component to support implementation of national policy or action plan on NCD prevention and control. In collaboration with WHO and the MoH, twelve trainings were conducted for health providers and 45 community health workers, mainly females were trained.

3.2.2.3. Blue Growth initiative

88. While significant progress has been made on the environmental side since the adoption of the FAO Code of Conduct for Responsible Fisheries in 1995, there is much progress still to be made in better integrating environmental, social and economic factors into all fisheries and aquaculture policies. Blue Growth contributes to all three pillars of sustainable development: environmental, social and economic.

89. The Blue Growth Initiative (BGI) developed from the concept of the Green Economy and differs from that concept in its focus on aquatic systems. While the Green Economy approach was an important step forward in promoting environmental sustainability in the development agenda, it overlooked 75 percent of the planet's natural resources, the oceans and freshwater resources. By building on the Green and Blue Economy concepts, international attention is on complementary approaches that promote the sustainable use and management of terrestrial and aquatic resources to meet the needs of our growing population.

90. The BGI was designed to provide a clear pathway that can ensure fisheries and aquaculture are mainstreamed into Green or Blue Economies. The BGI aimed at reconciling economic growth with improved livelihoods and social equity, and strengthening transparent, reliable and more secure food systems by harnessing the potential of the agricultural and maritime sectors.

[29] A Package of Essential Non-communicable Disease interventions (PEN), aptly named PEN Fa'a Samoa, meaning 'PEN the Samoan way', is a village-based model for Non-communicable Disease (NCD) prevention and control that emphasizes community participation and ownership.

Sustainable fisheries and aquaculture in the SIDS

Since the Blue Growth Charter was adopted by Cabo Verde with FAO's support, significant progress has been made on its implementation with FAO's technical and policy supports, highlighting the country's commitment to managing its ocean resources sustainably through Blue Growth approach. It has already attracted USD 1.5 million from the African Development Bank (AfDB).

- FAO is supporting similar efforts in **Madagascar** and the **Seychelles** to better integrate the Blue Growth concept in key policy and governance processes. In Madagascar, public and private stakeholders, and policy frameworks contributing to the BGI were identified in 2015.
- In **Kiribati**, the **Philippines** and **Santa Lucia**, the capacities of farmers, processors and middle men was strengthened in seaweed farming practices, management, harvest, pre-processing and marketing, using participatory training approaches. A technical, socio-economic and environmental value chain assessment was conducted in each country to inform the development of the sector which holds strong potential for income generation, livelihoods improvement and food security.

91. This initiative has been developed with the understanding that there is no 'one-size-fits-all' approach to managing national or regional fisheries and aquaculture resources. Blue Growth approaches remain flexible enough to be adapted to and modified for different realities, including coastal countries, inland fisheries, tropical zones, dryland zones, and Arctic countries. The initiative also places greater responsibility on national and regional policies for protecting and managing living aquatic resources. It aims to create an enabling environment for workers involved in fisheries and aquaculture to act not only as resource users, but also to play an active role in protecting and safeguarding these natural resources for the benefit of future generations.

92. Through the FMM, FAO supported countries that want to integrate Blue Growth into broader Green/Blue economic programmes or have it as a stand-alone project that can be extended to include other sectors or link to other programmes. The FMM project "*Blue Growth Initiative in Support of Food Nutrition Security, Poverty Alleviation and Healthy Oceans*"[30] was piloted in Barbados, Cabo Verde, Madagascar, Seychelles, and Sao Tome and Principe in 2014–17. The project supported activities around four streams of work: (1) development and implementation of methods, tools and policies for sustainable aquaculture development and intensification in Bangladesh, Sri Lanka and Viet Nam; (2) identification of management options for water basins to coral reef ecosystems services in Kenya; (3) improvement of the assessment and monitoring of fisheries resources and related policy advice in Cabo Verde, Madagascar and Seychelles; and (4) development of seaweed farming and value chains in Kiribati, the Philippines and Saint Lucia.

93. An array of rice-fish, and rice-vegetables systems have been integrated through FFS for sustainable intensification of rice production. "Save and Grow" sustainable intensification of rice production practices, including integrated rice-fish systems, rice-livestock and rice-vegetables systems were included in FFS curricula and were adopted by farmers in the Philippines. FAO has also been working on sustainable intensification of aquaculture for Blue Growth — improving production efficiency, sustainability and resilience for food and nutrition.

94. Coastal communities in Kwale County in Kenya discovered that they were sitting on treasures after decades of ignorance on the use of the seaweed that has colonised the Indian Ocean, and has been seen as nuisance rather than opportunity. Through self- help groups supported by FMM project, communities began to take advantage of this bountiful resources after having been taught on agribusinesses and value addition. The capacity of about 140 community member were enhanced to produce and process the seaweed, including postharvest and market linkages. The government also constructed a Warehouse for the Kibuyuni Seaweed Group to ensure proper storage. With such support, farmers have reduced postharvest losses by 80 percent since the start of the project and the quality of the seaweed product has improved. These smallholder seaweed entrepreneurs have sold 41 tonnes of seaweed fetching 1.3 million Kenya Shillings (USD 13 000), which has helped them diversify incomes.

95. Gender issues have been monitored throughout the implementation of the project, ensuring that the roles and responsibilities of men and women have been equally assumed in the fisheries and aquaculture sectors. For example, the skills of about 100 fish farmers, fishermen and women from 22 communities in Kenya were strengthened in crab fattening (Box 3), milk fish culture, seaweed, oyster production etc.

96. During the Mindelo Blue Growth Conference FAO supported the participation of a representative of a women's fish processing cooperative who highlighted how FAO BGI projects have contributed to added value along the fisheries value chain and improved the livelihoods of the women processors. The conference also included a presentation from a local association that provides important job training assistance to local fishing cooperatives and for women fish processors in the post-harvest sector to raise awareness on investment opportunities. Fifteen countries from the Asia Pacific region and two regional organizations participated in a regional workshop on innovative rice-fish farming practices organized in Indonesia to discuss the relevance of rice-fish systems and their potential for upscaling.

97. The BGI has made good progress in collaborating with countries to achieve the SDGs. A global conference was held in Cabo Verde to create a multi-sectoral dialogue regarding Blue Growth. Discussions highlighted many similar challenges faced by coastal communities, and the conference produced a joint declaration for achieving SDG target 14.7, which was presented at the UN Oceans Conference in June 2017.

Box 3. Bamboo crab fattening cages in Kenya

In 2015, district authorities, fishermen and fish farmers' representatives were trained on how to implement an Ecosystem Approach to Aquaculture (EAA). The knowledge base of the ecosystem services was also improved and will serve as a basis for an upcoming action plan covering governance and good practices implementation. As part of the activities to increase the value of the ecosystems services, develop mariculture and support food, nutrition and livelihood security, the skills of about 100 fish farmers, fishermen and women from 22 communities were strengthened (crab fattening, milk fish culture, seaweed, oyster production etc.). About nine governmental officers were trained to supervise and assist communities for the sustainable development of mariculture.

In 2017, following the introduction of bamboo crab fattening cages, a group in Dabaso Kenya fattened more than 600 crabs (average weight 400 gramme each) which were sold for a total of USD 1 000 (unit price of USD 3.95/kg) in a period of four months in the local touristic hotels and abroad. In order to reduce the pressure on the wild crop population, and as a follow up of these achievements, a crab hatchery was supported through a Public Private Partnership agreement between the Kilifi County Government and a private company (Katito Limited). The crabs are marketed in local tourist hotels and abroad. In addition, 500 plastic cages were introduced as a new technology and adopted by crab-fattening producers of 5 groups in Kilifi and Mombasa Counties. Two young entrepreneurs have started eco-aquaculture (crab/ oyster/ milkfish) farms in collaboration with local restaurants. The modest entrance fee has been used to improve the visitor area with wooden bridges/ walking platforms and informative signs. After visiting the forest, visitors can enjoy a quick meal from those same crabs. The best are the Crab samosas!

3.2.2.4. Land conservation and restoration

98. Deforestation and landscape degradation are a worldwide problem posing serious obstacles to eliminating poverty and hunger, maintaining biodiversity, water and natural resources and the ability of communities to adapt to climate change. The international community has set up an ambitious target to address deforestation and landscape degradation with the objective of reaching land degradation neutrality by 2030 (SDG 15.3). In that context, the FMM project facilitated the planning and implementation of large scale national Forest and Landscape Restoration (FLR) programmes in Cambodia, Guatemala, Lebanon, Peru, the Philippines and Rwanda. It also supported the development and implementation of restoration and sustainable landscape management efforts at the global and regional levels through knowledge management, outreach, resource mobilization and development of monitoring and assessment and evaluations tools and guidelines for FLR projects and programmes.

99. From 2014–2017, the project "*Restoration of Degraded Lands*"[31] was implemented with the objectives of (1) facilitating the planning and implementation of large scale FLR programmes at country level and in pilot areas in five target countries (Cambodia, Guatemala, Jordan, Peru and Rwanda); (2) support resource mobilization for the financing of FLR projects; and (3) develop monitoring, assessment and evaluations tools and guidelines for FLR projects and programmes and encourage their use. The project feeds into FAO's Umbrella Programme entitled "Implementation of the FLR Mechanism", and most of its activities were developed in partnership with key global initiatives on FLR such as the Global Partnership on Forest and Landscape Restoration (GPFLR).

100. In 2015, national work plans for 2015–2018 on FLR were developed, adopted and implemented in Guatemala, Lebanon, Peru and Rwanda. Complementary funds were also mobilized to implement FLR projects. In 2016, a solid basis was laid for the planning and implementation of FLR in Colombia, Guatemala, Lebanon, Peru, Philippines and Rwanda with the adoption of national work plans on FLR. Thanks to good governance created through FMM support, over 50 hectares of degraded forest has been rehabilitated in the Philippines (Box 4).

101. In 2016, the first draft of the National Programme for the Recuperation of Degraded Lands was prepared in Peru. National action plans on FLR were also developed in Cambodia and the Philippines. Policy and legal frameworks were analysed, and barriers for investments into FLR were identified, with proposed changes in the current regulations to facilitate the implementation of FLR at large-scale in Cambodia. In 2017, the project supported the preparation of the law PROBOSQUE and "Technical Guidelines for practices and systems of forest landscape restoration" in Guatemala. The project also supported the preparation of the Operational Plan for FLR and the incorporation of the National Land and Environment Bureau of Southern Petén into the National Bureau of Forest Landscape Restoration of Guatemala.

102. The year 2017 saw the implementation of restoration and sustainable landscape management efforts at the global and regional levels supported through knowledge management, communication and outreach. Wider awareness was created amongst stakeholders about the National Strategy for the Restoration of Forest Landscapes. A roadmap for FLR monitoring was also adopted at the Drylands & Forest and Landscape Restoration Monitoring event.

[31] FMM/GLO/112/MUL/BABY05

Box 4. Good governance propels forest restoration in the Philippines

FAO, through its Forest and Landscape Restoration Mechanism (FLRM), is supporting the government of the Philippines to achieve its national forest targets and address local demand. With the support of the FMM, residents of the island province of Bohol in the Philippines have worked together to improve the flow of forest ecosystem services at the watershed-level. The watershed, with an area of 21 714 ha in the southeast part of Bohol, comprises the municipalities of Alicia, Candijay, Guindulman, Mabini, Pilar, and Ubay. The adjacent municipality of Anda later joined the group, impressed by its work and results. The Carood Watershed Model Forest Management Council (CWMFMC) has, since 2003, helped to facilitate a partnership among the seven municipalities, and it involves the local university, non-governmental organizations, youth organizations and national agencies. Barangays (the basic unit of government in the Philippines) and its captains are also involved in the programmes as custodians or focal persons in their respective areas.

CWMFMC members expressed enthusiasm for continuing FLR activities. Mayors of municipalities also say that co-management of the watershed has forged stronger cooperation among local governments and stakeholders. "Through this FAO project, farmers learned good practices to better managed our landscape and they earned additional income," said M. Marnilou S. Ayuban, the chair of the CWMFMC, during FAO's last field visit to Bohol. "As trees are growing better with the assisted natural regeneration practices promoted by the project, our children will benefit from our efforts. It is important to increase current FLR investments in the upcoming years, as more than 7 000 hectares could be restored with the same techniques in our seven municipalities." Unlike conventional restoration approaches, FLR aims to integrate forest restoration into broader environmental and socio-economic objectives within a landscape.

Around 20 hectares of fire lines have been established to help suppress forest fires. Additionally, sisal, which can generate income through fibre production, is planted along the firebreaks. The Council is also active in enterprise development through fruit wine production and assistance to communities in raising native poultry and swine. Coffee planting has started in some areas. Communities and families are incentivized, through the cultivation of crops in the firebreaks and contracts to conduct assisted natural regeneration activities by locating new seedlings and pressing Imperata cylindrica grass to facilitate their growth.

103. The Rwandan government has committed to restoring two million hectares of degraded land by 2020 as its pledge for the Bonn Challenge, a global commitment to restore 150 million hectares of degraded land by 2020.[32] In Guatemala, over 100 hectares were restored in San Marcos and 300 hectares restored in Southeast Petén through FMM support. Restoration options were also developed in Lebanon with a methodology developed in the context of a regional European Union project named Medscape. FAO is supporting this effort through the SFA and FLR programmes, which focus on establishing connections across agriculture and natural resources.

104. Capacity of Farmer Field School actors were built through training of 37 facilitators and 14 local government staffs of the District of Rulindo in Rwanda. Over 13 FFS were also facilitated in the Ngoma, Mbogo and Rusiga sectors in Rwanda. Capacity building events were also organized on landscapes approaches and on monitoring in Lebanon. Training on National Forest Funds and Payment for Ecosystem Services were also held in Cambodia.

105. The project facilitated cross-sectoral platforms for improving multi-stakeholder dialogues. These platforms ensured that rural women and men have the ability to influence program and policy decision-making on the use of natural resources and take up economic opportunities to improve their individual and household wellbeing.

106. Policy dialogue facilitated for inter-sectoral coordination and support to multi-stakeholders platforms on FLR in Cambodia. Several cross-sectoral policy initiatives were also facilitated in 2017. These include the national strategy for agroforestry in Rwanda and National Program for the Recuperation of Degraded Lands in Peru. An analysis of legislation was also supported by the project in Cambodia.

107. The project also supported further development and implementation of restoration and sustainable landscape management efforts at the global and regional levels. These included support to a workshop organized on "Promoting the Role of Natural Regeneration in Large-scale Forest and Landscape Restoration", the "Fifth Mediterranean Forest Week on FLR"; workshop on "The Bonn Challenge for FLR in Mesoamerica: Preparing the Road for Upscaling", the "Forest and Landscape Investment Forum", a workshop organized on "Financing mechanisms for local investment in Forest and Landscape Restoration"; and two regional capacity building workshops organized with the Convention on Biological Diversity (CBD).

108. Training and information materials were also produced in 2017. These include launching of a module on FLR in the Sustainable Forest Management toolbox; the Community of Practice on FLR monitoring; the FLRM Website; and three FLRM newsletters.

3.2.2.5. Climate-Smart Agriculture (CSA)

109. Climate change is a fundamental threat to food security and livelihoods globally, with its impacts exacerbating the vulnerability of small-scale farmers, already on the brink of poverty and hunger. While agriculture is affected by climate change it also offers solutions to it.

[32] See http://www.bonnchallenge.org/

110. FAO has been **supporting countries to ensure the achievement of the Paris Agreement** through climate action in the agriculture sectors, giving emphasis to the NDCs of member states. The integration of agriculture in NAPs[33] requires significant efforts in terms of capacity building and policy advice. Towards that end, three related FMM projects on CSA were implemented during 2014–17. These were "*National Adaptation Plans (NAP) - CSA*"[34], "*Building the Basis for Scaling up Climate Smart Agriculture",*[35] *and "Climate-Smart Agroforestry Systems for the Dry Corridor of Central America*"[36].

111. Under the **National Adaptation Plans** project implemented in Malawi and Uganda, the FMM provided crucial support to ensure that agriculture is part of the processes on adaptation to climate change at national level. In both countries, national policy dialogues have been established to identify the main issues of the agricultural sectors to integrate into NAPs. From 2014–2017, FAO through the FMM project provides policy advice and support on several agricultural policies and programmes with a view to ensure climate change adaptation integration.

112. At the global level, the project supported development of a methodology for the supplement on agriculture to the United Nations Framework Convention on Climate Change (UNFCCC) Technical Guidelines on NAPs. The project has also contributed to the finalization of the NAP-Ag Guidelines, which were designed to provide a reference to all countries committed to develop NAPs and support the agricultural sectors. The project also supported FAO's successful participation and inputs to the UNFCCC and the 21st Conference of the Parties (COP21), contributing to making agriculture an important component of climate change discussions.

113. At regional level, FAO organized workshops in Africa, Asia and the Near East to support member countries with the implementation of NDCs, addressing climate finance and the transparency framework for monitoring and reporting of Greenhouse Gas (GHG) emissions. A regional analysis of the NDCs of Eastern Africa was also completed.

114. FAO supported Kenya, Nepal, the Philippines, Thailand, Uganda, Uruguay, Viet Nam and Zambia with the integration of agriculture in their NAPs as part of their efforts towards NDC implementation (corporate outputs 2.2.2 and 2.3.3). In Malawi, the project worked closely with the Ministry of Agriculture, Irrigation and Water Development on the first National Agriculture Policy, the new round of National Agriculture Investment Plan (NAIP), the Agriculture Sector Wide approach (ASWAp) and the Malawi Growth and Development Strategy. Similarly, in Uganda, FAO provided policy advice through the development of guidelines for mainstreaming climate change in agricultural sector processes, the updating of the Agricultural Sector and Investment Plan and the country Intended Nationally Determined Contributions (INDC). In addition, the capacities of about 50 policy-makers in both countries have been strengthened on the importance of integrating the agricultural sectors within the national adaptation planning.

[33] NAPs are a process formally established at COP 15 with the following objectives: (i) to reduce vulnerability to the impacts of climate change by building adaptive capacity and resilience; and (ii) to facilitate the integration of climate change adaptation in a coherent manner.
[34] FMM/GLO/110/MUL/BABY01
[35] FMM/GLO/112/MUL/BABY02
[36] FMM/GLO/112/MUL/BABY03

115. In June 2017, the FMM also co-sponsored a Youth Conference complementing the 11th international conference on Community Based Adaptation (CBA11) in Uganda (Box 5) with the aim to engage and sensitize the youth on community-based adaptation and resilience to climate change.

116. The project "*Building the Basis for Scaling up Climate Smart Agriculture*" was designed to contribute to increasing food security for smallholder producers in southern Africa and Viet Nam via greater stability of agricultural production and incomes, while reducing GHG emissions growth vis-à-vis a conventional growth strategy. The project supported the achievements of these objectives by providing an extended evidence base necessary to identify the set of packages most appropriate for adopting CSA solutions including crop, trees, shrubs and other agroforestry related options and livestock practices. Part of the project focused on understanding the trade-offs and synergies between crop diversification and livestock intensification strategies under climate change, and barriers and drivers of adoption.

117. The economics and policy innovations for climate-smart agriculture programme in Malawi generated a strong knowledge base on the synergies and trade-offs between agricultural development, food security and climate change mitigation and adaptation. This process has been used to make evidence-based decisions on the adoption of practices, investment plans and the formulation of policies that will contribute to the adaptation to climatic change.

118. Some key results include: analysis of selected CSA practices in terms of costs and benefits for adoption at the household level; extension workers, representatives of farmers' organizations, government institutions and university students benefited from extensive capacity development in the areas of assessment and promotion of CSA practices; FAO supported the dialogue between the Ministry of Agriculture, Irrigation and Water Development and the Ministry of Natural Resources, Energy and Mining to review and align national policies on agriculture and climate change, and to support the inclusion of agriculture (including forestry, fisheries and aquaculture) in their NAP formulation.

Box 5. Climate change-makers: youth in Uganda take the lead on community-based adaptation

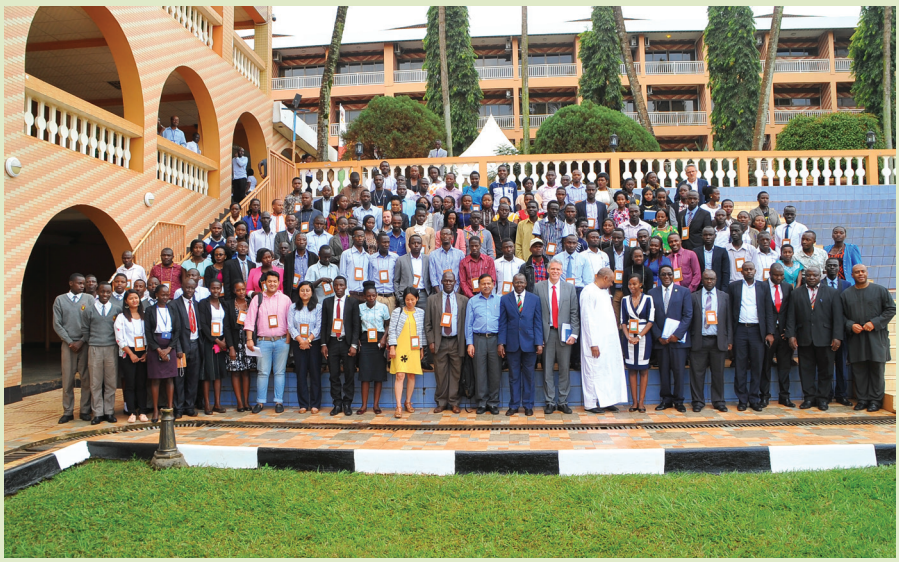
In June 2017, through the FMM, the NAP project co-sponsored a Youth Conference complementing the 11th international conference on Community Based Adaptation (CBA11), which was held in Kampala, Uganda. Focusing on "Enhancing the Ability of Youth to Build Ecosystem Resilience", the two-day youth conference was organized in collaboration with Makerere University Centre for Climate Change Research and Innovations, the Uganda Ministry of Water and Environment, the EU the International Institute for Environment and Development. Its main aim was to engage and sensitize youth on community-based adaptation and resilience to climate change. The conference attracted over 120 young people from Uganda and across the world.

During its sessions, participants were equipped with knowledge and skills, based on a range of sub-themes such as climate-smart agriculture and ecosystem resilience, water management, peer-to-peer experience sharing and training in innovative solutions for climate action. These capacity development activities were enhanced by field training in community areas in Mubende district where FAO is supporting work on climate change adaptation.

As emphasized by Okwi James, a youth leader who attended the meeting: "It is important for governments to recognize the need to involve young people in all decision-making processes that are aimed at mitigating the impacts of climate change as they can perpetuate and abate this global challenge."

"The young people came back with full appreciation of the real impact of climate change, the need to add value in the agricultural sectors and the dire need to get deeply involved in Community-Based Adaptation," said James Okwi

Expressing her appreciation of the event, Gift Namanya remarked, "In a nutshell, the opportunity of having participated and networked at the CBA11 Youth Conference fostered, not only my academic knowledge, but also skills and abilities to competently address climate change impacts in my capacity as a youth."



Group photograph of the Enhancing the Ability of Youth to Build Ecosystem Resilience Conference in Kampala, Uganda

119. Malawi and Zambia now have the capacity to elaborate climatic and crop projections thanks to the training of technical staff. In Malawi, 10 technical staff from the administration, the university and meteorological services received training. Similarly, in Zambia 20 technical staff from universities, ministries and meteorological services were trained in analysis of climate variability in 2016.

120. In Malawi, research on the role of social safety nets and CSA as tools to adapt to climate change was finalized. In Zambia, there is a better understanding of the drivers of deforestation and its roles in food security, adaptation and mitigation. Results of a study are also available on the linkages between climatic shocks, livelihood diversification and welfare outcomes and potential policy entry points to incentivize the types of diversification aimed at improving food security and resilience to climate shocks. In addition, analysis of the role of livestock in building resilience to climate change was conducted in Malawi and Zambia. A policy brief was published in 2017, with five key policy messages as articulated in the highlighted box above.[37] The evidence generated was included in the revised version of the FAO **Climate Smart Agriculture Sourcebook**[38] and the **2016 State of Food and Agriculture**[39].

Key policy messages on climate change in Malawi and Zambia

In 2017, the FMM project analysed the effects of climate change on food systems through a multi-disciplinary team to inform policy makers, and the following key policy messages emerged:

- **Enable markets to enhance climate resilience**. Access to markets can reduce farmer's exposure to climate change, among others, by creating incentives to diversify agricultural practices and production, and by increasing off-farm income earning opportunities.
- **Increase investments in livestock sector to stabilize productivity**. Livestock productivity is more resilient to climate variability than crop productivity. However, only around 15 percent of agricultural budgets are dedicated to the livestock sector.
- **Increase public investment in agricultural research**. There is a high level of regional variation in how climate change will affect crop and grasslands production. Public investment to develop crop and grass varieties adapted to these changing conditions can enable farmers to manage risks and capture benefits associated with changing climate.
- **Target extension messages to specific populations and regions**. Farmers have different incentives and face different challenges due to their location and socio-economic conditions. Tailoring extensions message for specific household needs or for regionally appropriate crop varietal choices can increase adoption rates.
- **Modifying subsidy programmes**. Input subsidy programmes can be modified and bundled with targeted extension messages to better respond to emerging weather threats.

[37] FAO (2017). Tackling climate change in Zambia and Malawi: Bringing together evidence and policy insights. [http://www.fao.org/3/a-i8210e.pdf]
[38] Link to Climate Smart Agriculture Sourcebook [http://www.fao.org/3/a-i7994e.pdf]
[39] FAO (2016). The State of Food and Agriculture: Climate change, Agriculture and Food Security. FAO, Rome, 174 pp. [http://www.fao.org/3/a-i6030e.pdf]

121. The evidence generated is already feeding into key policy processes such as the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD+) in Zambia and the Intended Nationally Determined Contributions (INDCs) and also to the development of new agricultural policies in Malawi and Zambia. Evidence was also presented in several international meetings and was also summarized in several knowledge products (Annex 4).

122. The FMM project "*Climate-Smart Agroforestry Systems for the Dry Corridor of Central America*"[40] was implemented in Mesoamerica, Guatemala and Honduras from 2014 to 2017. The objective of the project was to support the upscaling of the *Kuxur rum* and *Quesungual* systems and sustainable natural resources management practices in the dry corridor of Guatemala and Honduras. These two farming systems based on traditional knowledge have proven to be good options to increase productivity, improve soil and water conservation and reduce GHG emissions. These practices have been analysed, and are now implemented at a large scale through the project.

123. The project worked with communities who identified, evaluated and implemented climate-smart agroforestry practices with capacity building support. By 2016, such practices (Box 6) were piloted and evaluated by 460 families in Guatemala and 425 families in Honduras. To support the upscaling of these practices, the project also focused on increasing awareness and knowledge of local authorities and civil society about proven good practices with a view to influence local and regional policies and to create conditions that promote their implementation at larger scale. Farmers' experiences further contribute to advocacy and scaling-up of preferred practices.

124. By 2015 the capacity of about 900 households and 50 local technicians was strengthened to implement agroforestry systems and sustainable wood and water conservation practices. By 2016 the project established the evidence necessary to scale-up *Kuxur rum* and *Quesungual* systems and the natural resources management practices piloted in the dry corridor of Guatemala and Honduras. Several studies were conducted through partnerships with the *Centro Agronómico Tropical de Investigación y Enseñanza* (CATIE), and this widened the scientific knowledge and evidence base on agroforestry systems. As a product of those studies, a handbook of silvopastoral systems was produced and disseminated.

[40] FMM/GLO/112/MUL/BABY03

Box 6. Climate-smart agroforestry in Central America

The Dry Corridor of Central America — particularly those areas in Guatemala, Honduras and El Salvador — has become increasingly prone to extreme weather, damaging livelihoods and worsening poverty. Prolonged droughts, exacerbated by El Niño from 2014–2016, have led to over 3.5 million people needing humanitarian assistance. A UN inter-agency study in 2017 drew a direct link between these extreme dry conditions and irregular migration. Family members left behind face the burden of paying the debts of those who have migrated, while almost 50 percent of the families interviewed were food-insecure.

Santos Roberto Lagos, who lives in the corridor, is benefiting from one such programme to scale up climate-smart agroforestry practices. Lagos, 65, and his family have always worked as farmers in the community of Yuculimay Arriba, southern Honduras. Before they began working with FAO, they owned a 2.8 hectare plot where they grew beans and corn, and a small garden for lemon grass, aloe, mangoes and lemons. The sale of fruit provided most of their income and helped supplement the maize and beans they grew, which were not enough to feed the family for the whole year.

The droughts badly hit production and his nine-member family. The soil on his farm was degraded and the surrounding forest was dwindling. “This area has a lot of natural watersheds and we were not making the best use of those resources … because we did not have a system of proper water distribution,” Lagos says. “Some places had more water than others; this led to shortages and during the dry season we usually experienced drought.” He and his family received training on sustainable agriculture, with an emphasis on integrated crop management, orchard management, organic fertilizer, water harvesting reservoirs, irrigation systems, management of agroforestry systems and the protection of watersheds. The project also provided Lagos and his family with fruit trees, orchard seeds and a small irrigation system — a reservoir that stores 8.5 cubic meter of water. “Since we received assistance from the project, we learned to make use of an efficient water distribution system that helps us have water all year long,” Lagos says. “We also learned how to introduce varied crops throughout the year, which has increased our production and income.” His family have become leaders in their community with a 4.9 hectare agroforestry plot that combines mango and lemon trees with basic grains. They have established small plots of vegetables such as cassava, squash, sweet potato and beans, all of which they irrigate with water from the reservoir.

In 2018, Lagos expects to sell one million lemons, double his previous harvests, generating a profit of around 400 000 Lempiras (USD 16 878). Now the whole community is copying the model. Their agroforestry systems improved their use of water and increased production for everyone. The Lagos family is just one of almost a thousand benefiting from the project, which in 2018 is looking to expand operations and help more struggling smallholders to cope with drought. TV and radio spots, and training sessions organized with the Ministry of Agriculture and Livestock and the Forest Conservation Institute, will let others knows about the potential of climate-smart agroforestry.

125. Support to advocacy efforts aiming at the approval of the PROBOSQUE law in Guatemala in 2016 provided an institutional framework for agroforestry and incentives for farmers to adopt it. Over 57 hectares of land was put under agroforestry management.

126. The project also introduced complementary practices such as energy efficient wood stoves and water harvesting-storage for backyard gardening during the dry season. Over 25 water harvesting tanks and irrigation systems were also established for horticultural production. More than 250 eco-stoves (smokeless and wood-saving) were also established.

Lessons learned

127. A number of lessons were learned during the course of implementing FMM projects under SO2. Chief among them is that engaging in SFA processes takes time, requires the right political and institutional context and sufficient resources. Finding the right entry point is also critical; the process can start around a sectoral issue, the SDG gap assessment process and then can lead to a full-fledged SFA assessment. The institutional changes that SFA requires are usually slow and need to be supported through patient cross-sectoral dialogue facilitation and guaranteed funding over a sufficient period of time. SFA implementation can be easier to initiate at sub-national level in areas around issues of sustainability already identified and a clear willingness of the local authorities to address it.

128. Another lesson learned was that stakeholders acknowledge the value of regional collaboration and exchange as a good way for transferring knowledge, sensitizing policy makers and mutualizing tools and approaches. This multi-country dynamics are moving forward very fast in the Mediterranean region and the Asia Pacific region under the leadership of the FLRM and is promising.

129. The flexibility of the FMM funding and its wide geographical scope have also been greatly appreciated as it enables the leveraging of additional funding from other sources through innovative arrangements from project implementation. However, the process is time and labour intensive because of the cross-sectoral nature of the project and the need for bridge-building to achieve synergies. Identifying common priorities, and deciding what activities are needed together is a long-term process.

Challenges faced

130. One of the greatest challenges has been the political context within countries and the need for strong local support for change. However, change with concrete results occurs over time. Among the other common challenges faced were (1) the preparation of the work plans in each country took longer than initially expected, and (2) the amount funds available per country was inadequate. Another challenge encountered was that the adoption of climate-smart technologies is constrained by land ownership, for example in Mesoamerica, Guatemala and Honduras. The unequal distribution of land hampers the adoption by many small farmers of most of those technologies due to physical and financial reasons.

3.2.3. Strategic objective 3: Reduce rural poverty (SO3)

131. Poverty remains one of the biggest obstacles to human development and economic growth. It also continues to be a global challenge to achieving FNS. The majority of the rural poor live in East Asia, South Asia and sub-Saharan Africa, and nearly 75 percent of these depend on agriculture for their subsistence.

132. The FMM supported projects contributing to enhanced access to productive resources, services, organizations and markets (Outcome 3.1) and to enhance decent employment opportunities in rural areas (Outcome 3.2). A total of eight projects were implemented from 2014–2017 in the following broad areas: (1) Decent Rural Employment (DRE); (2) Productive Investment on Migration; (3) Women Empowerment and Social Mobilization; (4) Forest Farm and Farmer Organization; and (5) Social Protection and Digital Inclusion.

3.2.3.1. Decent Rural Employment (DRE)

133. The world is facing a global employment crisis, which has profound implications on rural poverty and the migration crisis. Through its Integrated Country Approach (ICA), FAO supports member states in restructuring the agricultural sector and the diversification of the rural economy to become more effective in creating better jobs in rural areas, with a particular focus on youth as beneficiaries. The ICA project aimed to provide strategic support to member states in this regard. At the global and regional levels, ICA contributes to development and sharing of knowledge, lessons learned and good practices, as well as to influence regional and global initiatives on agricultural development. In particular, the ICA contributes to increasing global knowledge about the differentiated needs of rural youth and how the rural transformation process can create pathways out of poverty. The project also aims to increase the capacities of FAO staff and partners to promote DRE.

134. At country level, the ICA has the main objective to enhance the employment content and youth focus of policies and programmes for agricultural and rural development. The entire approach is geared towards sustainable policy change, placing emphasis on strengthening the capacities of national institutions responsible for agriculture and labour to promote DRE, including through private-public partnerships and multi-stakeholder mechanisms.

135. Three FMM projects contributed to DRE, namely, (1) "*The rural poor have greater opportunities to access decent farm and non-farm employment*"[41]; (2) "*Rural poverty reduction through job creation in small ruminant value chains in Ethiopian Highlands*"[42] and (3) "*Enabling rural youth aged 15–17 to access decent work*"[43].

136. The FMM project "*The rural poor have greater opportunities to access decent farm and non-farm employment*" is the second phase of a project implemented from 2011 to 2014 in Malawi and Tanzania, also with FMM funding. Lessons learned from the previous phase have been documented in a case study. These refer mainly to the need to: (i) identify selected entry points for policy advice; (ii) conduct careful scoping exercises and

[41] FMM/GLO/100/MUL
[42] FMM/GLO/101/MUL
[43] FMM/GLO/119/MUL

map champions, including youth organizations; and (iii) invest in more cost-effective modalities such as e-learning courses. The project directly supported the development and implementation of the Regional Office for Africa (RAF) Special Programme *Youth Employment: enabling decent agriculture and agri-business jobs*, which was launched in May 2017.

137. In June 2014, the Handbook for Monitoring and Evaluation of Child Labour in Agriculture was finalized[44], and the FAO-ILO e-learning course was created and preview of the course released on the World Day Against Child Labour. A report on the current legal frameworks applying to contract farming and child labour in Malawi was also prepared. The national steering committee on child labour in agriculture was created in Niger.

138. In 2015, FAO launched the ICA for promoting decent rural youth employment (DRYE) in Guatemala, Senegal and Uganda. Capacity development materials tailored to the learning needs of agricultural stakeholders were also developed and disseminated. The material includes an E-learning course "**End child labour in agriculture**", a Handbook for assessing the impact of agricultural and food security programmes and agricultural practices on child labour. Other stakeholders have also adopted some of the key approaches and messages in the handbook. For instance, IFAD is integrating messages on hazardous child labour in their rural development programmes in Niger. In addition, the Visual Facilitator's Guide "Protect children from pesticides" was made available in Arabic, French, Spanish, Portuguese and Russian in 2015. The DRE policy database and the online DRE Toolbox were launched in 2016.

139. In terms of capacity development, more than 2 000 beneficiaries from different organizations, of which 1 200 youth, have increased their awareness on DRE and the youth role in agri-food systems development in 2017. The project also continued to raise awareness, stimulate dialogue and increase national capacities of agricultural and rural development policy makers, planners and technical staff. The project further contributed to increase capacities in country and regional FAO offices. In addition, it provided high visibility policy advice in each country, leading to the development of youth specific policies and strategies. These included the Youth in Agriculture Strategy and the Decent Work Policy in Guatemala; Axis 3 of the National Decent Work Policy in Guatemala; and the National Strategy for Youth Employment in Agriculture in Uganda.

140. In addition, it developed and tested various models to demonstrate concrete approaches for youth engagement in the agricultural sector. These include the MIJA platforms in Senegal; the VUMErural and Factoria models in Guatemala (Box 7); and the Youth Inspiring Youth in Agriculture Initiative globally.

[44] See http://www.fao.org/3/a-i4630e.pdf

Box 7. Entrepreneurship as a beacon of hope for rural youth in Guatemala

In Guatemala, rural youth often hold precarious jobs in the informal economy, earning half of the minimum wage. Increasingly, they are trying to migrate to urban areas or abroad, as a last resort. To address this challenge, FAO implemented coordinated initiatives in migration-prone areas of the country. One of these is the Factoria del emprendimiento y la Mipyme, a training and incubation lab helping youth start up community-centred agri-entrepreneurial activities.

The initiative provided a three months training on entrepreneurial skills and local development to 60 rural youth. In parallel, the initiative supported youth in assessing local markets and formulating financially viable project proposals. “In my community there are often tough decisions to be taken, such as sending children or even babies abroad,” said María Chum Pastor, 26, one of the youth involved in La Factoria. “Everyone migrates: young boys and girls, young women and even entire families.” She and her community — Climentoro, in the Municipality of Aguacatán — have designed a multi-sectorial business project that focuses on cattle rearing, production and commercialization of cheese, potatoes and green vegetables and the euse of organic fertilizers. “Agriculture is part of our culture; it is a gift from our ancestors,” she said. “So we need to preserve it by making it more sustainable. The project is generating a change in my life and in the life of my community, of which I now feel proud.” Meanwhile, Manuel Antonio Figueroa Pérez, 20, from the Municipality of Tacaná, is establishing an eco-tourism centre called Linda Vista — which will involve the entire community by commercializing local products such as mushrooms, fruits, medicinal plants and coffee. “Thanks to the training offered by la Factoría, I am able to see that there are endless resources that have never been put to use and from which it is now possible to benefit,” he said. “I believe that in five years I will be part of an enterprise or an ecotourism complex that is productive and generates decent job opportunities.”

Manuel and Maria are two of the 60 “Rural Youth Champions”, trained from March to August 2017, to become agents of rural development within their communities. Around 50 of these champions are actively collaborating with public and private institutions, including local authorities, to give visibility to their projects. Many of them have already mobilized financial resources (microcredits) and support (including technical assistance and land access granted by Municipalities in more than 10 cases) to initiate the implementation of their business ideas. Around 20 community groups are formalizing cooperatives, which will be crucial to access available public incentives and market opportunities, such as the renewed school feeding programme. The cooperative established by Manuel was the first one to be formally registered.

FAO also collaborated with the Ministries of Agriculture, Labour and Economy, development partners and non-governmental organizations, to launch the web-platform Chisparural.gt. This site will further increase the visibility of these and future initiatives. It will also facilitate youth access to crowdfunding and other forms of investment, including diaspora funding and remittances. FAO is now working with public and private stakeholders to identify innovative solutions for the youth to leverage investment capital and formalize their businesses.

141. FAO also contributed to laying the foundation for the effective implementation of policies, through the piloting of operational approaches to promote youth engagement in the agricultural sector. Several high visibility policy fora have been organized, such as the Youth Inspiring Youth in Agriculture event in Uganda, the National Rural Youth Employment Forum in Guatemala, and several local fora where the FMM project was among the organizers or sponsors of youth participants.

142. In 2017, a number of knowledge products were also produced and awareness raising events were held in Guatemala, Uganda and Senegal. The project also consolidated the DRE capacity development package, and expansion of the E-learning course on Employment and Decent Work in rural areas.

143. The second FMM project implemented under DRE was "*Rural poverty reduction through job creation in small ruminant value chains in Ethiopian Highlands*". The overall objective of this project was to test and learn from an integrated approach to livestock sector development, which is the most important household asset in the highlands of Ethiopia. Women and young people were selected among the beneficiaries through a participatory process, in close collaboration with local authorities. The project combined elements of productivity improvement in small ruminant production with the strengthening of producers' organizations and improved access to financial services. In parallel, the project analysed the potential for creation of youth employment in the same value chains and assessed the quality of employment created.

144. The project piloted a setup of small ruminant fattening businesses, leading to improved households incomes and livelihoods in the Amhara and Tigray regions (Box 8). Training of trainers on group development was organized in both Mekele (Tigray) and Kombolcha (Amhara), and a total of 68 trainers were trained, who subsequently trained 24 development agents and 610 first-level beneficiaries involved in the programme.

145. By 2016, over 610 households in Amhara and Tigray regions were running fully independent small ruminant fattening businesses and have improved their income and livelihoods. They have increased skills in small ruminant fattening and ability to negotiate prices and access input supplies and services. The beneficiaries are organized in producer groups.

146. The project also facilitated access to financial services, which generated more membership to Rural Savings and Credit Cooperatives (RuSACCOs), opening new economic opportunities for poor households. The partnership established with RuSACCOs to set up revolving funds ensured sustainability as fattening activities continue and grow overtime.

Box 8. Small ruminant fattening reduces rural poverty in Ethiopia

For many poor Ethiopian youth, migrating to Saudi Arabia was the ultimate dream. They set off on a perilous journey, paying human traffickers to ferry them across the water to Yemen, where they took their chances in a war zone to reach the Saudi border. Kiflom, 24, was one of many who left in search of a better life. He set off in 2013, hoping to return with the start-up capital to set up a small business in his home town of Atsbi-Wenberta, around 100 km from Mekele, the capital city of Tigray.

He found work as a shepherd in Saudi Arabia, but his dream came crashing down around his ears when the Gulf state began cracking down on illegal migrants. In six months in 2017 alone, the Saudi authorities deported an estimated 70 000 Ethiopian illegal migrants. "It was a traumatising experience, as I had to leave all of my belongings behind," he said. "I needed to rebuild my life from scratch.

Kiflom's prospects improved, however, when he got involved in a pilot project that helps landless youth and women begin small ruminant fattening businesses. The project saw an opportunity for change in the strong correlation between poverty in Ethiopia and the lack of livestock ownership. The project combined training in productivity improvements with the strengthening of producers' organizations and improved access to financial services, allowing people to set up sheep and goat fattening businesses. Through Rural Savings and Credit Cooperatives, the project loaned each youth ETB 10,000 (around USD 500), which was enough for them to buy eight sheep, supplemented feed, drugs and services.

Kiflom started out with ten sheep. After fattening, he sold four of his sheep at a profit. He then purchased a further four to fatten for the Ethiopian Easter. He also diversified his business into chicken rearing, which supplements his income. In total, the pilot project reached 610 rural households, who gained technical knowledge on how to fatten and run small ruminant fattening businesses and accessed credit facilities to start commercial activity. More importantly, local service providers in both Amhara and Tigray were trained to support this kind of initiative on a larger scale.

As the know-how, and access to credit and markets, is in place, other households can follow the same path. Now Kiflom wants to spread his good fortune, believing he can change the lives of the youth in his village by influencing them to engage in similar business. "More than the money I am making, I am happy to be working on my own small livestock business which I can develop into something big," he said.

147. In both Tigray and Amhara, the capacity of rural development agents, researchers from regional research institutes and the Relief Societies of Tigray and the Amhara Livestock Resources and Development and Promotion Agency have been strengthened. The capacity of 20 researchers from regional research institutes in implementing large surveys and advanced research methods was built.

148. Globally, about two-thirds of youth are found in a state of extreme, moderate or near poverty, reaching over 90 percent in South Asia and sub-Saharan Africa[45]. The FMM project "*Enabling rural youth aged 15–17 to access decent work*"[46] was implemented in 2016–2017 to increase consideration of the needs of rural youth aged 15–17 at the global level. The project was piloted in Cambodia, Lebanon, Mali and Uganda. In particular, it aimed to increase the knowledge base and support the targeted countries to have policies and programmes that better address the challenges faced by rural youth aged 15–17 in preparing for and accessing decent work in agriculture and rural areas. It aims to bring together the work programmes on youth employment promotion and child labour prevention and address this age group that often falls through the cracks.

149. In 2016–17, rural youth employment and child labour in agriculture were effectively mainstreamed in the IV Global Conference on the Sustainable Eradication of Child Labour. The Call for action on child labour in agriculture was issued by rural agricultural workers' and small producers' organizations of the African region who attended the regional workshop "Organizing against child labour".

150. In June 2017, the FAO Guidance note *Child Labour in Agriculture in Protracted Crises, Fragile and Humanitarian Contexts* was launched on World Day Against Child Labour.[47] Joint development and delivery with ILO of the course "*Putting an end to child labour in agriculture while promoting decent work for young people*" and "*Tackling child labour: from occupational safety and health to livelihoods*" also took place in 2017. The FAO E-learning on child labour prevention and youth employment promotion was also developed, adapted and promoted.

151. Innovative and promising practices were implemented in Cambodia, Lebanon, Mali and Uganda. For example, multi-stakeholder coordination was strengthened, and national stakeholders were supported to improve financial literacy and access to finance for youth in Lebanon. The project raised awareness among national stakeholders, and capacity was built to reduce hazardous child labour and promote safe employment for youth in Cambodia, Lebanon, Mali and Uganda. In Uganda in particular, the FMM project helped create awareness and built capacity to protect young people from pesticides, with proven results, through partnering with schools, farmers and the government (Box 9).

[45] FAO (2017) Strategic Work of FAO to Reduce Rural Poverty, FAO, Rome, 27 pp. [http://www.fao.org/3/a-i6835e.pdf]
[46] FMM/GLO/119/MUL
[47] See http://www.fao.org/3/a-i7403e.pdf

Box 9. Partnering with farmers, schools and government to protect children and young workers from pesticides in Uganda

As part of FAO's efforts in Uganda to promote safe work for youth and prevent hazardous child labour in agriculture, FAO is working to improve occupational safety and health in the agricultural sector, in particular for young workers. An important piece of this work is building awareness and capacity to protect young people from pesticides, and use of the FMM-supported Visual Facilitator's Guide: Protect Children from Pesticides is proving a success.[48]

Throughout the course of 2017, over 1 700 copies of the visual guide have been widely distributed to different stakeholders across the country. This includes about 750 copies of the visual guide disseminated through the Ministry of Agriculture, Animal Industry and Fisheries for use by local agricultural extension agents and through various fora including agricultural events, workshops, trainings, meetings, etc. across the country.

In August 2017, while sensitizing the districts officials on decent work for rural youth in northern Uganda together with officials from the Ministry, FAO Uganda met Ms Gertrude Badaru, who is the district agricultural officer working with the Arua district local government. During the course of the meeting, she was introduced to the visual guide. After the meeting, Ms Badaru immediately utilized the weekly one-hour airtime allocated for agricultural programmes by local FM radio stations in order to carryout out a radio talk show to sensitize the public about the dangers of pesticides, especially to children. She received overwhelming feedback from many of the listeners within and outside Arua district, many of who expressed shock on the potential dangers of pesticides especially to children.

Given the positive public response to the message, the Agriculture Department, under the leadership of Ms Badaru, conducted more radio talk shows to sensitize the public about the visual guide and the dangers of pesticides to children, especially targeting schools and farming communities.

Ms Badaru attended a child labour training organized by FAO and the ILO where she was equipped with more technical information on preventing child labour in agriculture and promoting decent work for rural youth. She also received additional visual guides and other training materials. Gertrude promises to use the technical expertise she received to go and train her fellow extension workers in Arua district and to continue with public sensitization programmes on occupational health and safety for young workers and child labour. Arua district has two refugee settlements hosting at least 252 250 South Sudanese refugees of which about 61 percent of them are children below 18 years of age.

[48] See http://www.fao.org/3/a-i3527e.pdf

3.2.3.2. Productive investments on migration

152. In many low- and middle-income countries, poverty, food insecurity, lack of employment opportunities, limited access to social protection, natural resource depletion and the adverse impacts of environmental degradation and climate change are forcing rural people, especially women and youth, to migrate in search for better opportunities. Migration holds a great potential in terms of economic growth, innovation and development for all the countries involved (origin, transit, and destination). The majority of migrants move within and from sub-Saharan Africa — a region that is experiencing the most rapid population growth and at the same time a lack of a dynamic income-generating activities to absorb the booming young labour force.

153. FAO works to increase the resilience of displaced people and host communities in protracted crises, and to prevent conflict and reduce tensions related to natural resources. In addition, FAO supports safe, regular and responsible migration from rural areas, including seasonal migration, and helps countries harness the developmental potential of migration. FAO is committed to work with its partners to improve country capacities to deal with large movements of refugees and migrants, and support the design of policies and programmes that can address the root causes of distress migration.

154. In that spirit the FMM project "*Productive investments to create decent rural youth employment in migration-prone areas in Senegal*"[49] was implemented in 2016–17 globally and piloted at country level in Senegal. The objective of the project was to promote investments in agriculture and rural development in migration-prone areas, in order to address rural out-migration and harness the potential of migration for rural development.

155. The project aimed to first generate comprehensive data and analyses to close the evidence gaps on the dynamics and the fundamental causes of outmigration in rural areas, the link between social protection and migration, the impact of male migration on women's empowerment in agriculture, the impact of remittances and diaspora funds on farm and non-farm activities, and the capacity of the rural space to create decent jobs opportunities for youth and absorb new labour market entrants. Based on the evidence generated and following a multi-sectoral approach, the project also aimed to provide policy recommendations on how to foster productive investments.

156. In that respect, the project has improved the evidence base to harness the potential of migration for rural development. For example, a multi-country analysis of the impact of male out-migration on women's empowerment in agriculture was completed in Nepal, Senegal and Tajikistan.

157. In the pilot countries, the project operated as a policy and innovation lab for youth-friendly agri-food systems. Rural dimensions have now been effectively included in the recently launched National Decent Work Policy in Guatemala and the development of a National Youth in Agriculture Strategy in Uganda. In Senegal, the bases have been set up for the establishment of a National Observatory of Rural Employment.

[49] FMM/GLO/115/MUL

158. Five analyses covering Kenya, Nepal, Senegal and Tajikistan were completed in order to improve the evidence base to harness the potential of migration for rural development. Organizational diagnosis of key support mechanisms for migrants was completed in Senegal, and four consultation workshops were organised in November 2017 in the regions of Kaolack, Tambacounda, Matam and Sédhiou.

159. Overall, through the FMM, FAO has increased the awareness on the linkages between migration, agriculture and rural development, especially on the need to promote rural youth employment as an alternative to distress migration out of rural areas, both on national and local levels.

3.2.3.3. Women empowerment and social mobilization

160. Women make up 43 percent of the global agricultural labour force, ranging from 20 percent in Latin America to 50 percent or more in some parts of Africa and Asia[50]. Women and girls play crucial roles in rural economies, where the fight against hunger and poverty is most pressing. Yet, they have less access than men to productive resources such as land, skills, services, and employment opportunities. Women and girls often face significant gender-based constraints, and gender inequalities prevent them from reaching their full potential, weakening the agricultural sector and undermining rural development.

161. FAO works to eliminate gender-based barriers in access to productive resources, technologies, knowledge and markets by supporting the design of gender-sensitive rural development policies and programmes that increase women's economic empowerment and decision-making in agriculture and rural development. This includes strengthening women's organizational capacities and collective action to enhance their leadership, decision-making and bargaining power within the household, the community, and in policy processes. FAO also helps countries to enhance women's entrepreneurial skills and business planning capacities, while ensuring that more women can access and benefit from gender-sensitive extension and rural advisory services, social protection and inclusive finance.

162. The FMM project "*Reduce Rural Poverty through information, participatory communication and social mobilization for rural women, men and youth*"[51], also called the DIMITRA project, was implemented with global, regional and country-specific elements. The countries chosen for piloting were Central African Republic, Democratic Republic of Congo, Mali, Niger and Senegal.

163. The goal of this project was to improve rural people's livelihoods, gender equality, and reduce rural poverty. Its specific objectives were to: (i) improve access to information by rural populations'; (ii) enhance their organizational capacities so that they are able to participate in decision-making and take ownership of their own development; and (iii) increase the use of gender-sensitive participatory approaches such as the Dimitra Clubs to contribute to economic and social empowerment of rural populations, women and youth in particular. Dimitra Clubs are groups of women, men and young people — mixed or not — who decide to organize themselves so as to work together to bring

[50] FAO (2011). The State of Food and Agriculture in the World: Women in Agriculture. FAO, Rome, 146 pp.
[51] FMM/GLO/113/MUL

about changes in their communities. They meet regularly to discuss the challenges they face in their daily lives, make decisions and take action to resolve their problems.

164. On numerous occasions, the project has demonstrated its impact at country and local levels by promoting rural people's empowerment and women's leadership, encouraging community dialogue and collective action. For example, the project contributed to strengthening rural organizations and institutions in Burundi, DRC, Ghana, Niger, Mali and Senegal where more than **50 000 rural women and men are better organized and empowered**. More than 1 million people from the targeted communities benefited from the Dimitra clubs, who have enhanced the capacities of the most marginalised people in terms of organizational capacities and access to information.

165. By 2017, the number of Dimitra Clubs has increased from **1 590** to **1 900**. It is estimated that **57 000 people, almost two thirds of which are women, are actively participating in Dimitra clubs** (Box 10). An external impact study of the Dimitra Clubs in Niger and case studies from the other countries have confirmed that concrete gender-responsive achievements and impact have been obtained as a result of the dynamics of the Dimitra Clubs. These included adaptation to climate change, improved FNS, community-driven development and self-mobilization, gender equality, community dialogue, good governance and accountability, and resilience and traditional social protection.

166. Partnerships are increasing for using the Dimitra approach in various technical areas, in FAO and UN joint development programmes, projects and initiatives in several sub-Saharan African countries. In 2017, 11 new country FAO projects have requested for technical support to integrate Dimitra Clubs.

167. Increased awareness of impact achieved by the Dimitra Clubs have led to a multiplication of partnerships, requests by governments and donors to implement the approach, resulting in new funding opportunities at country level. Increased use of the Dimitra Clubs' approach as an entry point for other activities in larger programmes such as nutrition, resilience, social protection, and peace building. For example, in Côte d'Ivoire, FAO is promoting use of the Dimitra approach in the framework of a joint peace-building fund programme on conflicts related to access to land. In the context of the UN Joint Programme on women's economic empowerment in Niger, the Dimitra Clubs have been confirmed as entry points at village level for all activities.

Box 10. Dimitra: reducing rural poverty through participatory community mobilization

FAO's Dimitra project has been running in Africa for over 20 years, and it has become a label of quality for improving gender equality and women's visibility as agricultural producers and agents of change. The Dimitra Clubs' approach is a signature approach that unites women, men and young people in collective action to create better lives. By the end of 2017, an estimated 57 000 people, two-thirds of them women, were taking part in 1 900 clubs, which meet regularly to decide how to face key challenges, positively impacting an estimated 1.5 million people who benefit from the clubs' activities.

In northeast Democratic Republic of Congo's Tshopo Province, for example, the traditional Great Chief of the Chiefdom of Kombe sees the positive effects the clubs have had on gender and women's leadership. "Young people are taking part in the clubs and women are involved in decision-making. Women are now keen to stand as candidates for local council elections, which illustrates how female leadership has developed," he said. "For household tasks, a shift has started to emerge in the division of labour. Men are beginning to play a greater role, alleviating the burden of women's daily list of chores."

This has also led to a widely reported reduction in gender-based violence. "It's rare now to see things like wife beating or verbal abuses happening in the village," said one midwife from Kwadarawa, Niger. "Moreover, women are more in business than men; they spend all their time on income-generating activities."

Similar changes are taking place across Africa, helping communities to engage in new social dynamics that have made them more resilient to climate change and food insecurity. In Saré Boubou in Senegal, for example, club members discussed climate-smart agriculture techniques and took soil protection measures. Overall, 30 percent of clubs have set up communal agriculture fields, with products consumed or sold on local markets.

Positive changes are coming in other areas such as infrastructure, education, health and in reducing harmful cultural practices such as child marriage. "Every woman can now express herself, we are able to do it, but also the rest of the village listen to us and value our proposals and ideas," said Rougui Ba, a young Dimitra Club leader in Senegal. "It's great to be able to take part in community decisions and actions."

3.2.3.4. Forest farm and farmer organizations

168. Getting poor rural people organized increases the chances of long-lasting poverty reduction. Through collective action, cooperatives, producer organizations and networks, poor rural people can improve their bargaining power, access to markets and productivity, increase their participation in decision-making processes and influence the formulation of national policies affecting their livelihoods. By coming together in formal organizations, smallholders and family farmers can gain joint access to resources, set up small enterprises and work their way out of poverty. To that end, FAO works to empower the rural poor and strengthen rural institutions, including family farmers' organizations, producer organizations and cooperatives, to enable them to influence the formulation of rural development policies that affect their livelihoods. FAO also promotes farmer to farmer exchanges among organized small-scale producers and communities.

169. The Forest and Farm Facility (FFF) is part of an umbrella multi-donor funded project[52], with the other projects, including the Carlowitz Project[53] and the FMM project "*Strengthening Forest and Farm Producer Organizations (FFPOs) through Forest and Farm Facility*"[54]. The FMM project is a partnership between FAO, the International Institute for Environment and Development, the International Union for Conservation of Nature and AgriCord, and it was implemented in Bolivia, Guatemala, Kenya, Zambia, Vietnam and Myanmar. This project aims to strengthen smallholder, women, community and Indigenous Peoples' producer organizations for livelihoods and policy engagement. It helps poor rural people enhance their business skills, build their own enterprises, increase access to markets, services, knowledge and technologies and improve access to, control over and sustainable management of natural resources. In addition, it aims to empower the rural poor and strengthen producers' organizations, to enable them to participate in national decision-making processes that affect their livelihoods.

170. FFS is working with over 500 producers' organizations, representing approximately 40 million people. By 2017, the capacity of 94 FFPOs has been strengthened, and 28 producers groups have received direct training in Bolivia. One law and two policies have been favourably changed through the participation of FFPOs in policy dialogue in Bolivia. FFPO's capacities were strengthened in management of productive systems, administrative issues, institutional consolidation technical equipment and legality in Bolivia.

171. In Guatemala, the technical and legal capacity of the National Alliance of Community Forestry Organizations was strengthened. This included 10 second level organizations, with members from more than 250 first level organizations. Changes to the National Coffee and Cocoa policies, and Ecological Production Law were made in Bolivia. Eight changes were made in the national budgets for incentives programmes through advocacy by the National Alliance of Forest Communities of Guatemala. The Business Information System of the National Alliance of Forest Communities was updated and instruments for business development were implemented for 12 small and medium enterprises (SMEs) of the Alliance in Guatemala. The business plans of four SMEs of the alliance in Guatemala were also linked to service providers.

[52] PGM/MUL/2012-2017/FFF; GCP/GLO/495/MUL
[53] GCP/GLO/812/GER
[54] FMM/GLO/114/MUL

172. In Kenya, the Farm Forestry Smallholders Producers Association of Kenya (FFSPAK) has doubled its membership from **10 000 to 20 000 families**. FFSPAK was able to lobby for a waiver of licenses fees for tree nurseries in Nakuru and increase in county funding for beekeepers in Laikipia district. Six product based associations representing a total of 3,492 households were also established in Kenya.

173. In Myanmar, a total of 177 Community Forest User Groups (CFUGs) (with **8 465 members** comprised of 5 971 males and 2 494 females) were supported. The project also facilitated formation of the Myanmar Women Leadership and Conservation Network, and supported the community Forestry National Working Group and FFPOs in financial literacy, financial access by forming as cooperative groups and some FFPOs have now registered as cooperative groups in Myanmar. In addition, a total of 177 CFUGs with 8 465 members (5 971 males and 2 494 females) have been supported in Myanmar.

174. In Vietnam 14 FFPOs (with a total of 273 household members) were supported. Eleven policies and issues related to policy implementation were reviewed and/or proposed by producer groups. Two collective groups were developed into cooperatives and 14 FFPOs are participating in 7 value chains. In addition, a total of 14 Enterprise Development Plans focusing on collecting, processing and selling were prepared in Vietnam.

175. In Zambia, the Choma Charcoal Association was officially registered with a membership of 10 groups. The Zambia National Forest Commodities Association was also registered as an apex body for smallholder forest producers. Knowledge of smallholder forest producers was improved on value addition, aggregation and marketing of products. Development of new charcoal regulation was supported to enhance the capacity of the Government of Zambia to control the business through producer groups. In addition, exchange visits were organized for FFPOs in Bolivia, Guatemala, Kenya, Tanzania, Myanmar, Vietnam and Zambia.

3.2.3.5. Social protection and digital inclusion

176. Social protection can play a fundamental role in helping households manage risks and shocks. It also facilitates economic transition, providing a minimum income for the poorest and helping the poor transition into jobs and income-generation opportunities by relaxing insurance and credit constraints (e.g. through cash and asset transfers or targeted subsidies). However, over 73 percent of the world's population has no access to adequate social protection.[55] Of these, the majority are smallholders, while 80 percent of the agricultural workers have no access to basic social protection.

177. FAO provides countries with evidence-based policy support to design inclusive nutrition-sensitive, risk informed social protection programs. In that regard, the FMM project "*Expansion of social protection coverage to the rural poor*"[56] was implemented in Lebanon, Lesotho, Mali and Zambia focusing on enhancing the evidence for expanding social protection to the rural poor, as a critical strategy for reducing rural poverty.

[55] International Labour Organization (ILO) (2018). Introduction to the Programme on Building Social Protection Floors for All. [http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/WCMS_496742/lang--en/index.htm]

[56] FMM/INT/278/MUL

178. The project aims at generating evidence to support participating countries as they progress towards reaching SDG 1.3 on implementing nationally appropriate social protection systems and measures in three specific areas of work: (1) identifying the key barriers to access social protection in rural areas, and propose costed options for expansion, and (2) generating solid evidence to build an economic case for expansion including on the economic impact of social protection, and (3) "Social Protection PLUS" programmes aiming at boosting the livelihoods and productive capacities of poor and vulnerable households, while improving their nutritional status.

179. Across the four countries, the project was able to support the development of knowledge and assess innovative approaches to contribute to building a strong economic case to expand social protection to rural areas.

180. In Lebanon, the project supported the creation and implementation of a pilot farmer registry in collaboration with the Ministry of Agriculture. The pilot included the registration of 447 fishermen and family farmers (individual farmers, 7 percent female), 4 cooperatives with agriculture business, 1 commercial company with agriculture business and 6 religious entities. The developed software was also piloted, and tested in five villages in North and East Lebanon.

181. In Lesotho (Box 11), the project complemented the existing evaluation of the Child Grants Programme and Sustainable Poverty Reduction through Income, Nutrition and access to government services with additional data collection focused on anthropometric indicators and qualitative analysis. A Laboratory experiment complemented the quantitative analysis allowing the measurement of individual attitudes towards risk.

Box 11. Linking agriculture and social protection

In Lesotho, FAO has provided more than 56 000 families with vegetable seeds and nutrition-sensitive trainings on home gardening and food preservation to improve their home production. As a result, families can save money on vegetable expenditures and use these resources to purchase other commodities. This activity is part of the Linking Food Security to Social Protection Programme started by FAO in 2013 to improve the food security and nutrition of poor and vulnerable households in Lesotho. The programme strives to boost the productive impact of cash transfers and thereby reduce poverty.

These agricultural interventions complement the national Child Grant Programme (CGP), launched by the Ministry of Social Development. Poor rural households, who benefit from the national CGP, receive cash transfers which are bringing several positive impacts, including increase in school enrolment, reduction in malnutrition and improvement in rural children's health. Together with UNICEF, FAO estimates that the CGP has reached more than 30 000 households and over 65 000 children across the country. The programme has helped poor families invest more and improve their productivity and livelihoods. Families can give their children better hope for their future and are able to invest more in schooling and education, they can buy new school shoes and uniforms for their children. Based on these results, with the support of FAO, Lesotho has also developed a national Social Development Policy and a Social Protection Strategy. The impact assessment supported FMM Evaluation showed that when social protection measures are combined with agricultural interventions have a stronger impact on reducing poverty and hunger in rural areas.

While increasing investments in food production and raising incomes, the programmes also contribute to strengthening the resilience of poor households to climate change and natural disasters. By providing additional income and agricultural skills, the programmes help poor families cope with these shocks and meet their food needs while mitigating the impact of droughts on their livelihoods.

182. In Mali, the project advocated for greater linkages of social protection with resilience and productive interventions. The activities were tailored to specific requests from the Ministry of Solidarity and Humanitarian Action to provide options for the expansion of social protection coverage to rural populations combined with productive support. A feasibility study of an integrated package of social protection and productive services in rural areas was also done in collaboration with the Institut de Recherches et d'Application de Méthodes de Développement and the National Directorate of Social Protection and Solidarity Economy.

183. The FMM also supported the evaluation of a Cash+ programme in Mali and Mauritania, which aims to provide information for designing similar programmes and strengthening the livelihoods of chronically poor households or those affected by one-off or recurrent shocks. In Niger, the governance of eight farmers federations and their confederation, representing 176 000 farmers, has been strengthened as well as their capacity to conduct economic activities.

184. In Zambia, FAO is supporting the evaluation of productive and nutrition impacts of social protection and agriculture interventions for the rural poor and vulnerable (Box 12). In partnership with WFP, FMM also supported the Government in the evaluation of a multi-sectoral home grown school feeding project. A policy simulation study for strengthening coherence between social protection and agriculture was conducted in collaboration with the FAO, ILO and UNICEF. At the request of the Government, FAO also undertook an assessment of the Food Security Pack and the Expanded Food Security Pack programmes to improve the current operational processes. The FMM also contributed to a study dubbed "Quantitative Livelihood Profile Analysis of Rural Households in Zambia"[57] aimed at identifying clusters of households based on their livelihoods, profiling the needs of each group and conceptualizing the best policy solution to address those needs.

[57] See http://www.iapri.org.zm/images/WorkingPapers/WP132_quan.pdf

Box 12. Bringing out the potential of cash transfers to reduce rural poverty

Zambia is among those key countries where FAO's research shows positive impacts of social protection on families. The Government of Zambia has recognized social protection as an investment and thus embarked on allocation of more national resources to expand the Social Cash Transfer Programme.

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Started in 2003, the programme aimed to reduce extreme poverty and to prevent its transmission across generations. Results from the impact evaluation carried out by FAO, UNICEF and the American Institutes for Research show that the programme is having positive impacts in increasing food security, improving child wellbeing, improving living conditions and increasing productivity and ownership of productive assets. Because of the cash transfers, some 240 000 families increased the amount of land dedicated to crop production by 36 percent while expenditures on agricultural inputs more than doubled. As more agricultural inputs were used, overall production increased by 36 percent in 2012, with the products being mainly sold in local markets. The Social Cash Transfer Programme will reach 700 000 households by the end of 2018.

This evidence contributed to key policy processes in Zambia. By highlighting the impact of cash transfers on human capital and increased production, these findings challenged the perceptions that social protection measures create dependency. It instead demonstrated that beneficiaries are not just passive recipients of aid but that they use the money received to invest and improve their livelihoods. As a result, cash transfer programmes are increasingly recognized as one of the most flexible and effective instruments for addressing the needs of rural populations, in particular those dependent on agriculture.

While government and partners are now engaged in a new larger-scale cash transfer programme, FAO is expanding its research and policy support programme in the country, aiming at further expanding and strengthening the roles that agricultural and social protection stakeholders play in poverty reduction in rural areas.

185. Innovative information and communication technologies (ICTs) can accelerate the progress to bridge the gender digital divide. Unfortunately, across the developing world, on average 25 percent fewer women than men have access to the internet, and the gender gap is nearly 45 percent in sub-Saharan Africa. Women in low and middle-income markets are 13 percent less likely to own a mobile phone than men. Besides lower mobile devices possession, women also have disadvantages in connectivity. Digital inclusion initiatives can address the barriers to mobile internet adoption through infrastructure and policy, affordability, digital literacy and availability of local content.

186. Bringing digital solutions closer to the needs of households in the poorest and vulnerable groups can make a direct contribution to poverty reduction and food security as it can help maximizing the impact of existing rural advisory services, financial services, and social protection programmes.

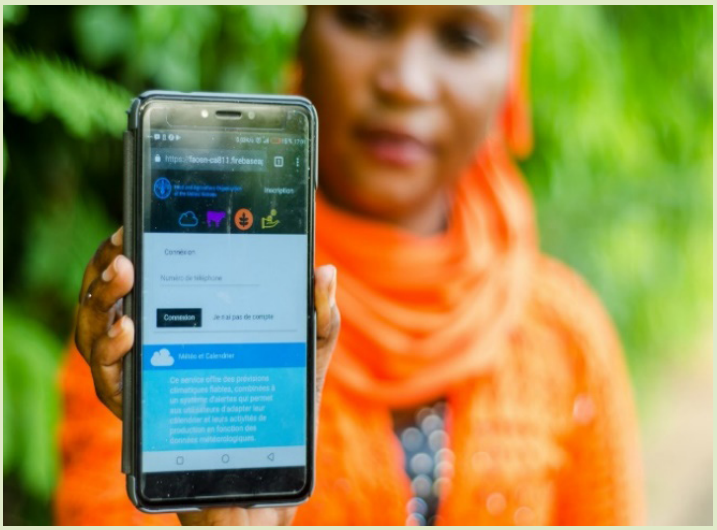
187. FAO and its partners are involved in the development and implementation of digital inclusion initiatives and the scaling up of innovative digital services. In that regard, the FMM project "*Agricultural Services and Digital Inclusion in Africa*"[58] is being implemented in Senegal and Rwanda. This project is part of a broader initiative that leverages the knowledge of FAO and its strategic partners in the mobile world, promoting digital inclusion for smallholders and family farmers. A particular emphasis was put on the needs of young, self-employed entrepreneurs, female headed households, breaking down the barriers for access and use of information through digital technologies. The objective of this project was to provide the rural poor better and more equitable access to information, productive resources, services, and markets.

188. Among the key results achieved is the development and sharing of a Common Virtual Working Space[59] for monitoring activities and facilitating coordination with country offices, among TSS teams and project staff. A website[60] has also been constructed and published. Collaboration with locally relevant stakeholders has been established. The stakeholders included the Ministry of Agriculture, Ministry of Telecommunications, Commissariat à la securite' alimentaire, Ministry of Livestock, Secretariat Executif du Conseil Nationale de Securite Alimentarie, Agence National de l'Aviation Civile et de la Metereologie, Local Government of Tambacounda in Senegal; and Ministry of Agriculture and Animal Resources, Ministry of Youth and ICT and National Meteorological Agency in Rwanda.

189. The second version of the Progressive Web App[61] has been released. Outputs of this project, based on a set of Digital Value Added Services portfolios from FAO expertise and experience, will make the leap forward to provide high quality information services close to family farmers and extension workers like local veterinarians, and nutrition experts using innovative and the most convenient digital technologies (Box 13).

[58] FMM/GLO/116/MUL
[59] Link: https://sdlc.fao.org/confluence/display/DIGITAL/Digital+Development
[60] Link: http://www.fao.org/in-action/africa-digital-services-portfolio
[61] Link: https://fao-digital-services-portfolio.firebaseapp.com

Box 13. Agricultural services and digital inclusion in Africa



A female farmer showing the Smartphone Application during the Human Centred Design Training Workshop in Tambacounda (Senegal) in November 2017.

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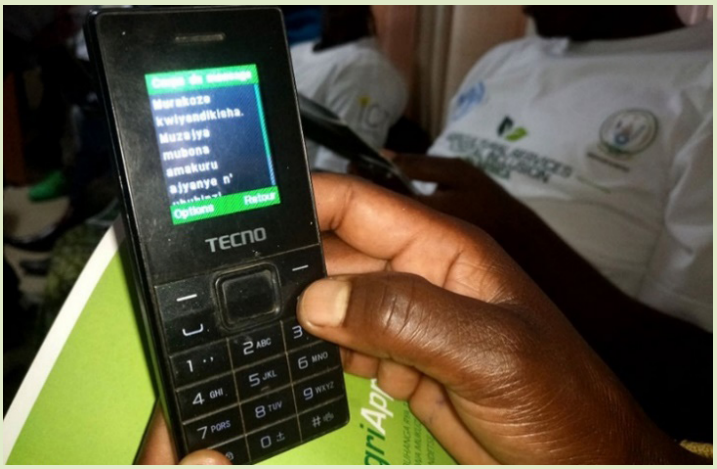

A farmer using the service on a cheap feature phone during the Human Centred Design Training Workshop in Rulindo (Rwanda) in November 2017.

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Lessons learned

190. A number of lessons have been learned during the implementation of the different projects under SO3. One of the most powerful lessons learned during implementation of DRE is the importance of getting youth beneficiaries on board from the beginning, as partners, champions and service providers. The innovation potential of direct engagement of the youth was huge, not only to ensure sustainability, but also to push forward the modernization of communication approaches and tools proposed, with potential extended benefits for the broader FAO work.

191. The Dimitra project contributed to strengthening rural organizations and institutions, and has attracted interest in and support from state and non-state actors. Nevertheless, implementation of the Dimitra Clubs' approach by state actors still poses a challenge, and requires time and efforts. It requires a deep change in governmental institutions and organic improvements in state service delivery.

192. From the FFF project, it was learned that family farmers and their FFPOs have the potential to become important business organizations that can influence rural development policy agendas. It was also learned that the landscape/territorial perspective is vital for real impact, and the institutions of government and forest and farm families and producers still need to be developed and strengthened for this perspective to take hold and become operational.

193. The evaluations of social protection projects have provided solid evidence on the impact of cash transfers on human capital and increased production, challenging the perceptions that social protection measures create dependency. It instead demonstrated that beneficiaries are not just passive recipients of aid but that they use the money received to invest and improve their livelihoods. As such, cash transfer programmes are increasingly recognized as one of the most flexible and effective instruments for addressing the needs of rural populations, in particular those dependent on agriculture.

Challenges

194. One of the challenges encountered when implementing DRE was the failure to maintain a sharp focus on the 15–17 age group. The intent was to understand the specific issues related to this age group in terms of needed skills and access to decent rural employment opportunities. However, with many initiatives focusing on the youth in general, the coverage of 15–17 seemed to have been watered down especially in Cambodia.

195. In the expansion of social protection coverage, the main challenge was the delay in the design phase of the project particularly in Lebanon, Lesotho and Zambia.

3.2.4. Strategic objective 4: Enable inclusive and efficient agricultural and food systems (SO4)

196. Globalization, rapid urbanization and changing consumer preferences have created opportunities for agricultural and food systems. They also represent new challenges for countries in terms of managing malnutrition and food safety issues, which threaten the weakest segments of societies such as women, youth, indigenous people, small-scale farmers, herders and fishermen who have less access to education, resources, capital and markets.

197. Strengthened agriculture and food systems have a critical role to play in achieving the targets of the SDGs of eliminating poverty and hunger, and increasing resilience to climatic and economic shocks. The reduction of food losses and wastes whose importance for the sustainability of the planet resources is now fully acknowledged translating in SDG target 12.3 (Output 4.2.2), the role of women in agrifood chains (Output 4.2.3) and the stimulation of investments in agrifood chains (Output 4.3.2).

198. In that regard, FAO and member countries have a key role to play to shape agrifood systems, in order to achieve a world without hunger. Through various FMM projects, FAO is working towards ensuring the transition to inclusive and efficient food systems through the sustainable use of available resources and engagement of smallholders and economically small countries to enhance the inclusiveness of the agrifood systems. A total of 11 FMM projects were implemented from 2014–2017 in the following broad areas: (1) Investment in Agribusiness; (2) Food Loss and Waste; (3) Sustainable Food Systems; (4) Value Chain Development; and (5) Capacity Development in Trade and AMR

3.2.4.1. Investment in agribusiness and agroindustry

199. Inadequate public and private investments continue to hinder the development of inclusive and efficient agricultural and food systems. For rural communities to develop sustainably, they need both investment and ownership of their investments. However, communities and officials in developing countries often lack the necessary skills to put forward investment proposals that sell their plans to donors and international agencies. The lack of financial services and products that adapt to the rural and agricultural sector, and the lack of financial literacy continue to limit investments and the development of agribusiness and agroindustry.

200. The FMM funded two projects aimed at stimulating local investments in the agribusiness and agroindustry sectors. These were "*Accelerated Agribusiness and Agro-industry Investment Technical Assistance Initiative*"[62] and "*Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors*".[63]

201. The FMM project "*Accelerated Agribusiness and Agro-industry Investment Technical Assistance Initiative*" was implemented in 2014–2016 with the aim to stimulate investments and enhance the development of private investments in agribusiness and agroindustry and contribute to inclusiveness and poverty reduction. In Africa, the

[62] FMM/GLO/102/MUL
[63] FMM/GLO/103/MUL

project aimed to create a Public Technical Assistance Facility (TAF) under the African Agribusiness and Agri-industries Development Initiative in collaboration with the United Nations Industrial Development Organization (UNIDO) and the African Development Bank (AfDB). The Facility was designed to provide specific and targeted forms of technical assistance to promote and facilitate public and private investments.

202. The project initially focused on the set up of the Facility for the East African Community (EAC), as a pilot for a wider facility for the entire continent. In 2015, the project document for the setup of the TAF of the East African Agro-industry and Agro-enterprise Development Programme was finalized and approved by the EAC partner states (Burundi, Kenya, Rwanda, Tanzania, and Uganda).

203. The project also supported a number of policy-related international events. A conference on "Propelling Economic Development through Functional Agricultural Value Chain Financing Models" was organized in Lagos in February 2014. Another conference on "Revolutionizing Finance for Agricultural Value-Chain" was co-organized in Kenya in July 2014 with the Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA), the African Rural and Agricultural Credit Association (AFRACA), the Central Bank of Kenya and Kenya School of Monetary Studies. In addition, a policy forum on "Agricultural Risk Management and Financial Services Innovation" was co-organized with the New Partnership for Africa's Development (NEPAD), AFRACA and the Ethiopian government in November 2014.

204. The project also strengthened capacity of 89 professionals from West and East African financial institutions in value chain finance and agricultural loan analysis. It also strengthened capacity of 22 risk management, credit and IT staff of financial institutions in East and West Africa to perform risk management and agricultural loan appraisal processes for investments in agriculture and agribusinesses. Two training event on "Agribusiness Investment Promotion" were organized for representatives from EAC member states (one in Tanzania and another in Rwanda) in 2014. An intensive one-week training-of-trainers course on "Agricultural Value Chain Finance" was held in Kenya in 2014 with the Central Bank, commercial and development bank leaders from 10 countries. An international training workshop on "Agri-loan Analysis" was also held in Uganda in 2016 for 50 participants from relevant risk management, credit and IT staff of interested financial institutions.

205. In 2016, FAO provided technical assistance to the Agricultural Commodity Exchange for Africa (ACE) to increase participation of SMEs and smallholder farmers to the warehouse receipt system in Malawi. A training package on financial literacy for smallholder farmers was also developed and disseminated in collaboration with ACE in Malawi.

206. Thanks to studies supported by the FMM project, there is now a better understanding of the contexts for investments in agribusiness. For example, six feasibility studies for the establishment of the Integrated Agri-food Parks were completed in Ethiopia in 2015. One study was also completed in 2015 on the impact of agricultural investments on gender empowerment in Malawi. Analysis of the innovations for inclusive agricultural finance and risk mitigation mechanisms in Morocco was completed in 2016. Similarly, a study on the feasibility of the provision of crop-insurance was completed in Fiji. A policy paper was developed on innovations for inclusive agricultural finance and risk mitigation mechanisms in Morocco in 2016.

207. The project also supported agribusinesses investment. For example, in the Cook Islands, 10 agribusinesses were established/strengthened and 7 new investments were stimulated in 2016 through a matching grants facility. In Samoa, investments in the agricultural sector are stimulated through workshops with local financial services providers and agribusinesses on financial markets assessment, alternative collateral based lending, contract farming and value-chain finance.

208. The project "*Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors*" was implemented in 2014–2017. This is not a stand-alone project, but provides support to activities and projects under the umbrella of the Global Initiative on Food Loss and Waste (FLW) Reduction (Save Food). Its aims are to (i) increase awareness on the causes, impact and approaches to reduce food losses; (ii) enhance collaboration and synergy of initiatives on Food loss reduction; and (iii) increase adoption of good practices to reduce food losses in specific value chains. The project continues to do so by providing a platform for centralizing and sharing information through the Save Food web site[64] and associated products, developing analysis, creating necessary coordination mechanisms and supporting capacity building on FLW reduction.

3.2.4.2. Food Loss and Waste (FLW)

209. Through its Global Initiative for FLW reduction, FAO is actively involved in tackling the immense challenge of food loss and waste at local, national and international levels. In 2016–2017 The FMM project "Global Initiative on Food Loss and Waste Reduction"[65] was implemented in Cameroon, Zambia, Zimbabwe, Laos PDR, Myanmar, Colombia, Dominican Republic, Jamaica, Egypt, Morocco to support activities and projects under the umbrella of Save Food. The Save Food Initiative remains today the central point providing a global overview of information on FLW issues and actions to reduce FLW and is the main coordinator and facilitator of worldwide initiatives on FLW reduction.

210. The Save Food network (Box 14) of partners has almost doubled in size since 2014, to about 500 members, many of which are engaged in the Community of Practice on food losses. A total of 240 new members joined the Save Food network during 2016–17 bringing its membership to about 1 070.

211. Data on food loss and waste, national plans, strategies and policies have been systematically gathered in 2016–17, and used in the development of guidelines, strategies and policies to address FLW. For example, a review of strategic, policy and regulatory frameworks was completed in Cameroon, Zambia and Zimbabwe as a basis for the formulation of national food loss reduction strategies and programmes. In Zambia and Zimbabwe assessments were completed on the tomato and on the milk supply chains, respectively. In Laos and Myanmar an assessment was completed on the levels and economic value of quantitative and qualitative losses in the rice value chain. In Latin America and the Caribbean, results included the development and validation of a status report on FLW in Jamaica.

[64] See https://www.save-food.org/
[65] FMM/GLO/118/MUL

212. The project supported the integration of FLW dimensions in the formulation of legal and regulatory frameworks in the Latin America and Caribbean region. For example, national guidelines for prevention and reduction of FLW were developed and validated in Colombia and the Dominican Republic. Furthermore, national strategies and action plans for FLW reduction were developed and validated in Jamaica, Colombia and the Dominican Republic. The project also supported development of the technical support note for an International Code of Conduct for FLW reduction in the region, which has been endorsed by Argentina, Costa Rica and Mexico.

3.2.4.3 Gender sensitive value chain development

213. The contribution of the FMM improved FAO's technical assistance and policy support to seven countries in Africa, boosting their efforts to make agribusinesses and food value chains more inclusive and gender-sensitive, by improving rural women's access to local and national markets. Running from 2015 through 2018, the project has directly supported female actors in rural small-scale value chains, mainly through women's associations, cooperatives, unions and farmers' groups. More specifically, the initiative assisted horticultural producers and processors in Ethiopia, dairy producers in Kenya, Rwanda and Ethiopia, fish smokers in Burkina Faso, Côte d'Ivoire and Ghana, and clam collectors in Tunisia. It also supported cassava processors in Côte d'Ivoire and Ghana and boosted small-scale cross-border trade of agricultural products in Rwanda.

214. The project has strengthened the capacities and skills of women's associations, enterprises, cooperatives, and groups through trainings, knowledge-sharing events and study tours. FAO also provided specific support to allow women to improve market-oriented production, value-addition and commercialization, as well as to develop their enterprise, build business-to-business linkages and increase their access to finance.

215. To improve the enabling environment for gender-sensitive value chains, FAO has adopted a multilevel approach: coupling advocacy work with regional and continental bodies, such as the African Union; and developing the capacity of policy-makers from ministries and national institutions to provide efficient services to actors in women's agrifood value chains and to address gender inequalities. This included several training programmes and exchange visits for decision-makers and national extension workers. Experiences from the project implementation have informed new knowledge tools, including guidelines for practitioners and policy-makers on how to develop gender-sensitive value chains, and an e-learning package developed in collaboration with the United Nations Institute for Training and Research.

Box 14. Save Food partners for global advocacy and investment in FLW reduction

Galvanizing support for investments and policy reform to reduce global FLW requires a sophisticated coordination of activities, especially those of regional and international fora. Global efforts for system-wide FLW reduction have, in the past, been impeded by inadequate communication between organizers and duplication of efforts. As a coordinator of FLW activities, the Global Initiative on FLW Reduction (Save Food) worked with its partners to organize, promote and report on global dialogue and action in 2015.

The Global Initiative introduced the framework of a 'conference series' in order to encourage greater subject specialization and cross communication between organizers. The ultimate goal of this framework was to track discussions and reduce the duplication which often plagues regionally and institutionally diverse fora exploring complex, multisector areas such as FLW. The 2015 Series of International Conferences on FLW was a platform for topics such as postharvest loss reduction, integrated resource management and financing FLW reduction efforts on the ground. Seven international conferences organized in 2015 led to coordinated policy recommendations for FLW, and increased funding to worldwide initiatives in 2016.

Government and corporate policies that can facilitate recovery and redistribution of safe and nutritious food for human consumption was also high in the 2015 agenda. Worldwide community level initiatives such as gleaning networks, food banks and food pantries and social supermarkets have also been presented. The dual approach of reducing FLW at source while implementing and monitoring recovery and redistribution of food presents challenges and opportunities for all food system actors, consumers included. Recovery and redistribution has been discussed as an opportunity for context-specific implementation.

In addition to articulating a clear policy agenda for FLW reduction, these global meetings resulted in tangible results. In Rome, a global coalition for postharvest loss reduction was established by a community of experts. The conclusions of the October 2015 deliberations were presented in the form of a roadmap which organizations can utilize in their national and regional efforts to court governments and private sector partners. The Government of the Netherlands demonstrated its commitment to FLW reduction by hosting a global conference which rallied a record number of high level actors in pursuit of FLW solutions. Champions of 12.3 (referring to SDG 12.3 to reduce FLW) is an initiative which encourages global leaders to sensitize their regions on FLW.[66]

The 2015 Series of International Conferences received wide-scale support by members of the private sector, the international development community, national and regional governments and research and academia. The success of this conference series further demonstrates the high level of motivation among FLW stakeholders and the increasing global interest in FLW reduction. The partnerships and projects forged out of these deliberations chart a pathway to increased action in the future.

[66] See https://champions123.org/

216. The project also strengthened capacities in all 10 beneficiary countries. In Jamaica, the Dominican Republic and Colombia, the capacities of national committees and inter-sectorial working groups were strengthened on identifying critical points for FLW within the value chain, quantifying the FLWs as a basis for developing legal frameworks and promoting investment and innovation for sustainable solutions. In Zambia and Zimbabwe, capacities were strengthened in the use of a food loss assessment methodology developed by FAO. In Morocco, capacity building targeted better post-harvest techniques and value addition through packaging and other value adding processes in the date and apple value chains. In Laos and Myanmar, the project strengthened capacities in good harvest and post-harvest management practices in the rice value chain, as well as the fabrication and utilization of improved post-harvest technologies. In Zambia and Zimbabwe, extension staff were trained in the principles of post-harvest management practices.

217. The project continues to play a key role in increasing awareness and knowledge on the causes, impact and approaches to reduce food losses and waste and remains a central point for global information on FLW. This was achieved through the continuous maintenance and updating of a crucial platform for centralizing and sharing resources, experiences and knowledge including the Save Food website and associated products such as the newsletter, and forum discussions.

218. One of the catalytic effects of the project was the creation of the Technical Platform on the Measurement and Reduction of FLW, in collaboration with IFPRI in response to a request from the G20 Agriculture Ministers. In 2016–17, support has been provided to the Champions 12.3 platform and the EU platform on food waste reduction. Collaboration continued with partners to develop educational materials for school children on FW prevention and to develop FAO's Global Food Loss index.

219. The project has also catalysed investment especially in Myanmar. For example, the Korean International Cooperation Agency has allocated USD 10 million for agriculture development in Myanmar, and some of this financing will be committed for rice post-harvest loss reduction. The Myanmar Rice Industry Federation is also working closely with the government in a new partnership with the government of China for a USD 200 million combined loan/grant project, which will include rice value chain development.

3.2.4.4. Sustainable food systems

220. The project "*Developing Sustainable Food Systems for Urban Areas*"[67] was implemented in Bangladesh, Kenya and Peru aiming at building the foundation for supporting local decision-makers in food systems planning for cities. Local governments are recognized as key players on food systems planning and the development of their capacity is considered key for achieving food security and nutrition in urban area.

221. Among the key results is the development of the Rapid Urban Food Systems Appraisal Tool (RUFSAT). The RUFSAT has been tested in Nairobi, Dhaka and Lima in 2017, and the methodology and training materials developed can now facilitate assessment of food losses in a comparable manner across member states. The food systems

[67] FMM/GLO/117/MUL

Multi-Stakeholders Platform (MSP) has been established to support the RUFSAT methodology with qualitative information. MSPs have been created with the leadership of the Municipalities in the case of Nairobi and Lima, and of the Ministry of Local Government in the case of Dhaka.

222. Workshops involving various food systems stakeholders (producers association, retail market representatives, private sector, and NGOs involved in food related issues) have been organized to develop a common vision for the food systems strategy. The Food Charter in Lima has been developed and signed by the MSP members. The development of food systems strategies has started in Lima and Nairobi. More than 50 officials were trained in both Lima and Nairobi on the importance of integrating food systems in local policy, plans and actions.

3.2.4.5. Value chain development

223. FAO takes a holistic approach to enhance the development of inclusive crop and livestock value chains. In that regard, two FMM projects were implemented in 2017. These were "*Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS*"[68] and "*Value chain development in support of sustainable intensification in Africa*".[69]

224. The FMM project "*Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS*" was implemented in Cook Islands, Fiji, Samoa, Solomon Islands, Tonga and Vanuatu in 2017. The project aimed to establish an enabling environment for the development of pro-poor inclusive food systems in Pacific Small Island and Developing States (SIDS) through knowledge and evidence generation and dissemination, and capacity development for inclusive and efficient nutrition-sensitive value chains.

225. The project supported identification and further analysis of specific farm to fork value chains that are environmentally sustainable, that contribute to healthier diets and viable market opportunities. "**Healthy food baskets**" have been estimated for Palau, Samoa and Solomon Islands, and made available for use.

226. A total of 26 representatives of national statistics offices and ministries of agriculture from 10 member countries in the Pacific, plus representatives of regional organizations were made aware of the 21 SDG indicators under FAO custodianship.

227. A regional workshop was organized for monitoring the SDGs related to food and agriculture. Nationals of 10 countries from the Pacific Islands were also made aware of the World Programme for the Census of Agriculture 2020, and four countries have already expressed commitment to carrying out the census in the next two years.

228. A draft of the gender equality and social inclusion toolbox for coastal resource management was also produced. Fisheries and aquaculture country profiles for the Pacific were updated to provide a comprehensive overview of the fisheries and aquaculture sector for each country.

[68] FMM/INT/277/MUL
[69] FMM/RAF/508/MUL

229. The government of Tonga has committed to develop a Contract Farming bill. Extension officers in Vanuatu have agreed to work as a mediators and capacity source persons for Contract Farming agreements. Private sector actors in Fiji have expressed interest in signing Contracts Farming with potential farmers.

230. The FMM project "*Value chain development in support of sustainable intensification in Africa*"[70] was implemented in Benin, Cameroon, Chad, Cote d'Ivoire, DRC, Ghana, Kenya, Mali, Mozambique, Rwanda and Zambia in 2017. The objectives of the project were to: (i) strengthen the capacities of the small and medium scale agro-enterprise sector to add value to and commercialize smallholder production; (ii) increase opportunities for income generation, employment and transfer of technologies and business skills; and (iii) strengthen capacities of Ministries of Agriculture and Ministries of Trade and Industry to align their sectoral policies and improve the enabling environment for trade and agribusiness development.

231. The project is looking at agriculture as part of a broader food system approach, going beyond specific sectoral issues and focusing on how agriculture, trade and food security are affected by policies developed in other sectors. At country level, the project contributed to cross-sectoral work between the Ministries of Agriculture and Trade in Rwanda through a study on policy coherence. The project also cuts across three of FAO's SOs and involved a multi-disciplinary team including experts in trade, agribusiness, agricultural production, natural resource management and social protection.

232. The project supported agribusiness training courses in collaboration with Market Matters Inc and International Fertilizer Development Cooperation for 50 owners or senior managers of small and medium-sized agro-processing enterprises (SMAEs) from the target countries. A *regional training on Agricultural Value Chain Finance* was also organized in collaboration with the African Rural and Agricultural Credit Association (AFRACA) for 58 participants from across the region, 35 of whom came from financial institutes, while 23 were SMAEs.

233. Regional training in business management and entrepreneurship was provided to 50 SMAEs. A further 40 were trained through a step-down training in Rwanda. Regional training in agricultural value chain finance was provided to 35 finance institutions and 23 SMAEs. Business mentorship to 50 SMAEs is on-going at the regional level. Training in tools and methodologies for agricultural finance was also provided to 13 Inclusive Finance champions across Africa.

234. In Rwanda, a study was undertaken on coherence of agricultural and trade policies aimed at improved alignment of sectoral policy interventions and strategic use of public and private resources. Upon request by the African Union Commission, the project also undertook appraisals in Ethiopia, Kenya, Rwanda and Uganda to guide African governments on the design, implementation and monitoring of public private partnerships in the agricultural sector. The project also convened the inaugural Forest and Landscape Investment Forum in Rwanda to promote investments in forests and landscapes for environmental, social and economic returns.

[70] FMM/RAF/508/MUL

3.2.4.6. Capacity development in trade

235. Increased trade in agricultural, fishery and forestry products is an essential component of development strategies in most countries. Initiatives to promote agricultural productivity improvements, value chain development, employment creation, and food security are often constrained by market and trade-related bottlenecks. These bottlenecks are often the result of misaligned sectoral policies and priorities, for example between agricultural, trade, commerce, industry and/or finance policy stakeholders, which creates disincentives for the target beneficiaries. Strengthening the coherence of policies related to trade and agriculture is therefore fundamental to creating an enabling environment for agricultural development initiatives to work, and requires action at both the policy and project levels. In that regard, trade related capacity development is thought to be crucial for food security and nutrition.

236. Through FMM projects, FAO has ramped up efforts to strengthen capacity of governments to design policies and programmes to facilitate trade. The following five FMM projects were implemented under the broad area of Capacity Development in Trade: (1) "*Capacity Development for Investment*"[71]; (2) "*Trade related capacity development in Eastern and Southern Africa*"[72]; (3) "*Trade Related Capacity Development in Eastern Europe and Central Asia*"[73]; (4) "*Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean*"[74]; and (5) "*Strengthening capacities, policies and national action plans on aquatic AMR*"[75]

237. The project "*Capacity Development for Investment*" was implemented in 2013–15 with the objective of improving public and private sector organizations' capacity to plan, implement and enhance the sustainability of food and agriculture, and rural development investment operations. Most of the activities were undertaken globally through the development of capacity development tools. For example, the Toolkit for Monitoring and Evaluating investments in Land Administration Projects (LAP) was developed for global use, and it is now widely applied in the Latin America region. At the country level specific activities were piloted in China and Malawi.

238. The development of the LAP toolkit was a joint FAO/WB effort conceived as a capacity development tool providing a methodological framework and practical instruments for monitoring and evaluating the overall impact of investment projects and programmes in land administration. The LAP website includes links to the VGGT and the Land Governance Assessment Framework.

239. The project also developed an FAO guidance material "**Promoting Responsible Investment in Agriculture and food systems**: guide to assess national regulatory frameworks affecting large scale private investments".[76] The guide provides a methodology for the review of national legal and institutional frameworks related to responsible investments in agriculture and food systems.

[71] FMM/GLO/104/MUL
[72] FMM/RAF/507/MUL
[73] FMM/RER/056/MUL
[74] FMM/RLA/215/MUL
[75] FMM/RAS/298/MUL
[76] See http://www.fao.org/3/a-i6355e.pdf

240. The preparation of a draft "How to note" on "**Establishing and utilizing Management Information Systems (MIS) for M&E of ARD Investment Project and Programme**" was also completed. The FAO Investment Learning Platform has also been launched in 2015 as a major resource for capacity development work in support of investment.

241. The FMM project "*Trade related capacity development in Eastern and Southern Africa*", was implemented in Mozambique, Tanzania and Zambia in 2017. The overall objectives of the project were (i) to increase capacity of the East and Southern African Region to effectively design sub-regional and national strategies that provide adequate solutions to trade related issues; and (ii) to support Mozambique, Tanzania and Zambia for evidence-based policy-making, and enhanced cross-sectoral coordination in the design and implementation of agricultural trade policies, strategies and agreements.

242. Two eLearning courses (one on Trade, Food Security and Nutrition; and another on Agriculture in Trade Agreements) were delivered to over 118 participants from 20 countries from Eastern and Southern African. Two regional dialogues were also organized as a follow up to the first eLearning course.

243. Four studies on coherence of agricultural and trade policies have been prepared in Mozambique, Tanzania and Zambia. National dialogues were held in Mozambique, Zambia and Tanzania to validate the reports of the studies with stakeholders from the government, the private sector, academia and donors. During these dialogues priority areas were identified for the preparation of project proposals in Mozambique, Tanzania and Zambia. In Mozambique, three provincial meetings were held with the participation of stakeholders from the northern, central and southern regions for the preparation of the project proposal.

244. Overall, the project supported these countries to improve implementation of the trade agreements that they are signatories to, including the WTO Agreement on Agriculture, the Common Market for South and Eastern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC).

245. The project "*Trade Related Capacity Development in Eastern Europe and Central Asia*" was implemented in Georgia, Kyrgyzstan and Ukraine in 2017. The project aimed to strengthen the enabling environment for the implementation of multilateral trade agreements and to support export development in line with the FAO Regional Initiative for Improving Agri-food Trade and Market Integration in Europe and Central Asia.

246. The main result of this project is the increased capacity in the beneficiary countries to access new markets and to participate in global agricultural trade. Specifically, the project strengthened capacities of ministries and other stakeholders on WTO rules for agriculture, export strategies that are better informed through understanding of market requirements and global and regional best practices with export promotion, and strengthened systems and capacities of governments to monitor and analyse trade and price data.

247. The project also continued to provide support to the Agricultural Trade Expert Network (ATEN) in Europe and Central Asia established in 2014. ATEN brings together experts in research, training programs and advises governments and private sector on issues related to agricultural trade and trade-related policy, including participation in regional and multilateral trade agreements.

248. The project also provided policy advice and guidance, for example on ensuring consistency of new agricultural policy measures with WTO obligations. This helped governments to make informed decisions on changes in agricultural and trade policy changes. In addition, the project provided government analysts, researchers and policy makers with information on trade rules, export market requirements and access to timely national price data, thus strengthening the country capacity to implement evidence-based trade, agricultural and food security policies and strategies.

249. The FMM project "*Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean*"[77] was implemented in Bolivia, Cuba, Dominican Republic, Ecuador, El Salvador and Honduras. The objective of the project was to contribute to global efforts to contain AMR by adopting coherent, collaborative, multidisciplinary and inter-programmatic approaches based on "One Health", to facilitate trade and achieve the objectives of the 2030 Agenda.

250. The inappropriate use of antimicrobials in food and agriculture is a problem contributing to the AMR crisis. With human antibiotic use up 36 percent this century, and use in livestock set to grow 67 percent by 2030, the world is facing a looming food safety crisis. Residues of these drugs seep into the environment creating a favourable condition for increase in drug resistant microorganisms. According to UN Environment research up to 75 percent of antibiotics used in aquaculture may be lost into the environment. FAO is responding to this challenge through FMM projects to strengthen the ability of governments to reduce aquatic antimicrobial resistance.

[77] FMM/RLA/215/MUL

Antimicrobial Resistance Action Plan

Antimicrobials play a critical role in the treatment of diseases of farm animals (aquatic and terrestrial) and plants. Their use is essential to food security, to our well-being, and to animal welfare. However, the misuse of these drugs, associated with the emergence and spread of antimicrobial-resistant micro-organisms, places everyone at great risk.

The commitment of FAO Members to work on AMR was confirmed by the adoption of Resolution 4/2015 at the Thirty-ninth Session of the FAO Conference in June 2015. This resolution is a call to action to both FAO Members and the Organization itself to address the multifaceted aspects of mitigating both the impact on, and the contribution of, the food and agriculture sectors to the threat posed by AMR.

To support the implementation of Resolution 4/2015,1 the FAO Action Plan on AMR addresses four major Focus Areas:

- improve awareness on AMR and related threats;
- develop capacity for surveillance and monitoring of AMR and AMU (antimicrobial use) in food and agriculture;
- strengthen governance related to AMU and AMR in food and agriculture;
- promote good practices in food and agricultural systems and the prudent use of antimicrobials.

FAO has produced the FAO Action Plan on Antimicrobial Resistance, which describes how the Organization will implement Resolution 4/2105.

251. The project developed **Guidelines for the design of awareness and advocacy strategies for antimicrobial resistance**, a unique product in the region that makes available to the Ministries of Agriculture a conceptual and methodological framework for the design and implementation of advocacy strategies aimed at awareness and positioning of the risks of AMR and the need for its containment among decision makers, policymakers and civil society.

252. It also developed a **Regional Plan for Relations with the Mass Media**, a pioneering proposal aimed at fostering interaction and synergy between the Ministries of Agriculture and the mass media. In addition, many information pieces in print and digital format were formulated in Spanish. Ten electronic bulletins[78] were distributed to more 11 000 contacts in the region.

253. A multi-sectoral analysis on antimicrobials and their use in the livestock, hydrobiological and agricultural production sectors was conducted through baseline survey. This allows the characterization of AMR risks in the agri-food sector, guiding the definition of mitigation measures based on the existing risk. A multi-criteria framework for the prioritization of the risk factors of AMR was also developed, and a methodology to assess the risk factors of diffusion and exposure of AMR under the One Health approach was designed.

254. Systematic review on AMR in the environment in the LAC region was completed, with a focus on water. Based on the identification of studies available in the region, research gaps and needs of AMR in the environment were detected and prioritized, particularly for water. Progress has been made in consolidating a roadmap for the progressive adoption of risk management measures based on the gaps identified.

255. One global and four regional workshops were held to strengthening institutional capacities. Through a Regional Meeting of Experts on the use of Antimicrobials in Latin America, the sanitary status of the animal populations, the use of antimicrobials, and the generation of resistance of those food systems were analysed and a technical report is available. In total, **153 trainers** in the main disciplines that require containment of RAM under the One Health approach have been trained and registered.

256. The project "*Strengthening capacities, policies and national action plans on aquatic AMR*"[79] was implemented in China, Malaysia, Philippines, Viet Nam, India, Malaysia, Singapore, Bangladesh, Philippines, Thailand, Viet Nam, Cambodia and Laos. The objective of this project was to strengthen capacities, policies and national action plans on prudent and responsible use of antimicrobials in fisheries, and develop and/or enhance the knowledge, skills and capacity, as well as development and implementation of policies and national action plans, on prudent and responsible use of antimicrobials of competent authorities on fisheries and aquaculture.

257. The project supported a number of awareness creation campaigns among aquaculture professionals, producers and general public (through bulletins, seminars, farm visits, and social media). As a result there is great improvement in awareness and better

[78] Link: http://www.fao.org/antimicrobial-resistance/projects/en-curso/project-4/es/
[79] FMM/RAS/298/MUL

understanding of AMR, antimicrobial usage, food safety and quality aspects as well as policy considerations.

258. Three regional workshops were conducted that provided guidance in the development of the aquaculture component of country national action plans on AMR and integration of the aquatic component through the One Health. Four regional workshops were carried that provided policy guidance in the area of improving inspection systems to include AMR in fish product sampling; fish product waste management; and utilization of fish silage.

259. Governance mechanisms have been established, including creation of task forces, working groups, steering committees contributing to the aquatic component of the country NAP on AMR, formalization of national action plans on AMR and inspection of importer premises. AMU and AMR surveillance was conducted in Malaysia, Philippines and Thailand. These can now serve as a benchmark that can be used as key reference to support national action plans on AMR.

Box 15. Fighting the rise of superbugs in Asian aquaculture

Antibiotics are a marvel of human ingenuity. Since Anne Sheaf Miller posted a miraculous recovery from a deadly infection in 1942 following the administering of the then-experimental drug penicillin, antibiotics have saved countless lives. However, we can have too much of a good thing. With human antibiotic use up 36 percent this century, and use in livestock set to grow 67 percent by 2030, we are facing a looming food safety crisis. Residues of these drugs are seeping into the environment and creating microorganisms that have evolved antimicrobial resistance. These deadly superbugs are causing concern, and with good reason. Globally, 700 000 deaths are attributable to antimicrobial resistant bacteria.

"The inappropriate use of antimicrobials in food and agriculture is a problem contributing to the antimicrobial resistance crisis because every time we use these medicines, we risk blunting their effectiveness for the future," said Dr. Juan Lubroth, FAO's Chief Veterinarian. This is as much of a problem in the water as it is on land. UN Environment research says that up to 75 percent of antibiotics used in aquaculture may be lost into the environment.

Asia dominates global aquaculture production, making action in the region a priority. Regional workshops and training events on aquaculture biosecurity — held in India, Malaysia and Singapore, with the participation of officials from Bangladesh, China, Malaysia, Philippines, Thailand and Viet Nam — sought to help governments cut down AMR in the sector. These activities provided guidance to competent authorities in the development of the aquaculture component of National Action Plans on antimicrobial resistance; best practices on biosecurity and responsible use of antimicrobials; and design of antimicrobial susceptibility testing. The Malaysian National Action Plan was launched by the Minister of Health and the Minister of Agriculture and Agrobased Industries on 27th February 2018. Dr Aihua Li, from the Institute of Hydrobiology, Chinese Academy of Sciences, said that the workshop had given him valuable information on how to minimize AMR in aquaculture.

The project also supported competent authorities in the inspection and monitoring of fish food — building the necessary capacity in national laboratories for antimicrobial detection in fish products, and promoting the inclusion of AMR in their inspection systems and sampling plans for fishery and aquaculture products. Other post-harvest activities included the promotion of fish silage processing technology to provide guidance on good practices for fish waste management.

New partnerships on aquaculture biosecurity were also developed, including with the Croatia Veterinary Institute and India's Nitte University. These new partnerships provide access to new resources and amplify impact, including through the development of a practical guide, Responsible Management of Bacterial Diseases in Aquaculture.

"FAO has given our writing consortium full support to use our expertise and experience on bacterial diseases in aquaculture to produce a practical book for aquaculture professionals at a global scale," said Dr Olga Haenen, of Wageningen Bioveterinary Research. "In this way, FAO supports the healthy production of fish: the protein of the future." The efforts in Asia are an integrated part of FAO's wider work on AMR with other partners across the globe, such as the Assessment Tool for Laboratory and Antimicrobial Resistance (ATLASS), which allows countries to conduct a strength test of their national laboratories and epidemiological systems.

260. In addition, the project supported various capacity building activities on antimicrobial residues monitoring for aquaculture products, hands-on training on fish silage production and antimicrobial residues analysis. For the aquaculture biosecurity component, a total of 95 officials representing competent authorities of China, Indonesia, Malaysia, Myanmar, the Philippines, Thailand and Vietnam participated in the three regional workshops. For the food safety and quality component, a total of 69 officials from competent authorities of Bangladesh, Philippines, Thailand and Vietnam participated in four capacity building activities.

Lessons learned

261. One of the key lessons learned in implementing projects under SO4 is that it is crucial to account, to the extent possible, for all risks to the project including delays in FAO procedures, changes in governments and insufficient human resources in national agencies to implement activities. The second main lesson was that the programmatic approach to project formulation and implementation fosters synergies with ongoing FAO activities, and this has proven to be highly effective.

Challenges

262. The key challenge in implementing the project was the short time available especially in situations where the project started with a delay. This reduced the time that was available for the involvement of the stakeholders at the country level and implementation of activities.

4

General experiences, lessons and spin-off effects

4.1. Technical experiences and lessons

263. A number of important technical lessons were learned during the implementation of the various FMM projects. One of the key lessons learned highlighted the importance of partnerships, the need to build national capacities while conducting policy work, and the fruitful synergy between policy and field work.

264. Projects focusing on policy work have generally a slower delivery due to the time needed to raise awareness and forge the political will and leadership needed for policy changes and reforms. Policy work often needs to be accompanied by capacity building on technical matters. Another important lesson was that it is better to choose selected entry points for policy advice instead of trying to influence the full spectrum of policy processes.

265. Partners are essential for the successful delivery of project results. Therefore, it is essential to identify champions and key partners at the inception phase for smooth implementation. The adoption of new cross-sectoral approaches and policy work requires building of a strong political support for change at local level. For example, it was learned that engaging into sustainable food and agriculture (SFA) processes takes time. The institutional changes that SFA requires are usually slow and need to be supported through patient facilitation of cross-sectoral dialogue and guaranteed funding over a sufficient period of time. Similarly, the lessons learned regarding policy work on climate change and national adaptation plans highlight that financial incentives or plans for raising additional funds should be developed from the beginning of the process, and countries need capacity development within their institutions to elicit desired changes in a more comprehensive way.

266. Land ownership can be a challenge to the uptake of new practices for the adequate management of natural resources. A long-term sectoral plan for reform of land administration is needed in some countries (e.g. Myanmar, Mongolia). In those countries FAO should be promoting reforms with government and civil society and in the context of governance of tenure. Support should also be given to administration of land affairs, geodesy and cartography of some countries (e.g. Mongolia) to improve land management.

267. Building a robust evidence base takes time and resources which should be properly taken into consideration during the project design phase. This was especially the case in building the evidence base for scaling up climate-smart agriculture.

268. One of the most common challenges reported was the annual funding cycle which gives a general sense of uncertainty and had several negative impacts including extremely short time frame for implementation of activities, difficulty to make plans and commitments with national partners undermining FAO's credibility, and difficulty to manage human resources.

269. Several projects also reported the short time for project implementation as a challenge. The development of work plans at national levels can take long, in particular due to the multiplicity of partners involved locally. For example, this was the problem in the forest and landscape restoration (FLR) project.[80] Policy processes can also be particularly lengthy. As a result, it usually takes a longer period than anticipated to start implementation. It was also learned that it is important to consider the starting point in terms of national level institutionalization, legislation and policy because the starting time affects the project timelines and target-setting. Similarly, in the National Action Plans on Antimicrobial Resistance (AMR)[81] project, the high volume of activities planned to be executed in a short period of time (12 months) posed serious challenges.

270. Another major challenge was the low funding allocation relative to the volume of work and number of countries involved. Funding allocations were reported to be relatively low in particular when projects were implemented in several countries. For example, in the forest and landscape restoration (FLR) project the funds available for each country did not allow the implementation of large-scale restoration efforts. Similarly, for the Integrated Country Approach (ICA) for Decent Rural Employment programme, limited funding hampered field activities. This challenge was in part overcome in some cases through the flexibility of the FMM funding, which allowed for leveraging additional funding from other sources.

271. In general, it seems that where FMM resources was the only source of finance, the importance of leveraging and expectation of continuity must be made clear to all implementers at the beginning. As a rule, each funding should not carry an expectation of automatic or continuous funding after the end of projects. Ability to leverage resources should be an important measure of success, in addition to technical performance. This will help avoid over-dependence on FMM for funding. It is also important to limit the number of countries that a project should cover under FMM depending on the amount.

272. Misunderstanding of certain concepts and methodologies also posed some challenges in implementation. For example, the FIES and PoU methodologies were technically challenging for many statistics professionals to learn. Similarly, in Ethiopia the VGGT programme could not continue due to misunderstandings about the project objectives. Low levels of understanding of the Green Climate Fund (GCF) readiness and preparatory support programme's objectives and procedures among national stakeholders also led to misunderstandings about the opportunity and modalities involved in NAPs.

273. Monitoring and reporting of results also posed some challenges especially during the initial years. FAO has for the first time implemented a results-based management framework with indicators in 2014–2015. As such, the first two years of implementation took some time for FMM budget holders and project managers to fully understand the new monitoring and reporting structure and link with the country level. While the majority of FMM project results were satisfactorily reported in the corporate monitoring and reporting system, other results were not captured in the corporate reports; and there were cases where country level reports in the corporate

[80] FMM/GLO/112/MUL/BABY05
[81] FMM/RLA/215/MUL

systems (PIRES and FPMIS)[82,83] did not make it to the corporate validated results in the Programme Implementation Reports (PIRs) for reason of quality, incomplete information or ambiguity. These challenges could be overcome by further strengthening headquarters engagement with country offices in the results reporting phase.

274. Aside from making a direct contribution to the achievement of FAO's strategic objectives, the FMM also had served as a platform for catalysing exploration of new areas, create synergies and testing innovative practices. As a result of the FMM, new strategic partnerships have emerged, and projects have stimulated cross sectoral work, fostering synergies and new thinking, both within and outside FAO. In the following sections, FMM general principles and effects will be briefly described.

4.1.1. Catalytic effects and leveraging

275. One of the main tenets of the FMM is its catalytic investments to strategic priorities, initiatives and activities that can drive transformative change, innovation and value for money in areas that are not adequately funded through regular programmes and projects, but are essential to achieve the outcomes of the Medium Term Plan (2014–2017). This section highlights catalytic effects, not exhaustively, but with some outstanding examples.

276. One of the outstanding examples is the "Voices of the Hungry Project"[84], which helped raise additional funding of **USD 4.5 Million** from the Bill and Melinda Gates Foundation for 2016–2020, as a component of a cross-cutting innovative statistics project[85], whose implementation commenced in 2017. The FMM support has also helped build synergies with other agencies engaged in food security monitoring, such as WFP, World Bank, USAID and UNICEF, resulting in the incorporation of the FIES module into their food security monitoring frameworks. The FMM funded **VGGT** is a large multi donor umbrella project[86] involving several other global and country level projects as listed in the Evaluation report, most of which had ended before or in 2014. How the project has catalysed these other funds were not well reported in the FMM individual project reports. The evaluation report however, showed that FMM has built on these previous funds to support the implementation of CGGT.

Voices of the Hungry

The Voices of the Hungry (**VoH**) project helped raise additional funding from the Bill and Melinda Gates Foundation for the Voices of the Hungry Project - **USD 4.5 Million** over 2016–2020, as a component of cross-cutting innovative statistics project, whose implementation commenced in 2017. The finding #6 of the Evaluation of the Voices of the Hungry Project indicates that, "The synergies between the different funding components contributed directly to the positive results."

[82] Programme Planning, Implementation Reporting and Evaluation Support System (PIRES)
[83] Field Programme Management Information System (FPMIS)
[84] FMM/GLO/106/MUL and FMM/GLO/120/MUL
[85] MTF/GLO/707/BMG
[86] VGGT Umbrella Programme (PGM/MUL/2012-2015/VG)

277. The **Blue Growth Project** also played important catalytic roles. As a result of the adoption of the Blue Growth Charter and the development of a strategy in **Cabo Verde**, AfDB has agreed to fund related activities to the tune of **USD 1.5 million** in the country. The AfDB has also committed to fund Blue Growth activities in **the Seychelles** (**USD 0.9 million**) pending the development of an investment plan, capacity building and priority programme for the Blue Economy. FAO also supported São Tomé and Príncipe in developing a proposal for **USD 1.1 million** in funding through the FAO-China South-South Cooperation Trust Fund for a national strategic development of the country's aquaculture sector.

278. The **CSA project** also helped catalysed new financial resources and fostered cross-divisional collaboration through the Federal Ministry for Food and Agriculture of Germany: The project "*Building the Basis for implementing the Save & Grow approach - Regional strategies on sustainable and climate-resilient intensification of cropping systems*", which became operational in 2017.[87]

279. Another shining example of catalytic effect of FMM funding was demonstrated by the "**Restoration of Degraded Lands**"[88]. The FMM funding served both as seed money to trigger important dynamics at both national and landscape levels for implementation of FLR initiatives and as catalyst to leverage additional funds from both bilateral and multilateral donors. These include providing leveraging and catalytic technical support to countries. These resource mobilization have led to the approval of resources such as the GEF-6 Thematic Program named "The Restoration Initiative" (TRI) in partnership with the International Union for the Conservation of Nature (IUCN) and UNEP for a total amount of **USD 54 million** with "child projects" in ten countries. The FLRM led the preparation phases of five national child projects submitted to the GEF Secretariat in December 2017 (for a total amount of **USD 24 million** in Central African Republic, Democratic Republic of Congo, Sao Tome and Principe, Kenya and Pakistan). The FLRM also provided support to the global component on "Global learning, Partnerships and Finance" in cooperation with the UNEP Finance Initiative team. It also supported the mobilization of a new project funded by France. The FMM supported the inception

[87] GCP /INT/259/GER

[88] FMM/GLO/112/MUL/BABY05

Catalyzing land restoration efforts around the world

The FMM funding for "Restoration of Degraded Lands" serves both as seed money to launch dynamics both at national and landscape levels for implementation of Forest and Landscape Restoration initiatives. It served as catalyst to leverage additional funds from both bilateral and multilateral donors. For instance, i) it supported the preparation of GEF-6 "The Restoration Initiative" (TRI) in partnership with IUCN and UNEP for a total amount of **USD 54 million**, with "child projects" in ten countries; ii) another project proposal approved by France in July 2017 in Niger; iii) the restoration project helped mobilization of financial resources by supporting the preparation of "The Restoration Initiative" final project proposals submitted to the GEF Secretariat in December 2017, and the final project proposal submitted to the International Climate Initiative of the German Ministry of Environment (BMUB) in July 2017 for a total amount of **EUR 4.8 million**.

This project is named "The Paris Agreement in action: scaling up FLR in the context of the Bonn Challenge to achieve the Nationally Determined Contributions (NDCs) by promoting joint mitigation and adaptation approaches in Africa, Pacific Islands and the Mediterranean."components contributed directly to the positive results."

phase of the project funded by the French Facility for Global Environment (FFEM) for a total amount of **EUR 1.8 million** and named "*Restoration of Forests and Landscapes and Sustainable Land Management in Sahel*". The inception workshop was organized in Niamey (Niger) in November 2017. In Rwanda, thanks to seed funding available through the FLRM, additional amounts were raised from various sources: SP4, SP2, SFE and FAO Regional Office for Africa (RAF).

280. The Dimitra Clubs' approach is increasingly used as an entry point for other activities in larger programmes, and as such has catalysed mobilization of additional resource. Requests by governments and donors to implement the Dimitra Clubs approach has resulted in new funding at country level in various area. In the Niger, the Government has allocated **USD 1.6 million** from its World Bank loan to implement the Dimitra Clubs approach in its new "*Programme d'appui à l'agriculture sensible aux risques climatiques*" (PASEC).

Dimitra attracted financial support from the Government of Nigeria

The Government of Niger has just signed a Unilateral Trust Fund (UTF) agreement with FAO, the first in the history of the country. Through this project the Government of Niger, as donor and recipient, will provide FAO with funding to receive technical assistance on the Dimitra Clubs' approach and its wide implementation in the Government-executed PASEC WB Programme. FAO-Niger will receive **USD 500 000** for 4 years to provide assistance in the area of community mobilization and empowerment through the Dimitra Clubs, and to implement a national capacity development strategy on the Dimitra Clubs approach.

According to Ms Christiane Monsieur, "This UTF represents an important step towards full recognition and integration of the Dimitra Clubs' approach in rural development strategies and policies in Niger."

Strengthening producer organizations

The FMM funded project on Forest Farm Facility is shaping new major incentive programmes for Forest and Farm Producer Organizations (FFPOs) businesses in Bolivia, Guatemala and Vietnam collectively worth in excess of **USD 100 million**. In Kenya, Bolivia and Vietnam FFPOs were linked to REDD+ and other large programmes. In Bolivia, the government has allocated over **USD 90 million**, with active participation of FFPOs, to strengthening producers of cacao, coffee and amazon products. In Guatemala an FFF has helped the FAOR to secure **USD 7 Million** from KOICA for a three year integrated programme with FFPOs as primary actors.

281. Likewise, the **Forest Farm Facility** project is shaping new major incentive programmes for Forest and Farm Producer Organizations (FFPOs) businesses in Bolivia, Guatemala and Vietnam collectively worth in excess of **USD 100 million**. In Bolivia, the government has allocated over **USD 90 million**, with active participation of FFPOs, to strengthening producers of cacao, coffee and amazon products. In Guatemala an FFF helped the FAOR to secure **USD 7 Million** from the Korean International Cooperation Agency (KOICA) for a three-year integrated programme.

282. The investment in the **Social Protection project**[89] has been catalytic in identifying additional sources of funding, to enhance government commitment to strategies for the vulnerable rural poor, while at the same time, strengthening partnerships at national level. In Lebanon FAO is in the final negotiation phase for a project under the EU Regional Trust Fund in Response to the Syrian Crisis ('Madad' Fund) to be implemented in 2018–2019. The project will use this newly developed farmer registration system to roll out a full farmer's registry. In Zambia a concept note outlining technical support to link social protection more effectively to the agriculture sector has been developed in consultation with the Ministry of Community Development and Social Services.

283. The FMM project on **decent farm and non-farm employment**[90] has helped mobilize contributions from different resource partners and national counterparts for specific initiatives in the pilot countries. For example, in Uganda the project helped mobilise funds from MoA and Bank of Uganda for youth champions awards, co-sharing training costs and bringing technical expertise in training activities. The project also mobilized funds for co-organizing fora and events (Central American Bank for Economic Integration (BCIE) and IFAD in Guatemala), and for co-funding infrastructure works (more than **USD 500 000** invested by the national Youth Employment promotion Agency, ANPEJ, in Senegal on the MIJA platforms, *Modèle d'Insertion de Jeunes dans l'Agriculture et les chaines de valeur agricole*). The FMM funding catalysed funding from the ILO to contribute to the development of the e-learning course.

284. The project on Global Initiative on **Food Loss and Waste Reduction** is an excellent example of a project that has strongly demonstrated very good catalytic effects. Building on the evidence generated and awareness created by the FMM project, the Dominican Republic's Ministry of Agriculture will implement a project to survey the volumes of losses and waste that occur in the Constanza area — the main area of production of fruits and vegetables for export. The project has also mobilized resources to the tune of **USD 10 million** for agriculture development in Myanmar from KOICA, and partnering with China on a new **USD 200 million** combined loan/grant project on rice value chain with emphasis on food loses and waste.

285. In Laos, a strong partnership was formed with the Japanese International Cooperation Agency (JICA), who also supported some of the training for their staff in Savannaket province, the main rice producing area. In December 2017,

[89] FMM/INT/278/MUL
[90] FMM/GLO/100/MUL

Leveraging country level initiatives on food waste and loss

The project on Global Initiative on **Food Loss and Waste Reduction**, has strongly demonstrated very good catalytic effects. Through the project, alliances and cooperation opportunities have been identified to address FLW at the national and regional levels in Latin America and Caribbean. Drawing on the experience of the Dominican Republic, a National Network for Prevention and Reduction of Food Losses and Waste has been established in Ecuador with the support of the FMM project.

In Myanmar KOICA has allocated **USD 10 million** for agriculture development and will be working with the Ministry in allocating some of this financing for rice post-harvest loss reduction, based on government needs. The Myanmar Rice Industry Federation (MRIF) is also working closely with the government in a new partnership with the government of China for a new **USD 200 million** combined loan/grant project, which will include rice value chain development with an emphasis on reducing losses and improving productivity.

FAO had a high-level meeting with USAID where the results of the FMM funded rice loss study in Laos were highlighted and recommended for upscaling in an emerging USAID project which is to be launched in Laos in mid-2018. FAO is being considered as a possible implementing agency for this USAID project. An emerging Global Agriculture and Food Security Program (GASFP) project in Myanmar, for example, has been recommended to include food loss reduction as part of its planned activities. Based on the above strong interest from the Laos and Myanmar interventions, a longer term intervention is suggested for the development of larger initiatives in the region on FLW reduction. This would include working with the Association of Southeast Asian Nations (ASEAN) and the South Asian Association for Regional Cooperation (SAARC) who are interested in this area of work as well as IFAD in some of the countries in the region.

286. In Africa, the FMM project's activities have stimulated complementary funding from the Rockefeller Foundation and the regular programme through RAF's Regional Initiative 2. This helped to scale up activities to Tanzania and it also allowed a linkage to be created between country level food loss reduction strategies and programmes to the African Union's Malabo Declaration and the target of halving of post-harvest losses by 2025.

287. The activities of the **Value chain development project**[91] have led to the development of follow-on project proposals in Mozambique and Rwanda. In Rwanda, the project proposal entitled "Improved Policy Coherence for Agricultural Trade in Rwanda" will build on the recommendations from the study on coherence between the Ministries of agriculture and trade. In Mozambique, a project proposal has been prepared to upscale the work on social protection and is entitled "Promoting linkages between social protection, agriculture and food security for strengthening resilience of vulnerable farmers".

288. In the project on **Trade Related Capacity Development in Eastern Europe and Central Asia**[92], the letter of agreement (LoA) signed with the Ukrainian Association of Honey Exporters and Processors clearly showed the potential of working with the industry association in developing new markets. FAO's Investment Centre Division (TCI) then developed and signed a new technical assistance project on export market development in Ukraine with the European Bank for Reconstruction and Development (EBRD) to cover additional sectors, including honey in 2018. Following the launch of the National Statistics Committee of the Kyrgyz Republic Food Price Monitoring and Analysis (FPMA) Tool, the FAO country office was approached by the Kyrgyz Republic Ministry of Agriculture with a request to support the integration of a recently established MoA price dataset in the tool to compliment that of the National Statistics Committee and thus provide a more comprehensive resource.

289. In conclusion, although the majority of the FMM projects demonstrated very good catalytic effects, some were stronger than others in the way they have catalysed or leveraged technical and financial resources from other sources. It must be noted that what some projects reported as catalytic effects were either outcomes or awareness of project results. This is probably due to the short period of funding for some projects, or lack of deliberate efforts to properly capture demonstration of catalytic effects, nonetheless several projects have demonstrated notable catalytic effects. It seems project implementers and managers did not have the same level of understanding of

[91] FMM/RAF/508/MUL
[92] FMM/RER/056/MUL

the need to demonstrate catalytic effects. The fact that resources in the last two years were generally focused on two Strategic Programmes, may have limited the opportunity to reap benefits of matured initiatives in other previously funded programmes that could have easily resulted in snowballing of catalytic investment to larger scales and impact.

290. These catalytic effects will be better demonstrated in the new phase as the FMM moves from an emphasis on underfunded priorities to a mechanism that provides "seed fund" for supporting innovations, scaling up, and with a view to a transformative change. Second, there are relatively smaller projects where "seed money" with significant results have generated large impacts and produced major flagship global knowledge products such as the SFA, CSA, VoH, VGGT, DRE, and AMR, which are now globally known and used. Future allocations of resources should take these performances into consideration.

4.1.2. Partnerships

291. The complexity of global challenges cannot be solved by a single organization, and building strategic partnerships and alliances can have a significant impact on facilitating innovation and change, strengthening relationships, enhancing trust and confidence, and building a more sustainable platform ensuring long-term continuity after FAO's support ends.

292. During the reporting period (2014–2017), all projects supported by the FMM have been particularly successful in building fruitful partnerships with a view to enhance project effectiveness and efficiency, but also to benefit from complementary technical expertise. In most projects, partners were involved from the start for the initial stocktaking of the situation, needs assessments and the development of work plans. Partners also contributed to projects through research, advice and implementation of activities. In addition, strategic partnerships have been established leading to the development of joint projects and programmes, as well as signing of several Letters of Agreements with strategically important implementation partners.

293. According to the evaluation of the FMM[93], partnerships and alliances are one of FMM's biggest success stories and have enabled it to operate in a catalytic manner through synergies with a broad range of partners. The FMM forged partnerships with other UN Agencies, International Financial Institutions, bilateral donors, NGOs and CSOs, national and international research organizations, training institutions, private sector, government ministries and departments, and forged global alliances. FMM has also been effective in forging partnerships between FAO divisions and departments to join forces in pursuit of a shared strategic objective. This is playing a role in making FAO a more strategically focussed organisation rather than one characterised by departmental and divisional resource allocation.

[93] FAO (2016), Evaluation of the FAO Multipartner Programme Support Mechanism (FMM). FAO Office of Evaluation, pp.65.

294. At the global level, strong partnerships and alliances were established with the Global Partnership on Forest and Landscape Restoration and the African Restoration Initiative. FAO is actively engaged with the International Partnership for Cooperation on Child Labour in Agriculture, which is the most efficient mechanism for facilitating collaboration at country level and magnifying results leading to replication in other countries with partners' support. FMM projects also benefited from collaborative work with the AfDB, IFAD, ILO, UNIDROIT, UNIDO, UN-Women, UNEP, the World Bank, the Secretariat on the Convention on Biological Diversity, and many others. A strong partnership has been established with the IUCN in charge of the Secretariat of the Global Partnership on Forest and Landscape Restoration.

295. At the regional and country levels, multiple partnerships were established with research centres and universities from European countries and developing countries including the Indaba Agricultural Policy Research Institute in Zambia, Lunar University in Malawi, University of Zambia, the Centro Agronómico Tropical de Investigación y Enseñanza (CATIE), Amhara and Tigray Region Agricultural Research Institutes in Ethiopia, and the Asociación de Investigación y Estudios Sociales in Guatemala. These partnerships have contributed to project implementation in countries for capacity building activities or through technical advice such as the Chinese Agricultural University and the Burundian Institute for Agricultural Sciences. The National Seaweed Centre of Lombok in Indonesia conducted analysis and capacity building activities in Kiribati strengthening South-South collaboration in aquaculture.

296. Fruitful partnerships were also established with Private Sector actors and Chambers of Commerce. For example, the VoH project developed a successful partnership with Gallup Inc, which made it possible to test the FIES for worldwide application. Partnerships with Cook Islands and Samoa Chambers of Commerce was a cornerstone of agribusiness development efforts in the Pacific. Partnerships were also established with the National Chamber of Agriculture in Niger and the National Smallholder Farmers' Association of Malawi to reduce child labour in agriculture. Partnerships with farmers' organizations developed in Mali and Burkina Faso were significant in terms of putting into practice the FAO policy on partnerships with civil society organizations.

297. Examples of FMM projects that have been particularly successful in building partnerships and alliances to enhance their effectiveness and efficiency include the National Forest Monitoring and Assessment[94], Small Ruminants Project in Ethiopia[95], preparation of National Adaptation Plans[96], the project on FLW reduction and NAPs. The strong collaboration with the UNFCCC and UNDP on climate change and adaptation, and the strengthening of collaboration with the World Bank and the AfDB on the Blue Growth and the African Package for Climate Resilient Blue Economies.

4.1.3. Capacity development

298. The capacity development components of the FMM projects successfully facilitated the development of training materials, the adaptation of this material to the needs and the local context, the organization of training workshops and the identification of

[94] FMM/GLO/112/BABY05
[95] FMM/GLO/101/MUL
[96] FMM/GLO/110/MUL/BABY01

change agents. These initiatives developed capacities while also building motivation, empowerment, partnerships and sustainability. Capacity building activities were implemented in more than 40 countries, with hundreds of producers, resource managers, government officers, policy-makers, agricultural and financial service providers acquiring new skills covering a large spectrum of themes.

299. The awareness raising activities were effective in making those in government and civil society aware of the various FMM projects. The result was the formation of a highly motivated group of stakeholders that could engage with both the community and the government. For example, awareness raising on the VGGT have provided government and nongovernment stakeholders alike with the new insights to address longstanding problems.

300. A wide range of stakeholders developed their skills in areas such as agroecology, agroforestry, aquaculture, seaweed farming, food security monitoring, financial services, land tenures issues, etc. New training packages were made available, in particular on gender-sensitive value chain development, e-learning on DRE and financial literacy for smallholder farmers. Several guidance documents were also produced in particular on adaptation to climate change, gender-sensitive value-chains, tenure issues for civil society, and mainstreaming DRE in the strategic planning of agricultural development.

301. Some projects had a particularly important capacity development dimension targeting on farmers in specific areas including small ruminant fattening (Ethiopia), agroforestry and sustainable wood and water practices (Guatemala, Honduras), aquaculture (Kenya), integrated agricultural, livestock and fisheries and land management techniques (Burundi), in seaweed production (Kiribati, Philippines) and in organisational capacities and leadership skills (Burundi, the Democratic Republic of the Congo, Ghana, the Niger, Senegal).

302. Several projects also implemented capacity development activities targeted at government officials and technicians and policy-makers on specific areas including integration of agriculture in National Adaptation Plans (Malawi and Zambia), on analysing meteorological data for climate scenario formulation (Malawi), on the FIES methodology (about 29 national or sub-regional organizations), on FLR and the achievements of the Aichi Target 15 (West Africa) and on child labour prevention (Malawi and the Niger).

4.1.4. Policy support

303. While policy advice is often a long process, several FMM projects have registered important results during the reporting period. Major policy engagement characterized the project on SFA, ranging from developing policy messages, documents and guides, to organizing multi-sectoral and multi-stakeholder policy dialogues, piloting cross-sectoral initiatives (e.g. in Rwanda, Morocco and Bangladesh). Other important highlights on policy advice include the adoption of a Blue Growth Charter in Cabo Verde, the drafting of the National Rural Youth Employment Policy in Senegal, the drafting and finalization of a national contract farming strategy in Malawi that promotes decent work and the reduction of child labour, and the approval of a law promoting forestry (Probosque) in Guatemala. Ten projects had a policy advice component with concrete or initial results achieved in Burkina Faso, Cabo Verde, Ethiopia, Kenya, Morocco, Rwanda, Senegal and Uganda.

304. FMM projects have also contributed to the creation of several platforms for policy dialogue. For example, in Niger a national consultative framework on child labour in agriculture was established. Similar frameworks were also established on SFA in Morocco and Rwanda.

305. Some projects also produced information and guidance products useful to inform policy-making. This includes guidance material related to investments in agriculture such as the guide "Promoting Responsible Investment in Agriculture and Food Systems" and the first guide on social analysis for agriculture and rural development targeted at managers and policy-makers. Various analyses and evidence have been generated through FMM projects in Ethiopia, Malawi, Uganda and Zambia that can potentially feed into policy processes. The CSA policy analysis in Malawi and Zambia is another good example.

4.1.5. Gender

306. Gender is a cross-cutting issue in FAO's Strategic Framework, and one of FAO's cross-cutting themes. Attention has been given to gender, and all FMM projects substantially contributed to mainstreaming gender, one way or the other. A number of projects also have an explicit gender equity component. These include the Voluntary Guidelines on DRE and Child Labour, and programmes using an innovative approach for gender equality that translates into concrete gender-sensitive action, such as the Dimitra, agrifood value chains inclusiveness, Blue Growth, NAPs and Forest and Land Restoration.

307. Gender is at the heart of the Dimitra approach to stimulate women's leadership, empowerment and behavioural changes in various technical areas relating to agriculture as well as gender roles and relations. The overarching goal of the project on agrifood chains inclusiveness was also to enable women to benefit more equitably from their participation in the value chain and retain control over the income generated from work and enterprises, stimulating changes in gender relations and improving women's socio-economic status. The project on small ruminant value chains in Ethiopia also targeted youth and women. A particular need to support women was identified in creating access to livestock markets, which typically are dominated by male farmers and traders.

308. The project on NAPs integrated gender in the national work plans. For example, in Uganda the NAP process has paid specific attention to socio-economic issues while adapting to climate change and gender has been prioritized and integrated in the NAPs at all levels of implementation and monitoring. The work plans on Forest and Land Restoration currently implemented in Guatemala, Lebanon, Peru and Rwanda sought to reduce the gap between rural women and men in access to productive resources and services.

309. The gender dimension has also been integrated in guidelines developed for child labour and agricultural and rural investments. For example, the FAO-ILO e-learning course "End child labour in agriculture" takes into account the different roles and responsibilities of girls and boys.

310. The evaluation of the FMM concluded that gender mainstreaming actions have been integrated into FMM-funded project activities to a varying degree. Some projects have promoted FAO's gender equality objectives of ensuring equal access to productive resources, and equal access to goods, services and markets.

311. Another aspect is the collection of gender-disaggregated data in surveys and training activities in the various FMM projects. Gender needs identification, and gender analyses have been carried out in some projects, but not yet consistently among all the projects. Gender equality awareness-raising and building capacity on gender-sensitive issues has been done through integration of gender mainstreaming in training activities and the development and testing of normative products.

312. Gender is also at the centre of the value chain development support FAO provided in eight countries in the Africa region. The work at country level, which focused on policy advice and direct access to adapted technologies to upgrade women traditionally involved in the less rewarding segments of the value chain, was coupled by normative and knowledge generation work. FAO developed a framework for Gender-Sensitive Value Chain development, together with other knowledge products and capacity development programmes for government technical staff; policy makers; practitioners to ensure that gender-lens are systematically adopted in analyzing, designing and implementing value chain development interventions.

4.1.6. Innovation

313. Innovation is an important principle of FMM. One of the most significant impact of the FMM supported projects was the introduction of new ideas and technologies which have then been adopted and disseminated. There are a number of cases where FMM has been used to pilot or demonstrate new approaches and introduce new ideas to countries. In this regard, most FMM projects have a significant normative element and some are almost entirely normative in nature. Examples of innovations in FMM projects include the development of new measurement methodologies, introducing new practices and innovative training techniques including e-learning and use of mobile apps.

314. Two projects have developing new measurement methodologies. The FIES is a new metric, which focuses on the measurement of the severity dimension of food insecurity and produces comparative measures for about 150 countries. Save Food developed also a new methodology to assess post-harvest losses through field studies. Departing from the statistical surveys and rural appraisals conducted in the last decades, under the new approach a multidisciplinary team of national experts follows the products from production to retail, during 4–6 weeks, identifies critical points where losses have the highest impact, finds the symptoms and causes, and assesses the feasibility of solutions.

315. The projects on scaling up CSA explored new areas of research and introduction of new practices on climate smart agriculture including mitigation-adaptation options for the livestock sector and interaction and synergies between crops and livestock, which have never been researched before. For example, energy efficient stoves and water harvesting storage were introduced in the dry corridor area of Guatemala and Honduras. In Kiribati, floating farming strategies have been implemented for the first time. In the Philippines, the integrated seaweed and milkfish farming was also introduced for the first time.

316. A number projects introduced new training approach and techniques. For example, in the project on VGGT, the training is based on an experiential learning approach, which is adaptable to the national contexts, the objectives of the national partners and to the level of knowledge of the participants. In addition, it has been conceived with CSOs and the trainings can now be rolled out without FAO intervention. In the Niger, the project on strengthening farmers' federations developed a new conceptual framework and approach for strengthening federations' managerial, institutional and organization capacities using the concept of resource use efficiency. There is a high degree of innovation in many of the projects utilising HQ technical expertise at national level, and FMM resources have been deployed strategically and often in a catalytic manner leading to larger initiatives.

4.1.7. Cross-sectoral work

317. Several FMM projects have stimulated cross-sectoral work both within and outside FAO, stimulating synergies and more integrated visions. For example, there is a stronger collaboration between the nutrition division and the production and food systems division in FAO, leading to new thinking on the contribution of agroecology and biodiversity to nutrition. The implementation of the SFA vision has built cross sectors by nature and has involved many different FAO divisions and government ministries at field level. The Dimitra Clubs approach is increasingly implemented in different sectors including nutrition, resilience building, social protection and peace building.

4.1.8. Alignment and sustainability

318. Several FMM-supported initiatives are well aligned with national policies and strategies, and with the CPFs. Partnership building and strengthening of existing networks and platforms, both at national and local levels, are key drivers of sustainability, and this has been adequately understood by the programme team.

4.2. Programme experiences and lessons

319. The FMM has continued to evolve with the FAO's reforms over the years, during both the first phase (2010–2013), and second phase (2014–17). FAO has learned from past experience and the FMM Evaluation reports. The FMM's performance, its contribution, and quality of engagement with resource partners have generally improved based on these experiences. Suffice to note that the FMM as a funding mechanism, has its fair share of problems and challenges that the management, resource partners, and project implementers were concerned about. Technical lessons and challenges have been captured in this report under separate thematic areas (SOs) in section 3.2 of this report. Therefore, this section draws on key programmatic lessons and challenges faced during the period. The FMM evaluations indicated key areas that to be strengthened in order to realize the full potential of the FMM as a flexible funding mechanism. These challenges relate to governance arrangement, resource prioritisation, management and coordination, operational challenges, and fragmentation of project implementation, Reporting and documentation, and marketing and visibility.

Governance arrangement and resource allocation

320. The FMM's evolution over time have allowed for a considerable degree of flexibility, while at the same time stakeholders have had diverging perceptions on the FFM's exact working mechanism. The expectations of resource partners varied in terms of effectiveness, the preferred degree of earmarking, reporting requirements, and predictability of funding and transparency of procedures. Resource partners expected FMM to be better structured, formalised, documented and transparent, especially in the way funds was allocated between and within SOs.[97] Decision-making procedures were not clearly defined, leading to an ambiguous understanding of the way FMM works. FMM resources should focus more on catalytic effects, transformative impacts and leveraging comparative advantages of FAO, countries and partners.

321. Although there has been progress in terms of the FMM process and its operational arrangements, the logic underlying the selection of specific FFM proposals at the level of SOs is rather unclear. The prioritization of resource allocation to specific SOs has in the past not been robust enough, allocation criteria was deemed unclear and sometimes not applied in a strategic manner. This has made it difficult to fully move from a project-based towards a more programmatic approach of the FMM by proliferating rather unconnected initiatives. The new Governance Document foresees a decision-making and funding allocation process that is more structured and consultative, better aligning FMM initiatives to FAO's Strategic Framework, and formally involving SPs, regions as well as country offices.

Management and coordination

322. The Technical Cooperation department is responsible for FMM, through TCS (now TCR), as the Funding Liaison Office. However, it was noted that TCS has very limited resources available to allocate to FMM management, with only one senior officer who has other duties charged with the responsibility of overseeing the FMM.[98] The inadequate investment to effectively manage the funds seemed to have had a far-reaching effect on the quality of monitoring, reporting and visibility, as well as the potential to grow the FMM, and widening the donor base. In particular, this very lean management structure may have limited FAO's capacity to address and meet demands for coordination, negotiation, reporting and marketing, given the multitude of projects operationally active at the same time. This has on various occasions resulted in administrative delays, for instance when it came to approving no-cost extensions. It must be noted that since the first quarter of 2018, a dedicated senior coordinator has been assigned to oversee FMM coordination, which should considerably improve the efficiency of managing the new phase of the FMM.

Operational challenges, predictability and fragmentation

323. There have been operational challenges relating to the FMM. For instance, there are concerns at the operational level about the stability and predictability of FMM funding. The predictability issue creates a number of operational difficulties related to small and fragmented projects: "stop-go" project implementation; too quick decision-making in funding allocation, with limited consultation beyond FAO headquarters; multiple projects and baby projects; and short project durations which impede efficiency and sustainability.

[97] FMM Evaluation report, p.38, paragraph 114
[98] FMM Evaluation report p.16, paragraph 46

The fact that each new funding has to be established as a separate project and baby projects adds to the fragmentation of the FMM. There should be a way of rolling new funds into priority programmes and subprogrammes.

324. The implementation of FMM projects has been led by Strategic Programmes, with low involvement of regional, sub-regional or country offices. This relatively low degree of regional and country office involvement has consequently resulted in lower awareness, understanding, ownership and visibility of the FMM at regional and country levels. There is need for stronger linkages between global, regional and country-level priorities. These issues are now receiving greater attention, with redesign of the framework and revision of the Governance document.

325. The FMM evaluation indicated that the mechanism has not been rapidly responsive due to the fact that unfunded priorities had always not yet been identified once the funding became available. Partners prefer that FMM allocation is not based on simply "underfunded areas" of FAO's work, rather than a more robust criteria, such as catalytic, performance, innovative and transformative impact. There also seems to be an unrealistic expectation of automated and continued funding of projects regardless of project performance, changing status or relevance. FMM should not be seen as a mechanism to keep project staff or simply continue to support underfunded work. The new phase of FMM has taken a more programmatic approach by prioritising key areas as programmes and subprogrammes and defining clear criteria which will help avoid fragmentation. Criteria for success need to be established for FMM at programmatic level.

Challenges on operating FMM as a programmatic funding

326. The FMM is not yet operating effectively as a pooled programmatic funding mechanism. Some of the resource partner contributions are loosely attached to particular themes or regions, which limits the extent to which FAO can allocate resources in accordance with its own strategic priorities. In addition, contributions are sometimes not synchronized with FAO's medium-term planning cycle. In particular, short-term, one-off, and unpredictable funding, along with different levels of 'earmarking,' — leading to treating the funds as three funding streams from different resource partners — may have limited the flexibility of the FMM. The principle behind programmatic funding includes reduction of fragmentation, increasing ownership, sustainability and minimization of transaction costs caused by 'projectization'. For some of the elements to be fully demonstrated, there is need to move from a project-based to a programmatic approach in the planning and implementation, and to align resources more closely to FAO's strategic priorities and regional initiatives, promote cross-sectorial integration and innovative partnerships, as well as create even greater catalytic effects through the FMM. All these are being taken into consideration in the new mechanism.

Financial arrangements

327. The financial arrangement of FMM seems to be without sufficient clarity. This has led to different expectations — raised as a concern by one of the resource partners.[99] To avoid this situation in the future requires improvement in the funding agreements,

[99] This mainly concerns the Netherlands.

capturing shared understanding on how and when resources could be utilised following disbursements. Secondly, the use of several trust have further complicated FMM implementation and budget overview. This increases fragmentation. The new phase of FMM will apply a more programmatic approach to address this concern. Thirdly, separation of bilateral agreement on projects from FMM as a pooled mechanism is important.

Reporting and documentation

328. The evaluations emphasized that the system of reporting still needs to improve. FMM results should be directly tagged to the corporate reporting system under each Strategic Programme. Documentation and reporting procedures are intentionally minimal but still weak at programme level, especially in terms of making the FMM's impact and the value of its partnerships more visible. The 'light reporting' requirement should not translate to "underselling" the good achievements of the FMM, and both good and negative lessons should be captured better to inform learning from mistakes. Current efforts to improve FAO's reporting against SOs, will help to better market FMM to potential resource partners.

329. In the past, the quality of FMM documentation and reporting was deemed to be generally poor; particularly at programme level, this may have led to a rather low profile and visibility of the FMM among stakeholders, hampering the ability to attract new resource partners. Nonetheless, the FMM Medium-Term Report has now set a higher standard of reporting.

330. As noted by the evaluation report, the project paper trail is sometime difficult to follow, and the lack of formal documented procedures accentuates the problems arising from too lean coordination support structure. However, it must be noted that the general expectation of increased rigor, quality and growth of the FMM can only be realistic with strengthening the FMM coordination with necessary support to ensure better efficiency, quality and impact.

Key lessons learned

Programmatically, key main lessons are drawn that can inform the implementation of the next phase of the FMM (2018–21):

- Streamlined governance arrangement needed, that is effective for decision-making and prioritization of resources, oversight and support resource mobilization;
- Increased level of volume of flexible and predictable funding are needed for FMM to make major transformative impacts;
- In order to reduce fragmentation, create synergies and value for money, there is need to move from project-thinking to a truly programmatic approach;
- Improved reporting, documentation and monitoring is key. The FMM needs strong technical oversight and early and continuous engagement with project implementers to identify options for monitoring, reporting and raising visibility and fostering cross-SP collaboration and synergies to obtain desired outcomes.
- The FMM coordination unit needs to be adequately staffed — with a dedicated senior professional officer and a general support staff, at the minimum. This will help to meet expectations on quality, documentation and efficiency, donor liaison, and technical oversight, as noted in the evaluation reports.
- Deliberate effort to raise the visibility, develop marketing plan Marketing plan/ roadmap is vital to the new phase of FMM.

Marketing and visibility

331. The limited understanding, poor awareness and generally low profile of FMM among stakeholders may have reduced interest among potential resource partners. There is a concern FMM-supported projects and its results have not always been distinguishable to stakeholders, particularly at country level, from other FAO projects and programmes. Increasing the visibility of results achieved through the FMM will also improve the resource partners' contribution for accountability purposes. There is need for proper attribution in reporting and communications. Most importantly, improving the visibility of the FMM through effective advocacy and showcasing results is a precondition for expanding the resource volume and partner base.

332. The Evaluation pointed out that despite considerable efforts in marketing FMM to resource partners no new partners have joined FMM during the current MTP and there have never been more than two active resource partners at any time. In the past, a clearly defined resource mobilization plan to ensure the sustainability of FMM was absent. Outreach and marketing campaigns are indispensable for attracting new resource partners. The next phase of the FMM will specifically address these issues and specific steps have been taken to develop a resource mobilization roadmap/ plan to reach out to potential resource partners.

5

Conclusions and looking forward

333. In conclusion, this report has demonstrated that the FMM has delivered substantial results and value for money. It has contributed substantially to corporate results, including global knowledge products. There is also clear evidence of catalytic effects of FMM and the report has highlighted the key principles of FMM, such as capacity development, partnership, policy support, gender and women empowerment, innovation and sustainability. In particular, the FMM has demonstrated how flexible funding can promote integration across sectors, create new and powerful partnerships and contribute to transformative impacts, and can support the delivery of the 2030 Agenda for Sustainable Development and the SDGs. The FMM has also proved to be a pivotal mechanism in helping FAO to successfully implement and deliver on its Strategic framework.

334. Looking ahead, the highlights of key achievements and lessons from the FMM articulated in this report have provided a solid basis and a long runway for the development of an improved and expanded follow-up phase of the FMM. There are valuable lessons — positive and negative — from the experiences captured in this report that can help to better improve the FMM in the next phase (2018–21). The key lessons and challenges highlighted throughout the report must be understood in the light of how we have learned from what has worked and what did not work, and focus on how to improve in the next quadrennial.

335. Based on the experience with the FMM, FAO has redesigned the follow-up phase of FMM, known as the "Flexible Multipartner Mechanism" (FMM), in order to better address key recommendations and issues that were raised by the FMM Evaluations carried out in 2013 and 2015. The new phase aims to expand the mechanism both in volume and scale of impact, by making it more attractive to a broader base of resource partners. This report further reinforces the strong need to expand and scale up the impact of the new mechanism. On the other hand, it has also pointed out both technical and programmatic challenges that could be further improved. The new phase of FMM will build on the strengths of the past experiences, while improving on the weaknesses to increase its attractiveness, value for money, its impact and scale.

336. Over the next four years (2018–21), FAO will re-focus our approaches and influence through the FMM in the following areas, in terms of:

- how we proactively mobilize resources to expand the volume and resource partnership base, to scale up the impact of the FMM;
- how we allocate, use and leverage resources to priority areas to ensure catalytic effect and transformative impact; and
- how we foster cross-sectoral integration, cross-SP and collaboration between global, regional and country teams, in a programmatic way as underpinned by the "One-FAO" concept, to reduce fragmentation, create synergies and achieve coherence.

Annexes to the

FAO's Multipartner Programme Support Mechanism (FMM)

Medium-term final report (2014–17)

6

Annexes

Annex 1. List of FMM funded projects

Project Tag	Project title	Total budget (USD)	Start date	End date
SO1. Help eliminate hunger, food insecurity and malnutrition				
FMM/GLO/120/MUL	Food Security Monitoring for SDGs	1 497 250	2017-01-02	2018-05-31
FMM/GLO/106/MUL	Voices of the Hungry	2 405 489	2013-11-01	2018-05-31
FMM/GLO/111/MUL	Supporting Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests	2 805 258	2014-08-01	2018-05-31
SO2. Make agriculture, forestry and fisheries more productive and sustainable				
FMM/GLO/110/MUL BABY01	National Adaptation Plans - Climate Smart Agriculture	724 924	2014-08-01	2018-05-31
FMM/GLO/110/MUL BABY02	Sustainable Food and Agriculture	663 735	2014-08-01	2017-12-31
FMM/GLO/112/MUL BABY01	An integrated approach to sustainable intensification of agriculture through efficient use of resources - Strategic support to Country Programming Framework in Burundi and Niger	1 099 865	2014-07-01	2018-05-31
FMM/GLO/112/MUL BABY02	Building the basis for scaling up Climate Smart Agriculture	1 966 963	2014-12-01	2018-05-31
FMM/GLO/112/MUL BABY03	Climate-Smart Agroforestry Systems for the Dry Corridor of Central America	473 967	2014-12-01	2018-05-31

FMM/GLO/112/ MUL BABY04	Blue Growth Initiative in Support of Food Nutrition Security, Poverty Alleviation and Healthy Oceans	1 848 470	2014-07-01	2018-05-31
FMM/GLO/112/ MUL BABY05	Restoration of Degraded Lands	3 000 000	2015-04-01	2018-05-31
FMM/GLO/112/ MUL BABY06	Integrated landscape management to boost food and nutrition security in SIDS (Fiji and Samoa)	244 000	2015-09-29	2018-05-31
FMM/GLO/112/ MUL BABY07	Strengthening Integrated Farming Approaches for Food Security, Nutrition and Biodiversity in Burkina Faso and Mali	605 260	2015-09-15	2018-05-31
SO3. Reduce rural poverty				
FMM/GLO/100/ MUL	The rural poor have greater opportunities to access decent farm and non-farm employment	4 889 078	2013-05-01	2018-05-31
FMM/GLO/101/ MUL	Rural poverty reduction through job creation in small ruminant value chains in Ethiopian Highlands	1 400 000	2013-07-18	2016-08-31
FMM/GLO/113/ MUL	Reduce Rural Poverty through information, participatory communication and social mobilization for rural women, men and youth	3 566 682	2014-07-01	2018-05-31
FMM/GLO/114/ MUL	Strengthening Forest and Farm Producer Organizations (FFPOs) through Forest and Farm Facility	758 853	2017-01-01	2018-05-31
FMM/GLO/115/ MUL	Productive investments to create decent rural youth employment in migration-prone areas in Senegal	718 340	2016-12-13	2018-05-31

FMM/GLO/116/MUL	Agricultural Services and Digital Inclusion in Africa	699 897	2016-12-12	2018-05-30
FMM/GLO/119/MUL	Enabling rural youth aged 15–17 to access decent work	800 000	2016-11-16	2018-05-31
FMM/INT/278/MUL	Expansion of social protection coverage to the rural poor	1 447 684	2017-01-01	2018-05-31
SO4. Enable inclusive and efficient agricultural and food systems				
FMM/INT/277/MUL	Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS	1 000 000	2016-11-30	2018-05-31
FMM/GLO/102/MUL	Accelerated Agribusiness and Agro-industry Investment Technical Assistance Initiative	1 400 000	2013-08-01	2018-05-31
FMM/GLO/103/MUL	Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors	6 545 459	2013-08-01	2018-05-31
FMM/GLO/104/MUL	Capacity Development for Investment	400 000	2013-07-10	2015-12-31
FMM/GLO/117/MUL	Developing Sustainable Food Systems for Urban Areas	1 000 001	2016-12-06	2018-05-31
FMM/GLO/118/MUL	Global Initiative on Food Loss and Waste Reduction	1 500 000	2016-12-06	2018-05-31
FMM/RAF/507/MUL	Trade related capacity development in Eastern and Southern Africa	500 000	2017-01-01	2018-05-31
FMM/RAF/508/MUL	Value chain development in support of sustainable intensification in Africa	1 355 918	2016-11-23	2018-05-31

FMM/RAS/298/MUL	Strengthening capacities, policies and national action plans on aquatic AMR	565 714	2017-01-17	2018-05-31
FMM/RER/056/MUL	Trade Related Capacity Development in Eastern Europe and Central Asia	550 274	2017-01-01	2018-05-31
FMM/RLA/215/MUL	Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean	750 000	2016-12-05	2018-05-31
Evaluation of FMM mechanism				
FMM/GLO/099/MUL	FAO Multi-Partner Programme Support Mechanism (FMM) - Evaluation of FMM mechanism	380 048	2011-09-15	2018-05-31

Annex 2. Contribution of FMM to FAO corporate results

Contribution of FMM projects to FAO's corporate output-level results (extracted from PIR 2014–15 and PIR 2016–17)

Strategic objective	Contribution to corporate results	PIR reference	FMM project ID
SO1	Capacity development support was provided across the five regions in 2014 and 2015 that advanced the mainstreaming of FSN in sectoral policies and investment programmes, and the development of cross-sectoral FSN policy frameworks. This work built, among others, on the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT) in Liberia, Senegal, Sierra Leone, Mongolia, Cambodia, Indonesia, Lao PDR, Myanmar, Nepal, Thailand and Viet Nam.	PIR 2014–15, C2017/8, p. 16, para 55	FMM/GLO/111/MUL
	FAO supported the development and adoption of appropriate gender indicators related to food security and nutrition for producing sex-disaggregated data in selected countries, such as the introduction of the Food Insecurity Experience Scale (FIES) in Angola, Ethiopia, Malawi, Niger, Kenya, South Africa and Cambodia	PIR 2014–15, C2017/8, p. 17, para 61	FMM/GLO/106/MUL FMM/GLO/120/MUL
	With regards to contribution to evidence-based decision-making, through the Voice of the Hungry (VoH) project, the results on monitoring and analysis of food security and nutrition situations focused on developing capacities to apply some of FAO's key normative products, including the inclusion of the Food Insecurity Experience Scale (FIES), one of the SDG2 indicators, in national surveys.	PIR 2016–17, C2019/8, p.23, para 81	FMM/GLO/106/MUL
	Important results were achieved in Liberia and Sierra Leone in ensuring the gender-sensitive implementation of the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT).	PIR 2016–17, C2019/8, p.26, Box	FMM/GLO/111/MUL

SO2	FAO developed and launched the principles and framework for the implementation of Sustainable Food and Agriculture to facilitate understanding and application at country level in adopting integrated and multisectoral approaches at ecosystem level. Their implementation was piloted in Bangladesh, Morocco and Rwanda	PIR 2014–15, C2017/8, p. 21, para 75	FMM/GLO/110/MULBABY02
	FAO promoted the adoption of sustainable, integrated and locally adapted production practices, through extension programmes in Burundi, Mali, Cambodia, Colombia, Kenya and Tanzania. In Burundi, a new approach was adopted for sustainable and integrated production systems. In Mali, 400 farmer field schools were established, which benefitted at least 10,000 agricultural and agropastoral producers, of which at least 30 percent were women.	PIR 2014–15, C2017/8, p. 22, para 82	FMM/GLO/112/MULBABY01
	In Burundi, Mali, Mauritania, Niger and Senegal farmer field schools with the Community Listeners Clubs were specifically tailored to rural women, aiming to promote, through farmer experimentation and rural radio transmissions, local adaptation and adoption of sustainable agricultural methods through season-long, small-group non-formal training.	PIR 2014–15, C2017/8, p. 23, para 94	FMM/GLO/112/MULBABY07
	Implementing climate-smart agriculture in Malawi The economics and policy innovations for climate-smart agriculture programme in Malawi generated a strong knowledge base on the synergies and trade-offs between agricultural development, food security and climate change mitigation and adaptation. This process has been used to make evidence-based decisions on the adoption of practices, investment plans and the formulation of policies that will contribute to the adaptation to climatic change. FAO supported the dialogue between the Malawi Ministry of Agriculture, Irrigation and Water Development and the Ministry of Natural Resources, Energy and Mining to review and align national policies on agriculture and climate change, and to support the inclusion of agriculture (including forestry, fisheries and aquaculture) in their National Adaptation Plan formulation.	PIR 2014–15, C2017/8, p. 24, box	FMM/GLO/110/MULBABY01

	Restoring degraded land in Rwanda Climate change is already exerting significant negative pressure on Rwanda's agriculture. With a degraded and ever scarcer natural resource base, feeding Rwanda's growing population will be a huge challenge in the near future. In response, the Rwandan government has committed to restoring 2 million hectares of degraded land by 2020 as its pledge for the Bonn Challenge, a global commitment to restore 150 million hectares of degraded land by 2020. FAO is supporting this effort through the sustainable food and agriculture and forest and landscape restoration programmes, which focus on establishing connections across agriculture and natural resources.	PIR 2014–15, C2017/8, p. 25, box	FMM/GLO/112/MULBABY05
	FAO provides support to countries using the five interconnected sustainable food and agriculture (SFA) principles to ensure that: a) producers and natural resources managers adopt sustainable practices and production systems; b) member countries strengthen governance to achieve sustainable productivity increases in agriculture, forestry and fisheries; c) international governance mechanisms effectively integrate and implement sustainable agriculture, forestry and fisheries; d) member countries promote the use of data, statistics and knowledge in decision-making.	PIR 2016–17, C2019/8, p.30, para 86	FMM/GLO/110/MULBABY02
	A transition towards sustainable agriculture requires changes in governance. In 2016–17, countries' efforts to implement the SDGs provided an excellent context for promoting governance changes towards sustainable food and agriculture. Following the request by Technical Committees in 2016 and 2017 for FAO to support countries in applying the five principles of SFA, the Organization held regional SDG/SFA implementation workshops in Africa, Europe and Central Asia, South Asia and North Africa. FAO also provided SDG implementation support related to SFA to around 21 countries, which promoted governance change towards a common vision of sustainability across sectors.	PIR 2016–17, C2019/8, p.36, para 120, Box	FMM/GLO/110/MULBABY02

	The second edition of the Climate-Smart Agriculture Sourcebook was launched in November 2017 at the 23rd Conference of Parties (COP23) to the United Nations Framework Convention on Climate Change (UNFCCC). The CSA Sourcebook provides a wide range of knowledge, expertise and guidance to support the adoption of a climate-smart approaches in building agricultural and food systems that are productive, sustainable and profitable; resilient and adapted to climate change; and minimize or revert their contribution to climate change (Outputs 2.1.2 and 2.3.2).	PIR 2016–17, C2019/8, p.34, para 107	FMM/GLO/110/MULBABY01 FMM/GLO/112/MULBABY02
	The Blue Growth Initiative is making good progress in collaborating with countries to achieve the SDGs. A global conference was held in Cabo Verde to create a multi-sectoral dialogue regarding Blue Growth. Discussions highlighted many similar challenges faced by coastal communities, and the conference produced a joint declaration for achieving SDG target 14.7, which was presented at the UN Oceans Conference in June 2017 (Outputs 2.1.2 and 2.3.3).	PIR 2016–17, C2019/8, p.34, para 109	FMM/GLO/112/MULBABY04
	Over 30 results were achieved through the Farmer Field Schools (FFS), most of which were focused on agroecology, agroforestry, agropastoral systems, integrated pest management and crop specific good agricultural practices, often connecting producers to markets considering the postharvest and value chain development aspects. FFS approaches also served as an entry point for crosscutting issues, such as nutrition education, women's empowerment and climate change adaptation	PIR 2016–17, C2019/8, p.34, para 112	FMM/GLO/112/MULBABY01 FMM/GLO/112/MULBABY07 FMM/GLO/112/MULBABY06 FMM/GLO/112/MULBABY07
	FAO supported eight countries (Kenya, Nepal, the Philippines, Thailand, Uganda, Uruguay, Viet Nam and Zambia) with the integration of agriculture in their National Adaptation Plans (NAPs) as part of their efforts towards NDC implementation (Outputs 2.2.2 and 2.3.3).	PIR 2016–17, C2019/8, p.35, para 116	FMM/GLO/110/MULBABY01 FMM/GLO/112/MULBABY02

	Mainstreaming of gender, governance, climate and nutrition FAO adopted climate-smart agriculture (CSA) approaches to develop technical, policy and investment conditions by adapting agricultural practices to the existing socio-economic context and addressing the specific needs of men and women. A training guide on mainstreaming gender in NAPs for agriculture, based on FAO-UNDP training events in Colombia, Kenya, Nepal, Uganda, Viet Nam and Zambia (under the FAO-UNDP Programme "Integrating Agriculture in National Adaptation Plans") was developed.	PIR 2016–17, C2019/8, p.36, para 120, Box	FMM/GLO/110/MUL BABY01 FMM/GLO/112/MUL BABY02
	The Farmer Field Schools approach has become an important way of addressing gender equality and nutrition. For instance, in Burundi, 70 percent of the 1 200 producers trained in 40 FFS were women. Training courses covered market gardening, micro-gardening, mushroom production, composting, fish farming and livestock integration. These courses targeted consumption of mushrooms, meat, fish and nutrient-dense foods, which directly contributed to enhanced nutrition.	PIR 2016–17, C2019/8, p.36, para 120, Box	FMM/GLO/112/MUL BABY01
SO3	In Guatemala, the Forest and Farm Facility Programme supported the formulation of the Probosque Law, mandating that, for the next 30 years, 1 percent of revenues in the national budget be distributed to forest producers. It is estimated that 7.5 million people in 1.5 million families will benefit from the law, 30 percent of which are women.	PIR 2014–15, C2017/8, p. 28, para 123.	
	Producer Organizations enhanced participation and empowerment of rural women in national level policy dialogue FAO helped achieve enhanced participatory consultations among Producer Organizations (POs) in the formulation process of the draft Law on Agricultural Policy. This was done working through DIMITRA, farmer field schools and CoOPequity within the framework of Niger's 3N (les Nigériens nourissent les Nigériens). The CoOPequity Project in Niger began in 2012 as part of the EU/FAO Programme on Improved Global Governance for Hunger Reduction. It focused on facilitating policy dialogue between POs and government; and strengthening of POs' organizational capacities and gender equality – to improve the quality of services to their members.	PIR 2014–15, C2017/8, p. 30, Box.	FMM/GLO/113/MUL

	The continued support provided by the FAO/CoOPequity programme led to improved policy dialogue between the Government of Niger and Producer Organizations. With FAO's support, the Network for Consultations and Dialogue between Producer Organizations of Niger (NCDPON) was able to coordinate a country-wide intense dialogue among small-scale producers, and defined the common PO position on the Draft Law on Agricultural Policy. In May 2015, the producers' common position and the amended text of the Draft Law were endorsed by all key national and regional apex POs and their networks and officially submitted to the ministry of agriculture. The results of FAO's contribution are starting to extend beyond the support to the formulation of the Draft Law on Agricultural Policy: the NDCPON continues to function as a space for PO consultations, and is consolidating its role as a recognized player in Niger's policy scene. It continues to influence the implementation of the I3N and other relevant legal instruments that will affect thousands of small producers — and in turn food security and nutrition — throughout the country. In addition, the Dimitra Clubs have been chosen as an entry point for all the activities of the four UN agencies involved in the UN Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women. The approach was endorsed by the I3N, the ministries of agriculture, livestock and population, women promotion and protection of the child. Producer Organizations, unions of POs, the civil society, regional and local authorities are involved in this Programme which supports the I3N. A strategy on social mobilization-equity was also developed with the aim of synergizing participatory approaches such as farmer field schools and community listener clubs, involving rural organizations, increasing impact at community level and scaling-up the approach at national level.	PIR 2014–15, C2017/8, p. 30, Box.	FMM/GLO/113/MUL

	The FMM provided the basis to successfully strengthen rural institutions and empower rural people through the use of participatory communication and gender sensitive approaches that mobilize rural women, men and youth, develop their capacities to take an active role in development, stimulate community governance and enhance their links with Producer Organizations.	PIR 2014–15, C2017/8, p. 30, Box.	FMM/GLO/113/MUL
	In Guatemala, the Forest & Farm Facility (FFF) provided technical support to the Asociación de Comunidades Forestales de Petén to strengthen women producers that collect the ramón nut. As a result, the ramón nut was added to the list of healthy food for school feeding, creating a new opportunity to link ramón producers with public procurement.	PIR 2016–17, C2019/8, p.41	FMM/GLO/114/MUL
	Empowerment of both men and women is best achieved by fostering collective action. The Forest & Farm Facility, hosted by FAO strengthened producer organizations, improved dialogue between producer organizations and governments, and facilitated dialogue and networking among rural households. By the end of 2017, the FFF had strengthened 947 producer organizations at the regional, national and local levels, representing more than 30 million producers, resulting in changes in policies, rules or regulations in favour of their interests; 279 producer organizations developed business plans; and 158 gained access to new finances	PIR 2016–17, C2019/8, p.43, para 143	FMM/GLO/114/MUL
	In Lebanon, through the FMM, FAO collaborated with the Ministry for Agriculture on the creation and implementation of a pilot farmer registry. By improving the data and maps acquisition of the Ministry, FAO supported improvements for more efficient farmers' registration.	PIR 2016–17, C2019/8, p.44, para 154	FMM/INT/278/MUL
	FAO mainstreamed gender equality across all of its work in rural poverty reduction, with at least 48 countries benefiting. For example, by the end of 2017, 1 600 Dimitra Clubs were established in Africa (Niger, Senegal, Mali, DR Congo, Burundi and Ghana), with 50 000 members of which two thirds are women. One of the clubs' many benefits is increased awareness of gender inequality, especially regarding the roles of women in households and the community	PIR 2016–17, C2019/8, p.45, box	FMM/GLO/113/MUL

SO4	FMM contributed to the formulation of SDG target 12.3 on food loss and waste (FLW) and the creation of the Technical Platform on the Measurement and Reduction of Food Loss and Waste, in collaboration with IFPRI in response to a request from the G20 Agriculture Ministers meeting under the Turkish Presidency.	PIR 2014–15, C2017/8, pp33, para 146	FMM/GLO/103/MUL
	Through the FMM and other projects FAO provided substantial support to 45 countries in reducing food waste and loss, by undertaking assessments to estimate the levels of losses, developing policies and strategies, national awareness-raising campaigns, and capacity building of chain actors. In addition, a partnership network was built under the Save Food Initiative with more than 500 members who include the private sector, civil society organisations, UN institutions, philanthropic organisations and academic institutions.	PIR 2014–15, C2017/8, pp34, para 148	FMM/GLO/103/MUL
	Through the FMM and other projects, support was provided to 56 countries to implement inclusive, efficient and sustainable value chains. This included major support to small-scale value chain actors in Haiti, Central America, Barbados, Belize, Colombia, Ecuador, Serbia, Croatia, Montenegro, Afghanistan, Philippines, Vietnam, East Africa, Liberia, Sierra Leone, Cameroon, Guinea Bissau and Tunisia. At the same time, a clear conceptual framework and guidance on sustainable value chain development were promoted among practitioners through a Web-based platform, workshops and technical publications.	PIR 2014–15, C2017/8, pp34, para 149	FMM/GLO/103/MUL
	NADHALI SP4, in close collaboration with SP1, introduced NADHALI (named after its pilot cities, Nairobi, Dhaka, and Lima) as the first project designed to support the New Urban Agenda signed in Quito in October 2016. The NADHALI objective is to support local governments as they work to achieve sustainable food systems in their municipalities. Since 2016, FAO has been supporting Lima and Nairobi on food systems planning, shifting from a sectorial approach that focused on urban agriculture to one that is systemic and involves multiple stakeholders. In Dhaka, the initial focus was on data collection for a comprehensive food system analysis.	PIR 2016–17, C2019/8, p48, box	FMM/GLO/117/MUL

	The NADHALI project has been the driver for attracting seed funds and working together on other FAO initiatives on food safety, food security and nutrition and other issues. In Nairobi, the project has created synergies with the EU-FAO FIRST programme, allowing for the development of a more cohesive integration of the Nairobi food systems strategy with national policies. Additional funding from different donors has contributed to providing continuity to the assistance. In Lima, the Metropolitan Municipality is allocating funds to support food system planning as recommended by the multistakeholder group formed through NADHALI.		
	FAO provided substantial support to 50 countries in reducing food loss and waste, by undertaking assessments to estimate the levels of losses, developing policies and strategies, national awareness-raising campaigns, and capacity-building of chain actors. Illustrative of this support were the development of national guidelines for prevention and reduction of food loss and waste in Colombia and in the Dominican Republic, and capacity-building in Egypt, Iran, Laos PDR, Morocco and Myanmar. At regional level, FAO assisted the African Union Commission in its efforts to develop a strategy to reduce post-harvest losses to meet the Malabo Declaration and SDG12.3 targets, while the development of a code of conduct for the reduction of food loss and waste in Latin America was supported.	PIR 2016–17, C2019/8, p52, para 181	FMM/GLO/118/MUL
	FAO contributed to improved capacities for trade policy development and trade negotiations through two donor-funded projects on trade-related capacity development. The following countries received support: Angola, Djibouti, Georgia, Kyrgyzstan, Malawi, Mozambique, Rwanda, Serbia, South Africa, Swaziland, Tanzania, Ukraine, Zambia and Zimbabwe. Dialogues among national stakeholders on trade topics helped the Governments to align their national policies, regulations and mechanisms to conform to regional and global trade agreements, considering the implications for trade and food security.	PIR 2016–17, C2019/8, p52, para 180	FMM/RAF/507/MUL FMM/RER/056/MUL

Annex 3. Individual project reports

Projects under SO1

1. Exclusive support to the Voices of the Hungry Project and support to Food Security Monitoring for SDGs

1. BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	**Exclusive support to the Voices of the Hungry[100] Project and support to Food Security Monitoring for SDGs[101]**
PROJECT NUMBER	FMM/GLO/106/MUL and FMM/GLO/120/MUL
FAO STRATEGIC OBJECTIVE	SO1. Contribute to the eradication of hunger, food insecurity and malnutrition
OUTCOME 103 - 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.	
OUTPUTS Output 10301 - Improving capacities of governments and stakeholders to monitor trends and analyse the contribution of sectors and stakeholders to food security and nutrition. Output 10302 - 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.	
PROJECT DATES FMM/GLO/106/MUL: 01 Nov 2013 – 31 May 2018 FMM/GLO/120/MUL: 02 Jan 2017 – 31 May 2018	
IMPLEMENTATION COUNTRIES: Global coverage for data collection in 2017; covered more than 140 countries. Activities (mostly capacity Development) were held at regional and national levels.	
PROJECT RESULTS	
Output 1 - Development and diffusion of methods to generate and use food security indicators according to international standards **2014** ▶ The project was set-up and the methodology fine-tuned. ▶ First round of FIES data collected in 147 countries through a contractual agreement with Gallup World Poll.	

[100] The Voices of the Hungry Project: http://www.fao.org/in-action/voices-of-the-hungry/en/
[101] FAO and the SDGs Indicators: Measuring up to the 2030 Agenda for Sustainable Development: www.fao.org/3/a-i6919e.pdf

2015

- Selection of the FIES as the basis of an indicator for the 2030 Sustainable Development Goals (SDG).

2016

- Official endorsement by the UN General Assembly in September 2016 of indicators based on the Food Insecurity Experience Scale (FIES) to measure progress towards SDG 2.
- The first FIES-based estimates of the 2014 and 2015 prevalence of moderate and severe food insecurity were produced for 147 countries and informed the first UN Secretary General's report on the Sustainable Development Goals and the FAO 2016 Regional Panorama reports.

2017

- Updated series of the Prevalence of Undernourishment - POU (SDG indicator 2.1.1)[102] and the "Prevalence of Severe Food Insecurity" based on the FIES[103], at country, regional and global levels were disseminated through FAOSTAT and FAO's flagship publication "*The State of Food Security and Nutrition in the World 2017*"[104].
- The prevalence of severe food insecurity for years 2014/2015/2016 was published for sub-regions of the world and in 58 countries that approved dissemination of results for their countries.
- The development of guidelines to improve food consumption data collected in HIES in collaboration with the World Bank, under the umbrella of the IAEG on Rural Statistics and Agriculture.

Output 2 - Increased awareness at regional and national level of the importance to measure food security according to agreed international standards

- Four regional workshops conducted in Africa (three in Addis-Ababa and one in Kigali) to sensitize country governments on the inclusion of the FIES and food consumption modules in national surveys.
- 75 participants from 25 countries and FAO staff attended a regional workshop for Asia and the Pacific organized by FAO Asia in Bangkok.
- National officials in Indonesia and Pakistan responsible for food security statistics learned how to conduct a trend analysis of the prevalence of undernourishment.
- Two regional workshops involving 30 countries in Western Asia and Near East were conducted on SDG indicators 2.1.1 and 2.1.2 in collaboration with the Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC).

Output 3 - Increased capacity of national institutions to generate data and information on food availability, access and utilization and to use them to compile SDG indicators 2.1.1 and 2.1.2 according to international standards

- Technical trainings were conducted in 2014 to gradually transfer ownership of the FIES methodology.
- In 2015 capacity of professionals from 29 national or sub-regional organizations to use the FIES was developed.

102 Link to the tools to estimate SDG 2.1.1: http://www.fao.org/economic/ess/ess-fs/fs-methods/adept-fsn/en/
103 The FIES module and RM weight package to estimate SDG 2.1.2: http://www.fao.org/in-action/voices-of-the-hungry/using-fies/en/
104 State of Food and Nutrition in the World 2017: http://www.fao.org/state-of-food-security-nutrition/en/

- Capacities of professionals from 30 national or sub-regional organizations was built in 2016.
- In 2017 experts from the Global Agriculture and Food Security Program of the World Bank (GAFSP) and the USAID Bureau for Food Security were trained in Rome during a 2-days workshop on the "Operationalization of the Food Insecurity Experience Scale (FIES) for Program Monitoring and Evaluation".
- Five technical national workshops on the estimation and analysis of the SDG indicators 2.1.1 and/or 2.1.2 were carried out in Latin America and the Caribbean, the Sudan, Jordan, Indonesia and Kazakhstan.
- Capacities of national institutions in Jordan, Pakistan, Indonesia, Sudan, Guatemala, Colombia and Kazakhstan were strengthened on the analysis of food consumption data collected in their surveys to derive SDG indicator 2.1.1. National officials in Indonesia and Pakistan responsible for food security statistics learned how to conduct a trend analysis of the prevalence of undernourishment.
- An e-learning course on SDG indicator 2.1.2 was launched in early 2018. User-friendly tools have been developed to assist countries in estimating SDG indicators 2.1.1 and 2.1.2.

CONTRIBUTION TO FAO RESULTS

The Food Insecurity Experience Scale - FIES (SDG indicator 2.1.2)

- FIES data were collected in more than 140 countries. The FIES Survey module - a new methodology developed by the FAO was included in national surveys in 22 countries.

The Prevalence of Undernourishment - POU (SDG indicator 2.1.1)

- Updated series of the PoU and the "Prevalence of Severe Food Insecurity" based on the FIES, at country, regional and global levels disseminated through FAOSTAT and The State of Food Security and Nutrition in the World 2017.

Capacity Development activities for both the FIES and the POU

- Four regional workshops were conducted in Africa.
- Four trainings on the estimation and analysis of the SDG indicators 2.1.1 and/or 2.1.2 were carried out in Latin America and the Caribbean.
- E-learning course on SDG indicator 2.1.2 was finalized.
- A side-event to the CFS44 was co-organized with GAFSP, the UK Government and ActionAid.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Partnerships were established with WHO and UNICEF who are now partners in joint analysis of food security and nutrition data and writing of Part 1 of the State of Food Insecurity in the World (SOFI).
- Partnership with WFP was strengthened significantly in the context of the collaboration on the SOFI as well as the IPC Chronic food insecurity classification, resulting in improved harmonization of food security indicators.
- Partnership with the World Bank group on the food consumption guidelines and inclusion of the FIES module within the Living Standard Measurement Study typical questionnaire.
- Partnerships were established with UN regional economic commissions that have promoted the adoption of the FIES and PoU methodologies for national and regional monitoring of SDG indicators 2.1.1 and 2.1.2, including the South Pacific Commission, the UN Economic and Social Commission for Western Asia (ESCWA) and the UN Economic Commission for Africa (UNECA).

CAPACITY DEVELOPMENT

- Experts from the Global Agriculture and Food Security Program of the World Bank (GAFSP) and the USAID Bureau for Food Security were trained on the "Operationalization of the Food Insecurity Experience Scale (FIES) for Program Monitoring and Evaluation".
- At regional and country levels Numerous workshops, missions and remote trainings were undertaken to improved capacities of national institutions to collect, validate, analyse and disseminate agriculture, food security and nutrition information:
  - Four regional workshops were conducted in Africa to sensitize country governments (mostly National Statistical Offices and Ministries of Agriculture) on the inclusion of the FIES and food consumption modules in national surveys for monitoring SDG target 2.1.
  - A total of 75 participants from 25 countries in Asia and the Pacific attended a regional workshop in Bangkok
  - Technical advisers in FAO-Africa and FAO-Asia also gave presentations on the FIES and PoU methodologies at regional workshops on SDG monitoring (in Rwanda and the Philippines).
  - Five technical national workshops/trainings on the estimation and analysis of the SDG indicators 2.1.1 and 2.1.2 were carried out in Latin America and the Caribbean.
  - Officials in Indonesia and Pakistan responsible for food security statistics learned how to conduct a trend analysis of the prevalence of undernourishment.

POLICY ADVICE

- By explaining the added value and relevance of the information produced using the FIES and PoU methodologies, the groundwork was laid for uptake of the information for food security policy.

CATALYTIC EFFECTS

- FMM support helped raise additional funding from the Bill and Melinda Gates Foundation for the Voices of the Hungry Project - **USD 4.5 million** over 2016–2020.
- FMM support helped build synergies with other agencies engaged in food security monitoring, such as WFP, World Bank, USAID and UNICEF, resulting in incorporation of the FIES module into their food security monitoring frameworks.

CROSS-SECTORAL WORK

- Integrated analysis of food security and nutrition indicators in collaboration with ESN, ESA, WHO and UNICEF in the context of the SOFI publication promoted bridges among the health/nutrition, food security, agriculture and social protection sectors.
- National and regional capacity development activities have promoted a cross-sectoral vision in FAO decentralized offices and national governments related to food security monitoring.

GENDER

- Prevalence of food insecurity disaggregated by gender was highlighted in the SOFI 2017 publication and some Regional Panorama reports.

INNOVATION

- One of the main objective of the project is to promote the adoption, by national institutions, of a new, innovative methodology for measuring food insecurity.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- The FIES and PoU methodologies are technically challenging for many statistics professionals to learn, so follow up, remote assistance and good training materials are essential.
- Given the highly political nature of hunger and food security results, countries are sometimes reluctant to disseminate high figures.
- Access to household survey data is still restricted in some countries which has some impact on the efficiency of the technical support.

2. Voluntary Guidelines on Governance of Tenure (VGGT)

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Increase the use of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) among CSOs and grassroots organizations.
PROJECT NUMBER	FMM/GLO/111/MUL
FAO STRATEGIC OBJECTIVE	SO1. Contribute to the eradication of hunger, food insecurity and malnutrition
OUTCOME 101 - 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.	
OUTPUTS 10201 01 - Number of policy processes with more inclusive coordination across sectors and stakeholders for food security and nutrition governance as a result of FAO support.	
PROJECT DATES: 1/07/2014 – 31/05/2018	
IMPLEMENTATION COUNTRIES: Cote d'Ivoire, Ethiopia, Guatemala, Guinea, Indonesia, Kenya, Kyrgyzstan, Liberia, Madagascar, Malawi, Mali, Mauritania, Mongolia, Myanmar, Nepal, Niger, Senegal, Sierra Leone, South Africa, Tanzania, Uganda	
PROJECT RESULTS	
Output 1. Capacity building tools on the use of VGGT tailored to CSO and grassroots organizations available **2015:** ▶ An innovative training specifically designed for CSOs was developed in a form of a modular framework.[105]	

[105] Module: "Increase the use of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests among CSOs and grassroots organizations"

2016:

- The learning framework "*Putting the VGGT into practice: A learning guide for civil society*" was made available.
- The translation of the *Technical Guide on Pastoralism* in Mongol was facilitated.
- Eight technical guides finalized.
- E-learning curriculum developed and 8 titles available, 14 000 online learners.

2017

- Publication of the learning guide "*Putting the Voluntary Guidelines on Tenure into practice: A learning guide for civil society organizations*" in English[106], Spanish[107] and French.[108]
- Creation of an online repository for access to the training materials, case studies, and strategies for the implementation of the VGGT at country level.[109]
- One facilitated e-learning course[110] was developed in English, Spanish and French.
- One Community of Practice for facilitators and participants was developed to share experiences.

Output 2. Enhanced capacity of CSOs and grassroots organizations on the use of the VGGT

2015:

- National partners were identified in liaison with FIAN International and the FAO offices.
- The capacities of civil society and grassroots organizations have been strengthened in Guatemala, Malawi, Myanmar, Nepal, the Niger, Senegal and South Africa to contribute more effectively to policy processes, multi-stakeholder platforms and other dialogues on the implementation of the VGGT. In each country **60–100 persons have been trained and up to 2 500 have been sensitized on the VGGT.**

2016

- A total of 11 regional awareness raising workshops conducted across five regions.
- Capacities of CSOs and grassroots organizations have been strengthened in Colombia, Liberia, Mongolia, the Philippines, Senegal and Sierra Leone. In each country 20–250 people were trained and up to 1 500 have been sensitized on the VGGT and ways to contribute.
- A total of 155 members of CSOs have had their capacities strengthened in Nepal, about 251 people in Guatemala with a special focus on the role of women, and 90 people in South Africa.

2017

- A total of 90 participants attended a regional experience-sharing and dialogue workshop on VGGT organized in Nigeria and Ghana for CSOs and the Economic Community of West African States.
- A total of 26 participants attended a regional workshop organized for CSOs to consolidate the discussion undertaken at national level in Uganda, Tanzania and Kenya.
- Over 27 representatives of local and regional human rights organizations and social movements from 10 countries of the Near East/North Africa region attended a regional meeting in Tunisia to facilitate the exchange of experiences and to enhance communication between CSOs.

[106] Available at: http://www.fao.org/3/a-i7763e.pdf
[107] Available at: http://www.fao.org/3/a-i7763s.pdf
[108] Available at: http://www.fao.org/3/a-i7763f.pdf
[109] Available at: http://www.fao.org/in-action/increase-use-of-vggt-in-civil-society/en/
[110] Available at: http://www.fao.org/elearning/#/elc/en/course/CSOMOB

- Over 50 participants from organizations in 10 Asian countries attended a 3-day regional workshop in Bangkok on Focus on the Global South.
- Over 15 participants from the IPC Working Group on Land and Territories and other organizations in Asia attended a 3-day workshops organized by FIAN International.
- A total of 23 participants from Central America attended a regional workshop in Panama in order to establish a dialogue on policy analysis and institutional mechanisms and share experiences on the implementation of the VGGT.
- Over 60 participants from South America attended workshops in Argentina, Paraguay and Uruguay to enhance action to address land tenure conflicts, improve the regularization of tenure rights.
- Capacities of CSOs and grassroots organizations have been strengthened through training workshops in Cote d'Ivoire, Guinea, Mali, Mauritania, Uganda, Indonesia, Mongolia and Nepal. In each country 30–60 people were trained.

Output 3. Knowledge on experiences and lessons learned to increase the use of the VGGT by CSOs available and disseminated

2015

- Communication support prepared.
- Presentation of the project at two international events (International Land Coalition Global Land Forum; Land and Water days).

2016

- Lessons learned and impact evaluation of the framework in Sierra Leone and Senegal compiled
- Two regional workshops organized, one in Budapest and one in Santiago de Chile, with the participation of CSOs and national partners from each region.

2017

- Finalization of the document "*Capitalization on activities conducted under the Belgium project 1st phase".*
- Creation of a national platform bringing together actors related to governance of land in Mauritania and Mongolia.
- A national meeting of organizations and communities (with 70 representatives of peasant, indigenous and afro-descendant) on the "*Development Plans with Territorial Approach*" was organized in Colombia.

CONTRIBUTION TO FAO RESULTS

FAO corporate validated results for 2017 are in progress. Results are not yet available.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- At the global level partnerships were built with UN-Habitat's Global Land Tool Network, IFAD, the World Bank, the International Union of Notaries, the International Federation of Surveyors, the German Technical Cooperation, International Planning Committee for food sovereignty, FIAN International, the International Land Coalition, IPC Working Group on Fishery, World Forum of Fish Harvesters & Fish Workers, World Forum of Fisher Peoples, Self-Employment Women's Association, Oxfam.

- Regional partners include West-African Convergence of Land and Water Struggles, Society for International Development, Focus on the Global South, CSO Facilitation Committee, Housing and Land Network/Habitat International Coalition, Comisión Centroamericana y de República Dominicana, Programa de Diálogo Regional Rural.
- Partnership with Land Policy Initiative for the implementation of the AU Declaration on Land in accordance with the Framework and Guidelines on Land Policy in Africa and VGGT.

CAPACITY DEVELOPMENT

- The programme successfully facilitated the development of training materials, adaptation of this material to the needs and the local context, the creation of local partnerships, and the identification of change agents. The Final Project Evaluation report concluded that the engagement of CSOs has been greatly increased and their knowledge greatly enhanced.
- A total of 1 147 people were trained at country level through the regional activities. Through the trainings, new capacities were gained on the use of the VGGT to analyze systematically cases where governance of tenure can be improved, to plan activities supporting the implementation of VGGT, to network on governance of tenure issues, to strengthen the participation of CSOs and improve legal and policy framework.

POLICY ADVISE

- The enhanced capacities among CSOs has led to a dialogue where the VGGT served as a reference at the multi-stakeholder level.
- Based on the lessons learned and knowledge gained from the legal and policy assessments, detailed recommendations were prepared on specific topics such as the Forest Rights project in Uganda, the draft Pastoral Act in Mongolia, and the draft land policy in Sierra Leone.

CATALYTIC EFFECTS

- The successful implementation of the first two phases of the project attracted external funding for activities at country level.
- Synergies were built with the Senegal River Basin and VGGT.

CROSS-SECTORAL WORK

- The VGGT addressed land, fisheries and forest governance of tenure issues and therefore it is cross-sectoral by nature.
- Collaboration with DPS Capacity Development Team has been key for the development of the e-learning course.

GENDER

- Gender was concretely mainstreamed by encouraging gender balanced representation during the training organized by local partners and triggering analysis on the relevance of gender equity on governance of tenure. The Final Project Evaluation concluded that the VGGT Programme has demonstrated careful attention to inclusiveness, especially through the selection of participants to its various activities.
- A gender and land rights database and a gender legal assessment tool, which are highly relevant for the VGGT, are now available.

INNOVATION

- The project has developed innovative training techniques including learning materials made available via mobile devices and smart phones. A fully responsive mobile course has also been designed and developed in support of CSOs to enhance capacities on the VGGT. This e-learning solution has been designed according to a micro-learning strategy, one of the latest adult learning trends.
- The learning framework has been conceived with CSOs and the trainings can now be rolled out without FAO interventions.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The program could not make progress in Ethiopia, Madagascar and Cote d'Ivoire due to a misunderstanding of the VGGT objectives.
- Gender imbalance was always a concern in some countries (e.g. Myanmar).
- The annual funding cycle has created a challenge for the management of human resources and forcing implementation of activities in a very short timeframe, besides impeding visibility.

Lessons learned

- Governance of fishery and forestry tenure received less attention than land tenure at country level
- The awareness raising activities were effective in making government departments and CSOs.

Projects under SO2

1. National Adaptation Plans (NAPs) - Climate Smart Agriculture

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	National Adaptation Plans - Climate Smart Agriculture
PROJECT NUMBER	FMM/GLO/110/MUL Baby 01
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	202
OUTPUTS	20 202 Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management.

Outputs

- Global: Coordinated the development of a globally applicable approach and methodology for an agricultural component to NAPs;
- Regional: Supported FAO regional climate change officers to provide technical support and link country's efforts in regional initiatives; and
- Country support provided to the focus country Malawi

PROJECT DATES: 01 Aug 2014 – 31 May 2018

IMPLEMENTATION COUNTRIES: Malawi, Uganda

PROJECT RESULTS

2014

- FAO's visibility and CB for the NAP Process-UNFCCC NAP Expo 2014;
- Development of a FAO/United Nations Development Programme (UNDP) NAPs support programme for eight countries.
- Support to the Ministry of Agriculture to become part of the National Adaptation Plan Core Team and identify sub-sector Focal Points in **Malawi and Uganda**

2015

- Support to development of a methodology for the supplement on agriculture to the UNFCCC Technical Guidelines on NAPs
- Support to FAO's successful participation and inputs to the UNFCCC and the 21st Conference of the Parties (COP21)
- Raising awareness and building capacity of government officials from countries in Eastern and Southern Africa and Asian to integrating agriculture into NAPs
- Establishment of national multi-stakeholders policy dialogues in Malawi and Uganda to identify the main issues of the agricultural sectors to be integrated into NAPs
- Strengthening the capacities of 50 policy-makers in Malawi and Uganda for integrating the agricultural sector within NAPs

2016

- Draft of the agriculture supplement to the NAP-LEG guidance was produced;
- approval of the country's Agriculture National Adaptation Plan by the MAAIF and validation by relevant stakeholders in Uganda
- Formation of an interdisciplinary technical working group on the agricultural component of NAP processes.

2017

- Multi-stakeholder process on National Adaptation Plans (NAPs) facilitated, with cross-sectoral dialogue between ministries for agriculture, environment, and planning and UNDP and FAO, to support the integration of agricultural sectors into NAPs. This process resulted in a mapping of existing vulnerability assessments, adaptation policy measures and institutional capacities; and in the alignment of the ministry of agriculture with the national cross-sectoral NAPs core team.
- Contributed to the UNFCCC negotiations and related discussions through inputs and advocacy at SBSTA, SBI, COP 23, NAP Expo, LEG, NAP training workshop in Morocco; and CSA meetings
- Contributed to the development of global knowledge products[111],[112],[113],[114],[115] on climate change adaptation in agriculture.
- Explored NAP-NDC linkages to help leverage synergies in implementation.
- Strengthened FAO's GCF planning pipeline on the funding window for National Adaptation Plans and other adaptation planning.
- Presented work on NAPs and climate change at the Caribbean NAP Training Workshop, and at the francophone Africa LEG NAP Training Workshop.
- Supported mainstreaming of climate change adaptation in Malawi's new National Agriculture Policy (2016) and in the National Agriculture Investment Plan (NAIP, 2017–2023).
- Finalisation of the National Adaptation Plan for the Agriculture sector (NAP-Ag) in Uganda.

CONTRIBUTION TO FAO RESULTS

- FAO adopted climate-smart agriculture (CSA) approaches to develop technical, policy and investment conditions by adapting agricultural practices to the existing socio-economic context and addressing the specific needs of men and women. A training guide on mainstreaming gender in NAPs for agriculture, based on FAO-UNDP training events in Colombia, Kenya, Nepal, Uganda, Viet Nam and Zambia (under the FAO-UNDP Programme "Integrating Agriculture in National Adaptation Plans") was developed.
- The second edition of the Climate-Smart Agriculture Sourcebook was launched in November 2017 at the 23rd Conference of Parties (COP23) to the United Nations Framework Convention on Climate Change (UNFCCC). The CSA Sourcebook provides a wide range of knowledge, expertise and guidance to support the adoption of a climate-smart approaches in building agricultural and food systems that are productive, sustainable and profitable.

[111] Contributed significantly to the final Addressing agriculture, forestry and fisheries in National Adaptation Plans (NAP-Ag) Supplementary Guidelines
[112] Coordinated the CSA Sourcebook: Summary of the Second Edition;
[113] Made contributions to various technical modules in the Second edition of the Climate-Smart Agriculture Sourcebook.
[114] Developed, launched and provided user guidance for the Knowledge tank for agriculture sectors' adaptation to climate change, containing 120 categorized information materials;
[115] Initiated drafting of a Working Paper on Youth Employment and Climate Change to be completed in 2018

- FAO supported the dialogue between the Malawi Ministry of Agriculture, Irrigation and Water Development and the Ministry of Natural Resources, Energy and Mining to review and align national policies on agriculture and climate change, and to support the inclusion of agriculture (including forestry, fisheries and aquaculture) in their National Adaptation Plan formulation.
- The economics and policy innovations analysis for climate-smart agriculture programme in Malawi generated a strong knowledge base on the synergies and trade-offs between agricultural development, food security and climate change mitigation and adaptation. This process has been used to make evidence-based decisions on the adoption of practices, investment plans and the formulation of policies.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Strategic engagement and partnership with the NAP Global Network, UNDP, IFAD and the World Food Programme (WFP), the UNFCCC "NAP Technical Working Group", UNFCCC Adaptation Committee and NAPs Central (NAPs Knowledge hub), Global Environmental Facility (GEF), UNITAR, UNEP.
- Partnership with the UNCC Learn Partnership on climate change education, training and public awareness.
- Strategic engagement with the Italian *Carabinieri Forestali*, enhanced collaboration with UN Environment and UNDP in the context of GCF readiness, UNISDR and the CADRI Partnership on linkages between climate change adaptation and disaster risk reduction, among others.

CAPACITY DEVELOPMENT

At regional and country levels the project supported a number of capacity development workshops on the process of formulating NAPs and NDCs, as well as accessing climate finance. These include:

- Three workshops on mobilizing GCF and action in the agricultural sectors were delivered (workshop in Zambia for 6 COMESA countries; Great Green Wall Workshop in Abidjan for 15 countries; RAF+RNE priority country training on GCF for 10 countries).
- Two workshops to advance the technical capacities of 15 Malawian experts representing the Ministry of Agriculture, Irrigation and Water Development, Department of Climate Change and Meteorological Services and Lilongwe University of Agriculture and Natural Resources in climate and crop sciences applying FAO's Modelling System for Agriculture Impacts of Climate Change (MOSAICC)
- The project co-sponsored the youth session of field training for the 11th International Conference on Community-Based Adaptation (CBA 11).
- The project supported the attendance of the national UNFCCC focal point of Uganda in the UNFCCC Regional NAP Expo in Kampala in June 2017.
- In-country capacity building and provision of hardware for the use of Modelling System for Agricultural Impacts of Climate Change (MOSAICC) tool, current and medium to long term climate projections.

POLICY ADVICE

- The project has contributed significantly to numerous global policy guidance resources[116], [117], [118]

CATALYTIC EFFECTS

The project supported efforts to leverage new financial resources:

- Draft proposal (USD 5 million) developed and submitted to the Korean International Cooperation Agency (KOICA – "supporting countries on NDC implementation" output)
- Draft proposal (USD 5 million) developed, extensively consulted and submitted to the Government of Quebec on "Integrating agriculture in NAPs to selected francophone African countries"
- The GCF readiness window on NAPs/adaptation planning, agriculture-sector components were elaborated by FAO in collaboration with UN Environment and UNDP in Malawi and Moldova

CROSS-SECTORAL WORK

The project has fostered cross-sectoral work by:

- Supporting integration across agricultural subsectors (crops, livestock, fisheries and forestry), as exemplified by the Addressing agriculture, forestry and fisheries in National Adaptation Plans (NAP-Ag) Supplementary Guidelines and the wide range of inventoried resources included in the NAP-Ag Knowledge tank.
- Enhancing the collaboration between CBC/SP2 and SP5 on climate change adaptation and disaster risk reduction within FAO, and supported two joint CBC-SP5 missions on the subject to expert meetings.
- Facilitating collaboration with ESD on related governance perspectives (a joint working paper, *Integrating Disaster Risk Reduction and Climate Change Adaptation in agriculture: Governance perspective*).

GENDER

- In line with these global developments, the project produced and shared a gender brief providing guidance to countries on gender mainstreaming and gender-sensitive programming, monitoring and evaluation.
- Gender was mainstreamed in the NAP-Ag Supplementary Guidelines, the development of which was supported by the project and which were launched at SBSTA 46 in May 2017.

INNOVATION

- The project has been innovative regarding setting up new strategic partnerships with UNDP, bridging an urgently needed collaboration on climate change at the national level with the Ministries of Environment, Agriculture Planning and Finance.
- The project remains innovative in its approach of bringing national actors from different line ministries into dialogue and stimulating previously separate national policy processes to cross-fertilize more as in Malawi's new National Agriculture Investment Plan (2017–23).

[116] FAO (2017). Addressing agriculture, forestry and fisheries in National Adaptation Plans (NAP-Ag) Supplementary Guidelines
[117] FAO (2017). Submissions to UNFCCC
[118] FAO (2017). Second edition of the Climate-Smart Agriculture Sourcebook

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Low levels of understanding of the GCF readiness and preparatory support programme's objectives and procedures among national stakeholders, leading to misunderstandings and confusion about the opportunity and modalities involved.

Lessons

- FAO needs to strengthen its relationships with key actors in the Ministry of Environment (or Finance), where the GCF NDA usually sits.
- Need to make a compelling case for the importance of adaptation planning in the agricultural sectors and continue to seek innovative collaboration with other delivery partners.
- Supporting countries on NAPs has been instrumental in defining and outlining how FAO can support countries on medium to long-term policy, adaptation planning and budgetary aspects.

2. Sustainable food and agriculture

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Sustainable Food and Agriculture
PROJECT NUMBER	FMM/GLO/110/MUL BABY02
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME 201 - Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.	
OUTPUTS 20101: Innovative practices for sustainable agricultural production are identified, assessed and disseminated and their adoption by stakeholders is facilitated. 20201: Support to countries to analyse governance issues and options towards sustainable agricultural and natural resource sector production systems 20202: Support to countries to strengthen national governance frameworks for the adoption of sustainable agricultural sector practices 20203: Support to public institutions and inter-organizational mechanisms for the implementation of policies and legislation aiming at more sustainable production systems	
PROJECT DATES: 2014-08-01 – 2017-12-31	
IMPLEMENTATION COUNTRIES: Bangladesh, Morocco and Rwanda	

PROJECT RESULTS

Organizational Output 20101: Innovative practices for sustainable agricultural production are identified, assessed and disseminated and their adoption by stakeholders is facilitated.

2014

- Preparatory mission, contributing to strengthening stakeholder awareness and engagement on sustainability issues in Bangladesh
- Awareness of high-level national stakeholders on cross-sectoral sustainability issues raised in Morocco
- Country report on status, trends and outlook on the issues related to sustainability drafted, shared with national stakeholders and endorsed by the Agricultural Sector Working Group in Rwanda.

2015

- Completion of stakeholder analysis, assessment of sustainability issues and multi-stakeholder dialogue in Bangladesh, Morocco and Rwanda;
- Formation of a cross-sectoral task force to foster improved collaboration across agriculture and natural resources sectors
- Completion of assessment study on soil status in North West Bangladesh

2016 – 2017

- In Morocco assessment of the situation and identification of innovative practices to be upscaled in the Souss Massa region was completed
- In Rwanda, a range of innovative practices were implemented through targeted training and farmer field schools
- In Bangladesh, operationalization of the SDGs was supported

Output 20201: Support to countries to analyse governance issues and options towards sustainable agricultural and natural resource sector production systems

2014

- 43 stakeholders participated in cross-sectoral policy dialogue workshop on prioritizing sustainability issues in Rwanda

2017

- In depth analysis of policy coherence and its effects on water was carried out in Morocco. This brought together key ministries and institutions and initiated a dialogue process to address critical bottlenecks
- In Rwanda support was provided for preparation of the fourth strategic program of agricultural transformation strategy and the agro-forestry strategy design

Output 20203: Support to public institutions and inter-organizational mechanisms for the implementation of policies and legislation aiming at more sustainable production systems

2016

- In Morocco and Rwanda cross-sector committee on SFA has been established.

2017

- In Morocco and Rwanda national level cross-sectoral task forces on agriculture and natural resources were supported and facilitated to bring them at a higher policy level.
- Sub-national cross-sectoral task force were also established to steer and guide SFA activities in both countries
- International and regional Events were organised to share the country experience. These included the FAO conference, FAO council, COFI, Committee for food security, Global Landscape Forum.

CONTRIBUTION TO FAO RESULTS

- FAO developed and launched the principles and framework for the implementation of Sustainable Food and Agriculture to facilitate understanding and application at country level in adopting integrated and multisectoral approaches at ecosystem level. Their implementation was piloted in Bangladesh, Morocco and Rwanda.
- FAO provides support to countries using the five interconnected sustainable food and agriculture (SFA) principles to ensure that: a) producers and natural resources managers adopt sustainable practices and production systems; b) member countries strengthen governance to achieve sustainable productivity increases in agriculture, forestry and fisheries; c) international governance mechanisms effectively integrate and implement sustainable agriculture, forestry and fisheries; d) member countries promote the use of data, statistics and knowledge in decision-making.
- A transition towards sustainable agriculture requires changes in governance. In 2016–17, countries' efforts to implement the SDGs provided an excellent context for promoting governance changes towards sustainable food and agriculture. Following the request by Technical Committees in 2016 and 2017 for FAO to support countries in applying the five principles of SFA, the Organization held regional SDG/SFA implementation workshops in Africa, Europe and Central Asia, South Asia and North Africa. FAO also provided SDG implementation support related to SFA to around 21 countries, which promoted governance change towards a common vision of sustainability across sectors.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Partnerships have been developed through the active engagement of the national cross-sectoral taskforce as well as additional stakeholders involved through the high level dialogues and side activities. The preparation processes of new strategies/programs or projects resulted in an intensive networking and partnerships.

CAPACITY DEVELOPMENT

- The FMM/SFA project explored various forms of capacity development tailored to the wide range of stakeholder engaged in the process. In Rwanda, 15 farmers field schools were supported
- In Morocco, the capacity development was done through focused group discussion on sustainability issues around the different zones of the region.

POLICY ADVICE

- The project contributed to policy advice on various aspects.

CATALYTIC EFFECTS

- The project had significant catalytic effect in the countries where it as implemented. The SFA sustainability assessment revealed or confirmed priority issues to be addressed to transform agriculture and food systems for more sustainability. Those issues and actions proposed were taken up and lead to project development. For example in Rwanda, a large World Bank GAFS project has used the identified priorities to develop a USD 24 million project focused on land restoration, food security and productivity with value chains and farmers field schools. In Morocco, a GEF project on sustainable oasis was approved in 2017 and decided to use the SFA approach for its baseline setting.

CROSS-SECTORAL WORK

- Cross sectoral task forces were set up at national level in Rwanda and Morocco consisting of representatives from key ministries including agriculture, forestry, fishery, livestock, water, land, environment and health.
- The convergence efforts in Rwanda and Morocco resulted also in an intensive cross sectoral work. FAO technical experts were involved on nutrition, rural employment, gender, incentives for ecosystem services, climate smart agriculture, food for the cities/region city food systems, food transformation, food losses and waste. The project succeeded in engaging nearly all technical and support division in the process.

GENDER

- Gender equality and access to natural resources was assessed as part of the SFA assessment in Morocco and Rwanda. In both countries, the assessment revealed the importance of the women in the agricultural sector and importance to get their voice heard in the consultation process. A women targeted training was organized on marketing and cooperative skills.

INNOVATION

- The project piloted a convergence project where different projects and teams were brought together to cover the whole sustainability dimensions. The methodology used was innovative and would benefit from a further testing.
- The projects combined dialogue activities with capacity development and practical implementation.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- One of the greatest challenges has been the political context within countries and the need for strong local support for change. However, change with concrete results, occurs over time.

Lessons learned

- In order for an SFA process to be successfully adopted in countries, it requires the right political and institutional context and sufficient time and resources.

Finding the right entry point is critical. The process can start around a sectoral issue, the SDG gap assessment process and then can lead to a full fledge SFA assessment.

- Engaging into an SFA process takes time. The institutional changes that SFA requires (including in particular much more effective cross-sectoral coordination) are usually slow and need to be supported through patient cross-sectoral dialogue facilitation and guaranteed funding over a sufficient period of time.
- SFA implementation can be easier to initiate at sub-national level in areas around issues of sustainability already identified and a clear willingness of the local authority to address it.

3. An integrated approach to sustainable intensification of agriculture

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	An integrated approach to sustainable intensification of agriculture through efficient use of resources - Strategic support to Country Programming Framework in Burundi, Lao PDR, Myanmar and Niger
PROJECT NUMBER	FMM/GLO/112/MUL BABY01
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME 201 - Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.	
OUTPUTS 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	
PROJECT DATES: 01-Jul-2014 to 31-Dec-2017	
IMPLEMENTATION COUNTRIES: Burundi, Myanmar, Lao PDR	

PROJECT RESULTS

2015

- The methodology of introducing multiple, integrated production techniques within one community through the FFS approach was tested and proved successful in Burundi.
- The integration of the various practices led to: (I) reduce erosion; (ii) higher agricultural; (iii) fish and livestock production; (iv) new income generating activities; and (v) more diversified food production, improving the lives and livelihoods of 1200 farmers in Burundi.

2016

- 36 new FFS were established and four existing FFS were reinforced in Burundi.
- More than 1500 hectares of watersheds were stabilized through integrated land management in Burundi.
- Small animal and fish production has been strengthened to enrich the protein source, and integrated with crop production in Burundi.
- Agriculture production was diversified and ameliorated through the selection of improved seeds, the introduction of mushroom production.

2017

- Local community capacities to intensify and diversify production systems and manage resources, including time, sustainably were strengthened in Burundi.
- Initiatives were developed and promoted to reduce the impact of environmental degradation leading to food insecurity in Burundi.
- Integrated initiatives were developed to improve livelihoods of people with limited land access and to improve nutrition of school children in Burundi.
- Support for the institutionalization of Farmer Field Schools (FFS) and other Farmer-led Extension methods in Lao PDR.
- A participatory assessment of rice-fish farming strategies was tested by 37 farming families Lao PDR
- Extension strategies for the wide-scale promotion of integrated rice-fish culture tested in five provinces with 100 farming families Lao PDR.
- Improved adoption of Rice Fish practices and increased capacity of extension agents for technical know-how to support farmers in adopting innovative practices in Myanmar.
- Increased capacity of fish hatchery managers and operators, leading to an increased availability and accessibility of fish fry in the local areas, implemented in Myanmar.

CONTRIBUTION TO FAO RESULTS

- Over 30 results were achieved through the FFS, most of which were focused on agroecology, agroforestry, agropastoral systems, integrated pest management and crop specific good agricultural practices, often connecting producers to markets considering the postharvest and value chain development aspects. FFS approaches also served as an entry point for crosscutting issues, such as nutrition education, women's empowerment and climate change adaptation.
- FAO promoted the adoption of sustainable, integrated and locally adapted production practices, through extension programmes in Burundi, Mali, Cambodia, Colombia, Kenya and Tanzania. In Burundi, a new approach was adopted for sustainable and integrated production systems. In Mali, 400 farmer field schools were established, which benefitted at least 10 000 agricultural and agropastoral producers, of which at least 30 percent were women.

- In Burundi, Mali, Mauritania, Niger and Senegal farmer field schools with the Community Listeners Clubs were specifically tailored to rural women, aiming to promote, through farmer experimentation and rural radio transmissions, local adaptation and adoption of sustainable agricultural methods through season-long, small-group non-formal training.
- In Laos support was provided to expand the geographic scope of DLF's small-scale agriculture-aquaculture Promotion Trials during 2017, and increase the impact on improving food and nutrition security among small-scale farmers.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Activities in Myanmar were organized to improve partnership with WorldFish, which has ongoing projects on Rice-Fish Culture in the country, and extension agents participating the South-South Cooperation training sessions conducted by FAO were selected to maximize the overlap between projects. Training session and the expert visits were organized through the Freshwater Fisheries Research Center of the Chinese Academy of Fisheries, which is an FAO Center of Excellence, thereby strengthening this partnership, as well as the relationship between WorldFish and FFRC.

CAPACITY DEVELOPMENT

- In Burundi capacity of and owners was developed through FFS in sustainable land management practices.
- Seventeen extension agents from Myanmar were trained on technical practices of Rice Fish culture through South-South Cooperation.
- In Laos, extension agents from the Provisional Agriculture and Forestry Officer received capacity development support to further their ability to provide cross sectoral advice to farmers and practitioners.

POLICY ADVICE

- In Laos, an event was organized to bring together farmer recommendations, promotion tools and communication materials on rice-fish culture which specifically target new entrants to aquaculture, for consideration of inclusion into local-level action plans aimed at improving the nutrition security of poor communities.

CATALYTIC EFFECTS

- The FMM resources were used to bring together the lessons learned from separate, small scale interventions and move towards large scale adoption.

CROSS-SECTORAL WORK

- All activities were explicitly cross-sectoral. In Myanmar, participants and government officials were exposed to FAO's SFA Framework, which highlights the critical importance of cross-sectoral engagement when introducing innovative practices, a point further underlined by the participation of multiple Departments in the training activities in direct response to identified blocking issues regarding the Departmental mandates. In Laos, Farmer Field Schools which historically focused only on rice production included aspects of aquaculture through farmer-to-farmer exchange visits, which was facilitated through the provincial agriculture and forestry offices (PAFO), which was identified as a key entry point for improving cross sectoral integration at policy level. In Burundi, Farmer Field Schools were the vehicle in which cross-sectoral management of farms and village landscapes was introduced.

GENDER

- All activities were implemented with due attention to gender distribution among participants. Many of the Farmer Field School activities were specifically targeted to women and women's groups. In Laos, Rice Fish interventions were specifically designed to target women and youth, the groups most at risk from nutrition insecurity.

INNOVATION

- This was the first time the FFS approach was used in the field.
- In Laos, an innovative methodology of facilitating farmer to farmer exchange of ideas and results was implemented. This has led to enhanced ownership of participatory practices by government agencies, new farming technologies by farmers and the co-creation of knowledge.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- In Myanmar, the major challenge was the low interest by the government in a short implementation and limited budget. Myanmar was added as a focus country quite late, and as such the scope of activities had to be necessarily limited. This had limited buy-in from the government, and the only way to make it work was through connecting to ongoing projects through partnership with WorldFish.
- In Laos, it was difficult to separate the various sources of funding for reporting purposes. A large portfolio of interrelated activities was ongoing concurrently, and as such it was not always clear which funding source was used for which activity considering how connected the country's overall work plan was in relation to integrated agriculture aquaculture. It could be argued that the source of funding is less important than the adequate delivery of results. In other words, results-based programming at country level makes budget-based reporting a challenge.

4. Building the basis for scaling up Climate-Smart Agriculture

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Building the Basis for Scaling Up Climate Smart Agriculture
PROJECT NUMBER	FMM/GLO/112/MUL (Baby 2)
FAO STRATEGIC OBJECTIVE	SO 2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	OO 201. Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.
OUTPUTS	20102
PROJECT DATES	01-Dec-2014 / 31-May-2018
IMPLEMENTATION COUNTRIES: Country level: Malawi, Zambia	

PROJECT RESULTS

Output 1. Evidence base for CSA and livestock intensification strategies is expanded in Malawi, Southern Africa, Viet Nam and Zambia

- Malawi's capacity to collect climatic data and to further elaborate projections of climate and related crop yield scenarios was strengthened in 2015.
- Strong evidence base in Zambia on potential options for improving livestock productivity, and climate change adaptation and mitigation available.
- Results from evidence are feeding into key policy processes such as the REDD+ in Zambia, the NAPs in Zambia and Malawi, the INDC for Zambia and Viet Nam and new agricultural policies in Zambia and Malawi in 2015.
- Malawi has now the capacity to elaborate climatic and crop projections thanks to the training of 10 technical staff from the administration, the university and meteorological services.
- In Zambia, 20 technical staff from universities, ministries and meteorological services were trained in analysis of climate variability by 2016.
- Analysis of the role of livestock in building resilience to climate change was conducted in Malawi and Zambia.
- A modelling framework developed to analyze the role of livestock in building resilience to climate change in Zambia was further developed.
- Field trials on crop-livestock integration in collaboration with the University of Zambia initiated to provide evidence on synergies.
- Analysis and synthesis of the socio-economic impact of different agricultural solutions under climate change in Zambia completed.

Output 2. CSA evidence provided is channelled into major policy processes at country and regional level to support suitable and effective transition towards CSA adoption

- The evidence generated on the role of livestock in building resilience to climate change was included in the revised version of the FAO Climate Smart Agriculture Sourcebook and the 2016 State of Food and Agriculture in Malawi and Zambia in 2016.
- Evidence was presented to policy-makers in Zambia and Malawi, and also at international meetings[119] and was also summarized in several knowledge products as reported in this document in 2017.
- Climate-Smart Agriculture has been included in the National Policy on Climate Change (2016), the second National Agricultural Policy (2016) and Nationally-Determined Contribution (2015) in Zambia.

CONTRIBUTION TO FAO RESULTS

- A 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 in Zambia.
- The economics and policy innovations for climate-smart agriculture programme generated a strong knowledge base on the synergies and trade-offs between agricultural development, food security and climate change mitigation and adaptation. This process has been used to make evidence-based decisions on the adoption of practices, investment plans and the formulation of policies that will contribute to the adaptation to climatic change.
- FAO supported the dialogue between the Malawi Ministry of Agriculture, Irrigation and Water Development and the Ministry of Natural Resources, Energy and Mining to review and align national policies on agriculture and climate change, and to support the inclusion of agriculture, forestry, fisheries and aquaculture in the National Adaptation Plan formulation.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- New partnership with the University of Tor Vergata and the University of Cape Town were established to improve climate change impact assessment on rangelands.
- Letters of Agreement were signed with the Mulungushi University and University of Zambia to conduct climate variability, analysis downscaled climate projections and projected crop yields under climate change.

CAPACITY DEVELOPMENT

- The on-going crop-livestock integration trials with the University of Zambia were an opportunity to work with and train approximately 6 scientists, 5 extension workers and about 10 farmers.
- Capacity was also provided on GLEAM-I, the interactive version of the Global Livestock Environmental Assessment Model in Lusaka to about 25 public administration officers and NGO officers during the project workshop. Follow-up technical backstopping on the tool is also being provided by AGA.
- The project provided IT training and crop training workshops to local experts in 2017 and following the training, they worked on making yield projections for main staple crops under climate change scenarios.

POLICY ADVICE

- Policy messages resulting from the socio-economic analysis of the project have been summarized in the policy brief Tackling climate change in Zambia and Malawi: Bringing together evidence and policy insights.[120]

CATALYTIC EFFECTS

- The project helped catalyzing new financial resources and continue cross-divisional collaboration through the Federal Ministry for Food and Agriculture of Germany.

CROSS-SECTORAL WORK

- The project builds on results of the FAO programme "Economics and Policy Innovations for Climate-Smart Agriculture (EPIC)"[121] – in ESA - which works with governments, research centers, universities and other institutional partners to support the transition to Climate-Smart Agriculture (CSA) by using sound economic and policy analysis in Malawi, Zambia and Viet Nam.
- Support from FAO's tool MOSAICC "Modelling System for Agricultural Impacts of Climate Change" to country experts in Malawi and Zambia carry out assessments with their own data.
- Support to and from the ongoing work of AGA division using the GLEAM (Global Livestock Environmental Assessment Model) tool developed by AGA in FAO.

GENDER

- In the socio-economic analysis, gender-disaggregated data have been collected and analysed.

[119] Workshop "Scaling up CSA in Zambia and Malawi" in Lusaka, Zambia and 4th Global Science Conference on Climate-Smart Agriculture in Johannesburg, South Africa

[120] Link: http://www.fao.org/3/a-i8210e.pdf

[121] Link: http://www.fao.org/climatechange/epic

INNOVATION

- The project is conducting innovative research in different agro-ecologies of Malawi and Zambia, using "mother and baby trials" on the use of green manure cover crops in rotation or intercropped with maize.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The EPIC Team in ESA has experienced some turnover of staff and consultants involved in the FMM project.

Lessons learned

- Building a robust evidence base takes time and resources which should be properly taken into consideration during the project design phase.

5. Climate-Smart Agroforestry Systems for the Dry Corridor of Central America

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Climate-Smart Agroforestry Systems for the Dry Corridor of Central America
PROJECT NUMBER	FMM/GLO/112/MUL (Baby03)
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

OUTCOME

OO 201. Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner

OUTPUTS

1.2. Innovative production systems and management practices which restore, improve and increase sustainable provision of goods and services, are identified, developed, tested, and widely shared

PROJECT DATES: 01/12/2014 – 31/05/2018

IMPLEMENTATION COUNTRIES: Mesoamerica, Guatemala and Honduras

PROJECT RESULTS

2015

- Climate-Smart technologies and agroforestry systems practices piloted, monitored and evaluated by about 900 households and showed productivity, food security, water and soil conservation improvements.
- Capacity to implement agroforestry systems and sustainable wood and water conservation practices of about 900 households and 50 local technicians developed.
- Approval of Probosque law in Guatemala that provides an institutional framework for agroforestry and incentives for farmers to adopt it.

2016

- The project established the evidence necessary to scale-up agro-forestry Kuxur rum and Quesungual systems and the natural resources management practices piloted in the Dry Corridor of **Guatemala** and **Honduras**.
- Climate-smart agroforestry practices were piloted and evaluated by 460 families in Guatemala and 425 families in Honduras.
- Several studies were conducted through LOA with CATIE widened the scientific knowledge and evidence base on agroforestry systems in.
- Handbook on silvo-pastoral systems produced and disseminated.

2017

- Participation in inter-sectorial platforms at local, regional and national levels.
- Awareness-raising campaign about Climate Change and adaptation practices and technologies.
- A comprehensive study has been elaborated on the implementation of agroforestry systems in Guatemala and Honduras, their impact and the policies to promote them.
- Support to advocacy efforts aiming at the approval of PROBOSQUE law in Guatemala.
- 57 hectares of land put under agroforestry management.
- Establishment of 25 water harvesting tanks and irrigation systems for horticultural production
- Establishment of 250 eco-stoves (smokeless and wood-saving).

CONTRIBUTION TO FAO RESULTS

FAO corporate validated results for 2017 are in progress. Results are not yet available.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In Honduras, additional collaboration efforts were carried out with the Ministry of Environment and Government's emergency commission.

CAPACITY DEVELOPMENT

- In both countries, the institutional capacity to implement agroforestry systems is stronger as result of the training of local technicians and authorities.
- In Guatemala 62 families acquired capacities in the efficient use of water for agriculture. Five workshops were conducted to reinforce 62 families' capacities in cash crops. A network of 25 local volunteers was established for the promotion of climate-smart agricultural systems. As a whole, 462 families participated in the project's training and technical assistance plan.
- In Honduras a workshop on agricultural systems was organized, with the participation of 30 people from public institutions, universities, development projects, professional associations, municipalities, and farmers. Over 12 public, private and non-for-profit institutions participated in field trips to visit project activities, including water harvesting, efficient stoves, water irrigation systems, household gardens and agroforestry systems. Information on climate-smart agroforestry systems were also disseminated by means of daily radio spots reaching 45 municipalities in the Dry Corridor area.

POLICY ADVICE

- In Guatemala, the project contributed to the final approval and dissemination of Probosque Law, which will allow land owners with forests or agro-forestry on their lands to access financial incentives to support sustainable management.
- In Honduras, FAO participated in meetings of the Inter-institutional Technical Committee for Drought Risk Management, coordinated by COPECO, as well as the Subcommittee of Agriculture, Food Security and Climate Change, coordinated by the Ministry of Agriculture.

CATALYTIC EFFECTS

CROSS-SECTORAL WORK

- The project worked closely with landowners, livestock platforms, and educational institutions such as the Ministry of Agriculture Service for Agricultural Training and Agribusiness Development.

GENDER

- Around 70 percent of project beneficiaries are women.

INNOVATION

- The focus on scaling up silvo-pastoral systems with livestock platforms and educational institutions is one-off.
- All the technologies promoted through the project are innovative for the area of intervention, especially water harvest systems and eco-stoves. All the technologies and practices implemented and evaluated through the project have been identified with a participatory approach by local producers and technicians which is the first time in the field of agroforestry.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The main challenge that the dissemination of technologies for natural resource adequate management is land ownership. The unequal distribution of land hampers the adoption by many small farmers of most of those technologies due to physical and financial reasons.
- Participation of local authorities and farmers to project meeting and activities has been very difficult during the drought emergency.

Lessons

- Technologies and practices promoted by the project are being replicated by neighbour farmers without project inputs. This means that project practices are sustainable and replicable.

6. Blue Growth initiative in support of food security and nutrition, poverty alleviation and healthy oceans

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Blue Growth Initiative in Support of Food Security and Nutrition, Poverty Alleviation and Healthy Oceans
PROJECT NUMBER	FMM/GLO/112/MUL (Baby 4)
FAO STRATEGIC OBJECTIVE	SO 2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

OUTCOME

- 201 – Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.

OUTPUTS

- Sustainable intensification of aquaculture supported and Blue Growth concepts implemented in selected Asia countries (Bangladesh, Sri Lanka, and Vietnam).
- Ecosystem services and biodiversity for food and nutrition security through fisheries and aquaculture identified and improved in Kenya.
- Blue Growth Initiative implemented in Cabo Verde, Madagascar and Seychelles.
- Seaweed farming sustainable development supported in Kiribati, Philippines and Saint Lucia.

PROJECT DATES: January 2015 – December 2017

IMPLEMENTATION COUNTRIES
Cabo Verde, Madagascar, Seychelles Sao Tome and Principe, Barbados

PROJECT RESULTS

2015

- The Government of **Cabo Verde has adopted a national Blue Growth Charter**.[122]
- In Bangladesh a preliminary assessment of environmental impacts of shrimp farming was conducted in southern Bangladesh.
- In Kenya sustainable commercial mariculture was enhanced through capacity strengthening of fish farmers and fisher folks from 22 communities.
- In Sri Lanka preparatory work done to pilot the establishment of water based tilapia hatcheries on reservoirs.
- In Viet Nam improved knowledge of aquafeed value chains, feed management practices and regulatory frameworks were developed for pangasius farming.

[122] Link to Blue Growth Charter in Cabo Verde

2016

- In Kiribati, the Philippines and Santa Lucia, the capacities of farmers and processors and middle men was strengthened in seaweed farming practices, management, harvest, processing and marketing.
- In **Kiribati**, about 20 farmers introduced and tested floating systems, integrated seaweeds and sandfish productions.
- In the **Philippines**, about 20 farmers tested integrated farming strategies with milkfish and shrimps.

2017

- An international Conference Dialogue on Blue Growth and Economy: Sharing Experiences and Perspectives for Africa was held in Cabo Verde in May 2017.
- Participating countries identified Blue Growth as an integrated and multi-sectoral approach to ecosystem management, as outlined in the Mindelo Declaration, signed by ministers responsible for oceans and marine issues from Cabo Verde, Guinea, Guinea Bissau, Grenada, Madagascar and São Tomé and Príncipe. Following the conference, FAO technical assistance through the Blue Growth Initiative was requested by Madagascar, São Tomé and Príncipe and Senegal.
- In São Tomé and Príncipe a two-day workshop and series of stakeholder meetings were held in conjunction with its National Fisheries Week to move forward with the formulation of a national strategic plan for the development of its fisheries sector in line with Blue Growth principles and framework.
- Ahead of the 2017 Our Oceans Conference held in Malta in 2017, a Large Oceans Nations (LON) Forum on Blue Growth was conducted. This meeting facilitated the sharing of information on business cases between developed small island states and SIDS, with a special focus on innovation. Four FMM supported countries attended with many following up with Iceland and the Faroe Islands on tanning and processing of fish skin and other byproducts.
- Three global based on FMM supported work were produced: the African Package for Climate-Resilient Ocean Economies (Arabic, English, French, Portuguese), which has significantly raised awareness of financing possibilities for Blue Growth in Africa; Blue Growth Initiative – Partnering with Countries to Achieve the SDGs; Achieving Blue Growth through the Code of Conduct for Responsible Fisheries (updated); and Blue Growth, Gender, Youth and Indigenous Peoples – Leaving No One Behind.

CONTRIBUTION TO FAO RESULTS

Public and private institutions and stakeholders were made aware to adopt new practices that increase and improve agricultural sector production in a sustainable manner.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In **Cabo Verde**, policy advice provided led to the adoption of a Blue Growth Charter paving the way for more productive, responsible and sustainable fisheries and aquaculture.

- FAO supported the development of a platform to stimulate coordination and synergies with partners[123] involved, including UNIDO, the World Bank, UNDP, and AfDB. The partnership between FAO and the African Development Bank was further strengthened through the validation of the concept note for the AfDB Blue Economy Flagship Programme during the Mindelo Conference Dialogue. São Tomé and Príncipe and Senegal requested FAO and AfDB technical and financial assistance as a direct result of their participation in the meeting.
- FAO supported the establishment of the Blue Innovations Institute in Grenada and is partnering with the Institute to support regional capacity building for Blue Growth.

CAPACITY DEVELOPMENT

The following capacity building activities have been conducted in the targeted countries:

- Training on the process of Blue Growth (Theory of Change)
- Training on strategic objectives and institutional reform, including coordination across national institutions charged with fisheries and aquaculture, the environment and finance
- Training on investment priorities and innovation to support countries in the transition of their marine-based economies towards the Blue Economy
- Training on improved best practices in farming of seaweed/seamoss

POLICY ADVICE

- Following the participation of a delegation headed by the Secretary of State to the Ministry of Fisheries and Aquatic Resources Charged with the Sea, Madagascar undertook the formulation of a National Strategy on Blue Economy with FAO.
- Assistance to São Tomé and Príncipe in developing a national strategy for Blue Economy and is currently under consideration.

CATALYTIC EFFECTS

- As a result of the adoption of the Blue Growth Charter and the development of a strategy in **Cabo Verde**, AfDB has agreed to fund related activities in the country (USD 1.5 million).
- The AfDB will also committed to fund Blue Growth activities in the **Seychelles** (USD 0.9 million) pending the development of an investment plan, capacity building and priority programme for the Blue Economy.
- FAO also supported São Tomé and Príncipe in developing a proposal for USD 1.1 million in funding through the FAO-China South-South Cooperation Trust Fund for a national strategic development of the country's aquaculture sector.

CROSS-SECTORAL WORK

- The Blue Growth Initiative is designed to cover cross-cutting issues such as efficient resource use, decent work, energy efficiencies, and financial and technological innovation to improve social and economic benefits coastal communities derive from sustainable natural resource use. The aquaculture work in the Caribbean includes energy efficiencies and technical innovation, while the work in Sri Lanka looks at efficient water use.

[123] Brochure: Blue Growth Initiative - Partnering with countries to achieve the Sustainable Development Goals

GENDER

- All Blue Growth activities seek to improve employment opportunities for women, youth and other vulnerable communities. Gender issues have been monitored throughout the implementation of the project, assuring that the roles and responsibilities of men and women have been equally assumed in the fisheries and aquaculture sectors. During the Mindelo Blue Growth Conference FAO supported the participation of a representatives of a women's fish processing cooperative who highlighted how FAO BGI projects have contributed to added value along the fisheries value chain and improved the livelihoods of the women processors. The conference also included a presentations from a local association that provides important job training assistance to local fishing cooperatives and for women fish processors in the post-harvest sector to raise awareness on investment opportunities.

INNOVATION

- The Blue Growth work in the Caribbean is driving low-cost/low-tech innovation in small-scale aquaculture and aquaponics enterprises.

7. Restoration of degraded lands

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Restoration of Degraded Lands
PROJECT NUMBER	FMM/GLO/112/MUL - Baby 05
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

OUTCOMES

- SO2 Outcome 2: Governance mechanisms are strengthened to support transition to sustainable agriculture
- SO2 Outcome 4: Decisions for planning and management are based on evidence

OUTPUTS

- Output 1.2: Innovative production systems and management practices which restore, improve and increase sustainable provision of goods and services, are identified, developed, tested, and widely shared;
- Output 3.2: Support to the implementation of national and regional policy and legal frameworks relating to international commitments (Bonn Challenge/Aichi Target 15);

PROJECT DATES: 01/04/2015 – 31/05/2018

IMPLEMENTATION COUNTRIES: Cambodia, Guatemala, Lebanon Peru, Philippines and Rwanda, also regional and global actions.

PROJECT RESULTS

Output 1. Planning and implementation of large scale FLR programmes supported at country level and in pilot areas of six target countries: Cambodia, Guatemala, Lebanon, Peru, Philippines, Rwanda.

2015

- National work plans (2015–2018) on FLR developed, adopted and implemented in Guatemala, Lebanon, Peru and Rwanda.
- Mobilization of complementary funds to implement FLR projects.

2016

- The National Forest Fund and a crowdfunding platform to mobilize funds established in Lebanon.
- The first draft of the National Program for the Recuperation of Degraded Lands was prepared in **Peru**.
- Nine FFS were formed and the capacities of 25 FFS facilitators and 276 farmers were developed in Rwanda.
- National work plans on FLR were developed in **Cambodia** and the **Philippines**.

2017

- Restoration options assessed in three provinces of Cambodia based on the Restoration Opportunities Assessment Methodology.
- Policy and legal frameworks analysed, and barriers for investments into FLR identified, with proposed changes in the current regulations to facilitate the implementation of FLR at large-scale in Cambodia.
- FAO supported preparation of regulation of the law PROBOSQUE and "Technical Guidelines for practices and systems of forest landscape restoration" supported in Guatemala.
- Three professionals trained at International course "Restoration of landscapes: principles and tools to lead the transformation" held at CATIE in Guatemala.
- Supported preparation of the Operational Plan for FLR and support to the incorporation of the National Land and Environment Bureau of Southern Petén into the National Bureau of Forest Landscape Restoration of Guatemala.
- Organized exchange visits between communities in Southeast Petén on FLR. Also, an exchange tours was organized in San Marcos area to discover agroforestry combinations and plantations in Guatemala.
- Demonstration sites established for FLR and 100 hectares restored in San Marcos and 300 hectares restored in Southeast Petén in Guatemala.
- A baseline study and systematization of good FLR practices were completed in in Guatemala.
- Feasibility study finalized and two workshops organized in 2017 to operationalize the National Forest Fund (NFF) as the main financial instrument to support the National Afforestation and Reforestation Program (NARP) in Lebanon, known as the "The 40 million tree program".
- Three capacity building technical days organized in 2017 on relevant provenances and forest genetic resources for FLR, on landscapes approaches and on monitoring in Lebanon.
- Restorations options in Lebanon at landscape level with a methodology developed in the context of a regional European Union project named Medscape.
- National Action Plan for FLR in Philippines endorsed by the Forest Management Bureau in late 2016

CONTRIBUTION TO FAO RESULTS

FAO corporate result 20102 - Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated.

- Restoration opportunities in Cambodia assessed with the support of the FLRM, based on an integrated and using a multi sectoral approach, ROAM.
- Policies and legislation analysed to identify barriers for investments into FLR and to propose requested changes in the regulation frameworks.
- A capacity building workshop on National Forest Funds (NFF) and Payment for Ecosystem Services (PES) was held in April 2017.
- A study tour was undertaken to benchmark local financial practices in Vietnam which helped Cambodian partners to consider better multi-sectoral approaches for ecosystem valuation and for the establishment of relevant incentive mechanisms.
- The Government of Guatemala was supported in the implementation of cross-sectoral dialogue mechanisms, in particular through the organization of multiple workshops/events at decentralized level, which helped raise awareness on the National Strategy for the Restoration of Forest Landscapes.
- Project supported reforms of institutional structures, functions or managerial procedures in Lebanon.
- The FLR investments implemented in the Kadisha Valley, the Shouf Biosphere Reserve and Mhaidseh municipality in Lebanon allowed displaying innovative restoration models for scaling up.
- The National Program for the Recuperation of Degraded Lands (PNRAD) in Peru was prepared through the facilitation of several working groups.
- FLR investments implemented in pilot sites in the Philippines allowed displaying innovative restoration models to be scaled up.
- The cross-sectoral task force on sustainable agriculture and natural resources has been put in place in Rwanda as a think tank mechanism for information sharing, advocacy, policy advice and implementation and coordination of different interventions.
- The government of Rwanda was supported in developing the national agroforestry strategy which contributed to better identify multiple options for sustainable agricultural production systems and natural resources management.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

- Implementation of FLR actions at landscape level in the Carood Watershed Model Forest on Bohol Island in Philippines.
- Mapping of potential areas for restoration supported in Peru.
- Publication on Nation Program for Degraded Land Recovery in Peru.
- FAO organized the Forest and Landscape Investment Forum in Rwanda with 250 participants from different parts of the world.
- Cross-sectoral platform for agriculture and natural resources was facilitated in Rwanda.
- Capacity of Farmer Field School actors built through training of 37 facilitators and 14 local government staffs of the District of Rulindo in Rwanda.
- Facilitated 13 Farmer Field School in the sector of Ngoma, Mbogo and Rusiga sectors in Rwanda.

- Elaboration of background studies in partnership with the in view of the preparation of the National cross-sectoral agroforestry Strategy and Action Plan supported in collaboration with the World Agroforestry Centre (ICRAF). The Rwanda government supported on development of the National Agroforestry Strategy, including a validation workshop.

Output 2. Further development and implementation of restoration and sustainable landscape management efforts at the global and regional levels supported through knowledge management, communication and outreach provided by FAO.

- Workshop organized in China on "Promoting the Role of Natural Regeneration in Large-scale Forest and Landscape Restoration: Challenges and Opportunities" to operationalize "Asia – Pacific Regional Strategy and Action Plan for Forest and Landscape Restoration".
- Supported the Fifth Mediterranean Forest Week on FLR (Agadir, Morocco, March 2017). Participants formally endorsed the "Agadir Commitment" which aims to restore 8 million hectares by 2030 in the context of a new Restoration Initiative for the Mediterranean.
- Co-organized workshop in Latin America on "The Bonn Challenge for FLR in Mesoamerica: Preparing the Road for Upscaling".
- Organized Forest and Landscape Investment Forum (FLIF), a sub-regional event in partnership with the Government of Rwanda, development partners, with ICRAF, WRI and GTZ and Belgium Technical Cooperation (BTC).
- A two-day workshop organized on "Financing mechanisms for local investment in Forest and Landscape Restoration (FLR)".
- Two regional capacity building workshops organized with the Convention on Biological Diversity (CBD) in Agadir, Morocco, March 2017) and for Durban, South Africa in November 2017.
- Module on FLR in the SFM toolbox[124] launched in 2017; also launched the Community of Practice on FLR monitoring and organization of the first webinar in November 2017.
- The FLRM Website updated and three FLRM newsletters published for January, May and October 2017.

Output 3. Monitoring, reporting, assessment and evaluation of international forest and landscape restoration efforts are regularly updated and published by FAO.

- A roadmap on FLR Monitoring was adopted at the Drylands & Forest and Landscape Restoration (FLR) Monitoring.

PARTNERSHIPS

New partnerships established in this project have been key in broadening visibility of the FLRM and securing FAO's position as critical player in FLR. These partnerships helped in mainstreaming FLR in countries and regions of interest. The Project developed fruitful partnerships at various levels:

- Decentralized partners and local governments in pilot areas in the Philippines, and the Shouf Biosphere Reserve in Lebanon.
- Several research organizations: Wageningen CDI, IUFRO, ELTI, World Resources Institute, Society for Ecological Restoration, CATIE, the Mediterranean Office of the European Forest Institute; CGIAR centers (e.g. CIFOR, ICRAF, Bioversity International) and multiple Research Organizations at country level in Peru, Guatemala, Lebanon, Philippines, Cambodia and Rwand.

[124] SFM toolbox module on FLR: http://www.fao.org/sustainable-forest-management/toolbox/modules/forest-and-landscape-restoration/basic-knowledge/en/

- UN Organizations and development cooperation: UNEP, CBD, UNCCD, UNCDF and resource partners e.g. Belgian Development Agency, GIZ, the French Ministry of Foreign Affairs and International Development.
- Non-Governmental Organizations and social enterprises: several local NGOs actives in FLRM selected countries and key international/regional NGOs or networks such as IUCN, WRI, EcoAgriculture Partners, Landscapes for People, Food and Nature Initiative, Rainforest Alliance, International Association for Mediterranean Forests, WeForest.
- Private sector and SMEs incubators: Climate KIC, African Entrepreneurship Collective, Mirova, Moringa Partnership, Commonland and several private sector partners in several FLRM countries such as the private banks in Lebanon for the preparation of the National Forest Funds.
- Development Banks: French Agency for Development, World Bank, African Development Bank and IFAD.
- Financial institutions: FFEM, Global Environment Fund, IKI.

CAPACITY DEVELOPMENT

- Global / Online tools:
- At the global level, the first module of the FLR knowledge platform was launched. Two capacity development events undertaken FAO/CBD in Morocco and South Africa. The Forest and Landscape Investment Forum held in Rwanda. Workshop organized on Assisted Natural Regeneration in China.
- At the national level, capacity building events were held on ROAM in Cambodia. Training on National Forest Funds (NFF) and Payment for Ecosystem Services (PES) were also held in Cambodia. Technical events and one capacity building workshop on Collect Earth Open Foris in Lebanon. One capacity building event was held in Philippines on Forest and Landscape Restoration and Assisted Natural Regeneration. Technical Guidelines for good FLR practices were developed and disseminated in Guatemala.

POLICY ADVISE

- Policy dialogue facilitated for inter-sectoral coordination and support to multi-stakeholders platforms on Forest and Landscape Restoration (e.g. in Cambodia).
- Several cross-sectoral policy initiatives were facilitated in 2017, e.g. on National strategy for agroforestry in Rwanda, National Program for the Recuperation of Degraded Lands (PNRAD) in Peru.
- Analysis of legislation in Cambodia, and National Forest Fund in Lebanon to support the Implementation of the National Afforestation and Reforestation Programme (NARP) named 40 million trees initiative in Lebanon.

CATALYTIC EFFECTS

- Supported preparation of the GEF-6 "The Restoration Initiative" (TRI) in partnership with IUCN and UNEP for a total amount of USD 54 million with "child projects" in ten countries.
- The project helped the mobilization of additional financial resources. A project proposal approved by France in July 2017 after a regional workshop organized by the FLRM team in Niger.

CROSS-SECTORAL WORK

- All the FLRM work plans in Rwanda, Peru, Guatemala, Cambodia, Philippines and Lebanon focused on cross-sectoral issues for the implementation of National FLR Action Plans or Large Scale FLR programmes.

GENDER

- The work plans implemented at country level in Cambodia, Guatemala, Peru, Philippines, Rwanda and Lebanon are contributing to reduction of the gap between rural women and men in access to productive resources and services.
- The national platforms for improving the multi-stakeholders dialogue ensured that rural women and men have the ability to influence program and policy decision-making on the use of natural resources and can take up economic opportunities to improve their individual and household wellbeing.

INNOVATION

- Innovations include promotion of assisted natural regeneration, incentives for ecosystems services, establishment of financial mechanisms, use of Collect Earth Open Foris for both the planning and the monitoring of FLR initiatives, development of online Community of Practices etc.
- Promotion of Sustainable financing for Forest and Landscape Restoration with efforts on the mobilization of the private sector (Corporate Social Responsibility (CSR), Private Impact Funds, LDN Fund launched by UNCCD, Diasporas) and innovative financial instruments (including GCF) and through partnerships with business catalysts and incubators (e.g. Climate-KIC).

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The preparation of the work plans in each country took longer than initially expected.
- The amount funds available per country was relatively low given the number of countries.

Lessons

- Stakeholders acknowledge the value of regional collaboration and exchange as a good way to transfer knowledge, sensitize policy makers and mutualize tools and approaches. This multi-country dynamics are moving forward very fast in the Mediterranean region and the Asia Pacific region under the leadership of the FLRM and is promising.
- The flexibility of the FMM funding and its wide geographical scope are greatly appreciated as they allow to leverage additional funding from other sources through innovative arrangements.

8. Integrated landscape management to boost food and nutrition security in SIDS

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Integrated landscape management to boost food and nutrition security in SIDS (Fiji and Samoa)
PROJECT NUMBER	FMM/GLO/112/MUL BABY 06
FAO STRATEGIC OBJECTIVE	S02. Make agriculture, forestry and fisheries more productive and sustainable

OUTCOME

- 201. Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner
- 202. Stakeholders in member countries strengthen governance: policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems

OUTPUTS

- 20101. Innovative practices for sustainable agricultural production are identified, assessed and disseminated, and their adoption by stakeholders is facilitated

PROJECT DATES: 29 September 2015 – 31 May 2018

IMPLEMENTATION COUNTRIES: Samoa[125]

PROJECT RESULTS

2016

- FAO Sub regional Office for the Pacific Islands (FAOSAP) planned and prepared activities to be implemented in 2017, in collaboration with relevant national authorities

2017

- The project assisted in trainings to enhance/strengthen national capacity and forms a key component to support implementation of national policy or action plan on NCD prevention and control.
- The ILMNS is incorporated into the current PEN Fa's Samoa programme to promote food and nutrition security in Samoa.
- The PEN Faasamoa initiative implemented under the LoA with the MOH has seen an increase from the original 12 to 20 villages/communities screened for NCDs due to a high demand of the programme.

CONTRIBUTION TO FAO RESULTS

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- SFA working with the Ministry of Education (MESC) and Ministry of Agriculture Samoa in implementation of activities.
- MoH working with WHO and FAO on awareness and promotional activities for NCDs screening.
- Working hand in hand with the 20 communities in both Upolu and Savaii.

CAPACITY DEVELOPMENT

- Conducted 12 trainings for the health service providers in each of the villagers.
- Trained 45 community health workers (particularly female).

POLICY ADVICE

- Activities have been sanctioned by the village council.
- At the national level it is inclusive in the health sector plan for monitoring and evaluation plans of activities implemented for follow up.

[125] Fiji was removed following a budget revision and revised accelerated delivery plan.

CATALYTIC EFFECTS

- Working in partnership with MoH the project has evolved into the ministry seeking technical assistance from development partners on having the PEN Fa'a Samoa programme on a national scale. Additionally, they have increased interest in other relevant initiatives/projects implemented by FAO and other UN agencies.

CROSS-SECTORAL WORK

- The project is contributing in the country level where the Ministry Agriculture & Samoa Farmers Association are working together with the Ministry of Health in improving livelihood in communities.

GENDER

- These activities were specifically design to involve both young and old women within each of the communities selected. Furthermore, the involvement of both genders in screening regardless of their age.
- Health services in Samoa have been mainly provided by females.

INNOVATION

- The implementation of gardens in each of the 3 schools with the inclusion of tunnel houses for continuous production under any weather conditions.
- Using SLM management practices to improve soil nutrient with the introduction of nitrogen fixing plant, crop rotation, and or shifting cultivation.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- Ideally, the project should have been completed by the end of 2017. However, continuous delays in procurement and the unavailability and readiness of schools for implementation of activities adds to further delays.

9. Strengthening integrated farming approaches for food security, nutrition and biodiversity in Burkina Faso and Mali

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Strengthening Integrated Farming Approaches for Food Security, Nutrition and Biodiversity in Burkina Faso and Mali
PROJECT NUMBER	FMM/GLO/112/MUL BABY07
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

OUTCOME

- 001. Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.
- 004. Stakeholders make evidence-based decisions in planning and management of agricultural sectors & NR through monitoring, statistics, assessment and analysis

OUTPUTS

- 20102. Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated.
- 20403. Capacity development support is provided to institutions at national and regional levels to plan for and conduct data collection, analyses, application and dissemination

PROJECT DATES: September 2015 –May 2018

IMPLEMENTATION COUNTRIES: Mali and Burkina Faso

PROJECT RESULTS

Output 1. Relevant stakeholders in Mali and Burkina Faso developed a shared understanding of priorities for bringing together biodiversity and nutrition in an integrated way and strategies for joint activities to further strengthen policies and actions

2015

- Identification of local partners and establishment of partnerships with FAO country offices in Burkina Faso and Mali

2016

- Establishment of the National Platform on Agroecology in Mali.
- The capacities of 450 farmers, master trainers in agroecology.
- Through a series of workshops, about 900 representatives of Malian farmers' organizations and civil society shared their experience and discussed the kind of public policies they want to advocate for.

2017

- A draft of the report on biodiversity and nutrition in Burkina Faso has been prepared.
- Establishment of the National Platform on Agroecology in Mali.

Output 2. Policy options for supporting the adoption of agroecology developed by FOs and shared with decision- makers

- The members of the platform (about 30 farmers' organizations and NGOs) adopted a "manifesto"[126] on agroecology in Mali.

Output 4. Experiences and achievements of Mali and Burkina Faso on the integration of biodiversity and nutrition priorities shared with other countries

- ESN has develop National Food Based Dietary Guidelines that integrate sustainability concerns, with a focus on agroecology.

CONTRIBUTION TO FAO RESULTS

- Most activities for this project were achieved in 2016. Those activities reported here for 2017 are either unplanned activities, or else they will be completed in 2018 and will therefore be reported in the next biennium.

[126] Manifesto available at: http://www.cnop-mali.org/index.php?option=com_content&view=article&id=3697:rencontre-de-mise-en-place-de-la-plateforme-nationale-de-lagro-ecologie-paysanne

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Platforms have been established to enable the coordination of various organizations working on agro-ecological approaches in Mali and Burkina Faso. In Burkina Faso the platform was spearheaded by three organizations: the National Coordination of Farmers Organizations, the Association of Professional Farmers Organizations (AOPP) and the Institute for Research and Promotion of Alternatives in Development.

CAPACITY DEVELOPMENT

- Capacity of 40 policy makers, researchers, trainers and Farmer Field School facilitators in Mali.

POLICY ADVICE

- Policy advice was generated through the agroecology manifesto of the national platform for agroecology, and the agroecology training for policy makers in Mali. In both cases, the emphasis was on integrated policies that go beyond a fragmented, sectorial approach.

CATALYTIC EFFECTS

- Additional funds have not yet been raised to date, though fundraising will be a priority to implement the new result in the ESN work plan (2018–2019), mentioned above.

CROSS-SECTORAL WORK

- One of the strengths of this project has been its cross-sectoral nature. The current project is implemented by AGP, and has provided an opportunity to build collaboration with ESN on linkages between agroecology and nutrition. ESN is mandated to give assistance to countries on developing Food Based Dietary Guidelines. An emerging priority for ESN is to integrate sustainability considerations into FBDG.

GENDER

- Highlighting that agroecology can contribute to nutrition means that women's role, as producers but also as those primarily responsible for feeding their families, becomes more visible and more valued.

INNOVATION

- The use Food Based Dietary Guidelines as a policy instrument to promote biodiverse production systems and diversified, healthy diets is an innovative proposal.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Lessons

- The cross-sectoral nature of the project means that bridge building that needs to take place to achieve these synergies is time and labour intensive. Identifying common priorities, and deciding what activities are needed together, is a long-term process.

Projects under SO3

1. Integrated Country Approach for Decent Rural Youth Employment (ICA)

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Integrated Country Approach for Decent Rural Youth Employment (ICA)
PROJECT NUMBER	FMM/GLO/100/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty
OUTCOME The ICA directly contributes to Organizational Outcome SO3/OO2 "The rural poor have greater opportunities to access decent farm and non-farm employment"	
OUTPUTS The ICA directly contributes to Organizational Output 30201 "Evidence-based policy support and capacity development in the formulation and implementation of policies, strategies and programmes that generate decent rural employment (DRE) with particular focus on fostering youth and rural women's economic and social empowerment"	
PROJECT DATES: 01 June 2015 – 31 May 2018	
IMPLEMENTATION COUNTRIES: Global, regional (RAF and RLC) and country level (Guatemala, Senegal and Uganda).	

PROJECT RESULTS

2014

- Handbook for Monitoring and Evaluation of Child Labour in Agriculture finalized.
- The FAO-ILO e-learning[127] course was created and preview of the course released on the World Day Against Child Labour, June 2014.
- Report on the current legal frameworks applying to contract farming and child labour in Malawi prepared.
- National steering committee on child labour in agriculture in Niger created. IFAD is integrating messages on hazardous child labour in their rural development programmes in Niger.

2015

- In 2015, FAO launched the ICA for promoting DRYE in **Guatemala**, **Senegal** and **Uganda**
- Stakeholders at global, regional and country level now have the tools to strengthen their capacity to understand and prevent child labour.
- Capacity development materials tailored to the learning needs of agricultural stakeholders have been developed and disseminated. The material includes an E-learning course "End child labour in agriculture" developed with the International Labour Organization (ILO), a Handbook for assessing the impact of agricultural and food security programmes and agricultural practices on child labour. In addition, the Visual Facilitator's Guide "Protect children from pesticides" is now available in Arabic, French, Spanish, Portuguese and Russian and widely disseminated.
- The project also fostered collaboration across FAO divisions, catalysing the inclusion of child labour concerns in global-level normative products.

2016

- The DRE policy database[128] and online DRE Toolbox[129] launched.

2017

- The project influenced high visibility policy process in each country, leading to the development of youth specific policies and strategies. These included the **Youth in Agriculture Strategy and the Decent Work Policy in Guatemala; Axis 3 of the National Decent Work Policy[130] in Guatemala**; or the **National Strategy for Youth Employment in Agriculture in Uganda**.
- More than 2000 beneficiaries from different organizations, of which 1200 youth, increased their awareness on DRE and the youth role in agri-food systems development.
- Around 850 beneficiaries from different organizations, of which more than 600 youth, strengthened their capacities through participation in specific trainings or through peer support.
- Over 150 young agripreneurs were directly supported in enhancing their businesses as part of the pilot models.
- Around 250 staff from FAO and partner organizations were reached at regional and sub-regional level.
- The ICA project continued to **raise awareness, stimulate dialogue and increase national capacities** of agricultural and rural development policy makers, planners and technical staff.
- FAO also contributed to set the basis for the effective implementation of the policies, through the **piloting of operational approaches** to promote youth engagement in the agricultural sector.

CONTRIBUTION TO FAO RESULTS

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- FAO membership in the **International Partnership for Cooperation on Child Labour in Agriculture2** has supported the activities at country and global level.
- At country levels a number of **public private partnerships were created in 2014–2016. These include** partnerships with the **National Smallholder Farmers' Association of Malawi (NASFAM)** in Malawi, the **National Chambers of Agriculture Network** (RECA) in the Niger,
- In 2017, new partnerships have been established with the following organizations: the Young Farmers Champions Network in Uganda, the Federación Nacional de Cafeteros de Colombia, various national stakeholders from the Guatemala coffee sector, the initiative of la Factoria and Chisparural platform in Guatemala, and UNIDO and CTA in Senegal.

CAPACITY DEVELOPMENT

- Through fora, market fairs, trainings and roundtables more than 2 000 beneficiaries from different organizations, of which 1 200 youth, increased their awareness on DRE and the youth role in agri-food systems development in 2017.
- Through participation in specific trainings and peer support around 850 beneficiaries from different organizations, of which more than 600 youth, have strengthened their capacities in 2017.
- Over 150 young agripreneurs were directly supported in enhancing their businesses as part of the pilot models implemented at field level in 2017.

[127] Link to: E-learning on Productive Employment and Decent Work translated in Spanish and Fench
[128] Link to the expanded DRE Policy database
[129] Link to expanded online DRE toolbox (migration module entirely developed in 2017)
[130] Link to national policy: Axis 3 of the National Decent Work Policy

- **Several high visibility policy dialogues or for a have been organized**, such as the Youth Inspiring Youth in Agriculture event in Uganda; the National Rural Youth employment forum in Guatemala, as well as several regional/local forum where the ICA was among the organizers or sponsor of youth participants.
- A number of knowledge products were produced and awareness raising events were held in 2017 in Guatemala, Uganda and Senegal.
- At programmatic level, the ICA developed and tested various models to demonstrate concrete approaches for youth engagement in the agricultural sector. These include the **MIJA platforms in Senegal; the VUMErural in Guatemala**; the **Factoria model** in Guatemala; the **Youth Inspiring Youth in Agriculture Initiative**.
- The ICA project further contributed t**o increase FAO capacities in country and regional offices and consolidated the FAO DRE capacity development (CD) package**, and expansion of the FAO E-learning course on Employment and Decent Work in rural areas.
- The ICA project directly supported the **development and implementation of the regional RAF Special Programme** *Youth Employment: enabling decent agriculture and agri-business jobs* was launched in May 2017.

POLICY ADVICE

- Substantive policy and technical advice on the prevention of child labour in agriculture were provided to the Governments of **the Malawi** and **the Niger in 2014–15**.
- Building on new evidence generated, the project influenced high visibility policy process in each country, leading to the development of youth specific policies and strategies.
- Policy support went beyond policy dialogue and formulation, with the ICA project leading the design and testing of multiple highly replicable models for youth engagement in the agricultural sector at programmatic level.

CATALYTIC EFFECTS

- In all three countries contributions from different resource partners and national counterparts were mobilized for specific initiatives, such as for youth champions awards (MoA and Bank of Uganda), for co-sharing training costs and bringing technical expertise in training activities (MoA and Bank of Uganda; Min of Economy, Labour and Agriculture in Guatemala; Min of Youth/ ANPEJ in Senegal), for co-organizing fora and events (BCIE and IFAD in Guatemala), for co-funding infrastructure works (more than USD 500 000 invested by ANPEJ in Senegal on the MIJA platforms).
- The FMM funding catalysed funding from the ILO to contribute to the development of the e-learning course.

CROSS-SECTORAL WORK

- The ICA project actively continued to support cross-sectoral work at country level, mainly through the technical working groups and support ecosystems mobilized behind policy processes (e.g. NSYEA in Uganda) or territorial initiatives (e.g. Factoria and the Coffee cluster initiative in Guatemala). Cross-sectoral collaboration among Ministry of Agriculture, Labour, Economy and Social affairs, as well as with planning authorities, territorial and local authorities, CSOs and youth organizations have been pursued as a priority.
- Within FAO, the project facilitated exchanges between different technical units, DOs and strategic objective teams on the issue of decent rural youth employment. Collaboration was strengthened in particular between the Social Policies and Rural Institutions Division leading the ICA project.

GENDER

- Gender issues have been mainstreamed as cross-cutting topic, as inherent component of the concept of decent work. For example, gender considerations were mainstreamed throughout the FAO-ILO e-learning course in 2014. Gender disaggregated data collection and analysis were undertaken in studies in Niger.
- All capacity development and pilot models promoted gender equality among beneficiaries. As a result, 52 percent of the beneficiaries of the VUMErural in Guatemala are women, 60 percent of the youth trained in the Factoria; on average 40 to 50 percent of youth beneficiaries in all interventions implemented in Senegal and Uganda are women.

INNOVATION

- The innovations introduced referred mainly to the development of a tool to conduct youth-employment focused value chain analysis. The development of the tool responds to a recommendation given by the 2016 SP3 evaluation to "undertake deeper analysis and mapping of employment opportunities and pathways in identified priority value chains to guide rural employment related programmes and plans of national partners". Another innovation is the use of ICT for enhancing youth access to extension and employment services in remoted rural areas.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Lessons

- A powerful lessons learned is the importance of getting youth beneficiaries on board at beginning, as partners, champions and service providers. The innovation potential of direct engagement of the youth is huge, not only to ensure results' sustainability, but also to push forward the modernization of communication strategies and approaches and tools proposed, with potential extended benefits for the broader FAO work programme.
- Another important lesson is FAO's comparative advantage at country level in the facilitation of a more programmatic approach for more youth-inclusive food-systems. While the topic has become high priority, especially in SSA, and many interventions are flourishing, coordination remains an issue, which hinders the achieving of scale and lasting impact.

2. Rural poverty reduction through job creation in small ruminant value chains in Ethiopian highlands

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Rural poverty reduction through job creation in small ruminant value chains in Ethiopian Highlands
PROJECT NUMBER	FMM/GLO/101/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty

OUTCOME

- 3.1. Enhanced access to productive resources, services, organizations and markets
- 3.2. The rural poor have greater opportunities to access decent farm and non-farm employment

OUTPUTS

- 3.1.3. Support to improve access of poor rural producers and households to appropriate technologies and knowledge, inputs and markets

PROJECT DATES: 01 2013 – 2016

IMPLEMENTATION COUNTRIES: Ethiopia

PROJECT RESULTS

2014

Output 2: The methodology has been implemented, analytical work has been undertaken and all data is available.

- A policy context analysis was undertaken

Output 3: The major implementation mechanism have been devised and approved by all technical units.

2016

- A total of 610 households in Amhara and Tigray run fully independent small ruminant fattening businesses and have improved their income and livelihoods.
- Households organized in producer groups.
- The project facilitated access to financial services, which generated more membership to Rural Savings and Credit Cooperatives (RUSACCOS), opening new economic opportunities for poor households. The partnership established with RUSACCOs to set up revolving funds ensured sustainability as fattening activities continue and grow overtime.
- The capacity of 20 researchers from regional research institutes in implementing large surveys and advanced research methods was built. In both Tigray and Amhara, the capacity of rural development agents, researchers from regional research institutes and the Relief Societies of Tigray (REST) and the Amhara Livestock Resources and Development and Promotion Agency (ALRDPA) have been strengthened.
- The information generated by the project informed the implementation of the Ethiopia Livestock Master Plan, the preparation of a large scale investment programme for the livestock sector in Ethiopia by the World Bank and the Bill &Melinda Gates Foundation funded programme called "Small ruminants Landscaping Grant".

CONTRIBUTION TO FAO RESULTS

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- FAO closely collaborates with the Ethiopian Ministry of Agriculture, local NGOs and Regional Bureau of Agriculture in the implementation of activities.
- FAO is in constant dialogue with ICARDA and ILRI so that the work of the three organization along small ruminant value chains is complementary.

CAPACITY DEVELOPMENT

- Under the Rural Economic Development & Food Security executive committee (RED&FS), a Technical Committee for livestock chaired by the State Minister of the MoA's Livestock Directorate has been established in early 2014. The Committee incorporates two task forces, one on pastoralism and another on highland mixed agricultural systems.
- Capacity development to government agents and beneficiaries has been provided on technical animal production issues, as well as group development.

POLICY ADVICE

- It is envisaged, that the present project will be in a good position to achieve direct policy impact through the RED&FS structure, which according to past experiences has been an effective channel for direct policy work due to its flat hierarchy.

CATALYTIC EFFECTS

- In all three countries contributions from different resource partners and national counterparts were mobilized for specific initiatives, such as for youth champions awards (MoA and Bank of Uganda), for co-sharing training costs and bringing technical expertise in training activities (MoA and Bank of Uganda; Min of Economy, Labour and Agriculture in Guatemala; Min of Youth/ ANPEJ in Senegal), for co-organizing fora and events (BCIE and IFAD in Guatemala), for co-funding infrastructure works (more than USD 500 000 invested by ANPEJ in Senegal on the MIJA platforms).
- The FMM funding catalysed funding from the ILO to contribute to the development of the e-learning course.

CROSS-SECTORAL WORK

GENDER

- The main beneficiaries of this project are the youth and women, particularly those who are landless and economically vulnerable. A particular need for support for women has been identified in creating access to livestock markets, which typically are dominated by male farmers and traders. Consequently, the devised interventions and trainings focused on gender equity.

INNOVATION

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Collaboration with multiple units under SO3 is both a challenging and rewarding process, adding to the richness of the methodology provided. However, this comes at a cost and added to delays experienced in the implementation phase, which currently did not allow the targeting of the prime fattening season.
- Some administrative hurdles within the organization have been exposed during this process, and dealing with these has incurred significant delays and costs.

3. DIMITRA PROJECT: Reduce rural poverty through information, participatory communication and social mobilization for rural women, men and youth

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	DIMITRA PROJECT: Reduce rural poverty through information, participatory communication and social mobilization for rural women, men and youth
PROJECT NUMBER	FMM/GLO/113/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty

OUTCOME

- The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably (Outcome - Code 301)

OUTPUTS

- 30101. Strengthening of rural institutions and Poor People's empowerment
- 30105. Gender Policy Advice and Capacity Building

PROJECT DATES: 01/07/2014 – 31/05/2018

IMPLEMENTATION COUNTRIES: Global, Regional, Country (Central African Republic, Democratic Republic of Congo, Mali, Niger and Senegal)

PROJECT RESULTS

Output 1: Development stakeholders, at different levels, are aware of the key role and use of gender-sensitive and participatory communication approaches to empower rural communities and on their impact for reducing rural poverty and increasing gender equality

2014

- Dimitra's visibility was ensured through publications on several FAO Web sites.
- A series of films on the remarkable impact of the Dimitra Clubs on people's livelihoods in Niger and the Democratic Republic of the Congo was produced.
- Participatory development process of a methodological guide on the Dimitra Clubs was initiated.
- A film on the impact of the Dimitra clubs on poverty reduction was prepared for the 151st Session of the FAO Council.

2015

- **In Ghana**, 38 Dimitra Clubs were reinforced and have created their own small businesses.
- In **the DRC**, 234 active Dimitra Clubs obtained concrete results and behavioural changes in gender equality, nutrition, social cohesion, sanitation, income generation.
- In **Niger**, the 900 Dimitra Clubs benefited from improvement in gender roles, family farming, access to land and water, climate smart agriculture, resilience and disaster risk preparedness.
- In **Senegal**, the 64 Dimitra Clubs benefited from access to and exchange of information, notably on Ebola, social cohesion nutrition, agricultural practices, and use of pesticides.
- In **Burundi,** 30 Dimitra Clubs benefited from exchange of information and seeds, increased use of kitchen gardens and cooking stoves, nutrition improvements, social conflict management, changes in gender roles at household level, sanitation and credit.

2016

- In 2016, the project contributed to strengthening rural organizations and institutions in **Burundi, DRC, Ghana, Niger, Mali** and **Senegal** where 50 000 rural women and men are better organized and empowered. More than 1 million people from the targeted communities benefited from the Dimitra club.
- In **Burundi**, despite the difficult political situation, the 1 000 members of the Clubs have developed their resilience capacities, and several women have emerged as leaders and have joined formal local organizations.
- In **the DRC**, the 305 Clubs have improved social and physical environment.
- In **Niger**, the 1 049 Dimitra Clubs have continued to enhance women's leadership, access to land, improved agriculture techniques and active participation of the poorest people in their communities.
- In **Senegal**, the national capacity development has enabled the creation of 60 Dimitra Clubs in connection with FFS.

2017

- Production and dissemination of Dimitra knowledge/information materials on the use of gender-sensitive participatory approaches and their impact for reducing rural poverty and increasing gender equality.
- Communication and advocacy activities on the Dimitra Clubs as a driver to empower people, reduce rural poverty and increase gender equality.

Output 2: Rural populations, in particular women and youth, have improved their organisational capacities, representation and voice

2017

- The number of Dimitra Clubs has increased from 1 590 to 1 900. It is estimated that 57 000 people, almost two thirds of which are women, are actively participating in Dimitra clubs.
- An external impact study of the Dimitra a Clubs in Niger and case studies from the other countries confirm that concrete gender-responsive achievements and impact have been obtained as a result of the dynamics of the Dimitra Clubs. These included adaptation to climate change; improved nutrition and food security; community-driven development and self-mobilization; gender equality; community dialogue, good governance and accountability; and resilience and traditional social protection.

Output 3. Partnerships are developed to promote rural women's and men's empowerment, women's leadership, gender equality, social mobilization and local governance, notably through the DIMITRA Clubs' approach

- Partnerships are increasing for using the Dimitra approach in various technical areas, in FAO and UN joint-development programmes, projects and initiatives in several sub-Saharan African countries.
- In 2017, 11 new country FAO projects or programmes have asked for technical support to integrate Dimitra Clubs.

CONTRIBUTION TO FAO RESULTS

Niger

- Networks of Youth Dimitra Clubs created at the district level to facilitate exchange and dialogue with communal authorities.
- 480 Dimitra Clubs leaders' capacities developed (224 are women) and support provided to 900 Clubs in several areas.
- About 30 000 Dimitra Clubs members empowered through the process and at least 500 000 people positively impacted by the clubs in Niger.

Democratic Republic of Congo

- 100 percent increase of number of Clubs in 9 provinces accounting for a total of 600 DC (20 000 members) positively impacting over 250 000 rural people.
- Training workshops conducted on gender, Dimitra Clubs' methodology, technical issues.
- Training conducted for 11 community radio stations in Kwilu and Kwango Provinces on participatory communication, gender and linkages with the DC.

Senegal

- Effective implementation of the methodological alliance Dimitra Clubs-Farmer Field Schools.
- Creation of the first 64 clubs (out of 400) in the Tambacounda Region.

Mali

- Use of the Dimitra Clubs to implement activities of Child Labour Project to reduce child labour.
- Regional exchange of experiences on the Dimitra Clubs through South-South Cooperation.

Central African Republic

- Integration of a Dimitra Clubs' component in a Peace-Building Fund project "Promotion de la participation politique et leadership de la femme dans la consolidation de la paix".

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- A number of strategic partnerships with governments, NGOs and other UN agencies (IFAD, UNW, UNICEF, UNFPA, UNDP, Peacebuilding Fund, and WFP) have been established.

CAPACITY DEVELOPMENT

- Numerous training workshops have been organized in 2014 at different levels in Burundi, the Democratic Republic of the Congo, Ghana, the Niger, and Senegal, for the facilitators of the Dimitra Clubs and main stakeholders.
- Forums of Dimitra Clubs have been organized in Burundi, Ghana, the Niger, and Senegal to discuss successes and difficulties and learned lessons in 2014.
- In 2017, training workshops were conducted in DRC, Mali, Niger and Senegal, on gender, Dimitra Clubs' methodology and technical issues benefitting some 1 400 Dimitra Clubs leaders and development partners.

- Technical support was also provided on a regular basis to existing clubs (1 900) by the implementing partners in the different countries.
- In the framework of South-South Cooperation, FAO funded a series of exchange field visits and training between Mali, Niger Senegal. These activities have directly benefitted 400 people from the three countries and even more due to catalytic effects.

POLICY ADVICE

- Policy advice was provided in all the countries of intervention.

CATALYTIC EFFECTS

- Increased awareness of impact achieved by the Dimitra Clubs have led to a multiplication of partnerships, requests by governments and donors to implement the Clubs approach, resulting in new funding opportunities at country level.
- Increased use of the Dimitra Clubs' approach as an entry point for other activities in larger programmes. For example, in **Côte d'Ivoire**, FAO is promoting use the Dimitra approach in the framework of a joint peace-building fund programme on conflicts related to access to land.

CROSS-SECTORAL WORK

- The Dimitra project was conceived as truly cross-sectoral starting from the design to the implementation stages. It brings together four FAO divisions, namely Plant Production and Protection Division; Nutrition and Food Systems Division; Emergency and Rehabilitation Division; and Investment Centre.
- Cross-sectoral work has been pursued with the same partners in FAO HQ and DOs (Gender Team, Rural Institutions, Services and Empowerment Team; AGPM-FFS; TCIA; AGL; ESN; SP5) on a diversity of issues and approaches such as Caisses resilience, farmer field schools, women's empowerment, nutrition, rural organizations.

GENDER

- Dimitra is a gender applied programme, which banks on social development, addressing gender inequalities and focuses on social inclusion of the poor, vulnerable and excluded groups through accountable informal institutions.
- The Dimitra Clubs' approach is recognized by FAO and development partners as a good practice in terms of gender equality, people's empowerment and community mobilization. The project has worked specifically on gender-based violence in Niger, by organizing 16 days of activism against GBV through the Dimitra Clubs and its implementation mechanism for almost 20 000 people in 16 districts of Niger.

INNOVATION

- The use of the South-South Cooperation mechanism to facilitate peer-to-peer and exchange of knowledge and experiences between Dimitra Clubs from the Sahel (Senegal, Niger, Mali) and participating rural actors.
- The Dimitra Clubs methodology is being adapted to new contexts such as Refugee Camps and protracted and post-conflict situations.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Financial uncertainly at medium term is detrimental to project planning and results and is not adapted to projects applying innovative approaches/tools that need a longer timeframe and dedicated resources.

Lessons learned

- Despite strong interest and support from governments in the Dimitra Clubs' approach implementation by the state actors still poses a challenge, and requires time and efforts. It requires a deep change in governmental institutions and organic improvements in state service delivery.

4. Forest and Farm Facility

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	**Strengthening Forest and Farm Producer Organizations (FFPOs) through Forest and Farm Facility**[131],[132]
PROJECT NUMBER	FMM/GLO/114/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty

OUTCOME

- SO3 Outcome 2: Producers are organized for business

OUTPUTS

- Output 1.1. Dispersed local producers are organized into effective and gender inclusive group
- Output 1.2. Producer groups work together with Government and Private sector to improve policy
- Output 2.1. Producer organizations know about business and can access finance
- Output 2.2. Establishment of services in support of small forest businesses
- Output 2.3. Experience sharing between producer organizations in-country and between countries

PROJECT DATES: 01 Jan 2017 – 31 May 2018

IMPLEMENTATION COUNTRIES: Bolivia, Guatemala, Kenya, Zambia, Vietnam, Myanmar

PROJECT RESULTS

Output 1.1: Dispersed local producers are organised into effective and gender inclusive groups

- In Bolivia the capacity of 94 FFPOs has been strengthened, and 28 producers groups have received direct training.
- In Guatemala the technical and legal capacity of the National Alliance of Community Forestry Organizations was strengthened. This included 10-second level organizations, with members from more than 250 first level organizations.
- In Kenya, the Farm Forestry Smallholders Producers Association of Kenya (FF-SPAK) has **doubled its membership from, 10 000 to 20 000** families in Kenya.

- A total of 177 CFUGs (with 8465 members comprised of 5971 males and 2494 females) supported in Myanmar.
- In Vietnam 14 FFPOs (with a total of 273 household members) were supported.
- The Choma Charcoal Association of Zambia was officially registered with a membership of 10 groups. The Zambia National Forest Commodities Association was registered as an apex body for smallholder forest producers. *Details of country reports are found in the link*.[133]

Output 1.2 Producer groups work together with government and private sector to improve policy

- One law and two policies have been favourably changed through the participation of FPOs in policy dialogue in Bolivia.
- Three changes in National Coffee and Cocoa policies, and Ecological Production Law were made in Bolivia.
- Eight changes were made in the national budgets for incentives programmes through advocacy by the National Alliance of Forest Communities of Guatemala.
- FFSPAK was able to lobby for a waiver of licenses fees for tree nurseries in Nakuru and increase of county funding for beekeepers in Laikipia district in Kenya.
- Community Forestry National Working Group (CFNWG) supported in Myanmar.
- The Myanmar Women Leadership and Conservation Network formed.
- Eleven policies and issues related to policy implementation were reviewed and/or proposed by producer groups in Vietnam.
- Four ward development committees formed in Zambia.

Output 2.1: Producer organizations know about business and can access finance

- FPO's capacities were strengthened in management of productive systems, administrative issues, institutional consolidation technical equipment and legality in Bolivia.
- The Business Information System of the National Alliance of Forest Communities was updated in Guatemala.
- Instruments for business development were implemented for 12 SMEs of the Alliance in Guatemala.
- Six product based associations were established representing a total of 3,492 households in Kenya.
- FFPOs supported in financial literacy, financial access by forming as cooperative groups and some FFPOs have now registered as cooperative groups in Myanmar.
- Two collective groups developed into cooperatives and 14 FFPOs are participating in 7 value chains in Vietnam.
- Knowledge of smallholder forest producers was improved on value addition, aggregation and marketing of products in Zambia.

Output 2.2: Establishment of services in support of small forest businesses

- FPOs were connected with state actors through the presentation of proposals through technical round- tables in Bolivia; the business plans of 4 SMEs of the alliance in Guatemala were linked to service providers; Three Petén organizations were supported in Guatemala.

[131] FFF Initiative for climate-resilient landscapes and improved livelihoods (2018-2022): http://www.fao.org/3/b-i7231e.pdf
[132] Press releases and webstories on the FFF News page: http://www.fao.org/partnerships/forest-farm-facility/news/en/
[133] Country reports: http://www.fao.org/partnerships/forest-farm-facility/country-support/en/

- The Cooperative Federation of the Verapaces of Guatemala (consisting of 33 member cooperatives) were supported to develop a business plan and to initiate the pilot phase of the Rural School of Agroforest Business.
- 20 frontline extension officers from the Kenya Forest Service and Ministry of Agriculture were engaged on a regular and needs basis in training and offering technical guidance to producers.
- 177 CFUGs with 8 465 members comprised of 5 971 males and 2 494 females in community level have been supported in Myanmar.
- 56 Facilitators of the Vietnam Farmers Union were trained
- 14 Enterprise Development Plans focussing on collecting and processing and selling were prepared in Vietnam.
- Development of new charcoal regulation was supported to enhance the capacity of Government to control the business through producer groups[134] in Zambia.

Output 2.3: Experience sharing between producer organizations in-country

- Exchange of experiences benefited 7 of the 9 departments and 5 ecoregions of Bolivia.
- Ten exchange visits of producer organizations supported for strengthening of technical, administrative, business and financial capacities in Guatemala; four regional exchange visits were directly implemented in Guatemala.
- FPOs from Kenya participated in an exchange visit to Tanzania.
- Exchange visits for FFPOs in Myanmar and Vietnam were organized on organizational management, market access and diversifying their products.
- Monitoring and learning visit of leaders of FFF from Mwinilunga groups to Choma group of Zambia.

CONTRIBUTION TO FAO RESULTS

- Through participation of FPOs in policy dialogue 1 law and 2 policies have been favorably changed in Bolivia.
- Eight changes were made at the policy level in Guatemala.
- Two new policies supported by Nakuru and Laikipia governments in Kenya.
- Six groups have diversified into timber and tree seedling production in Zambia.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- FFF was able to capitalize on the networks of IIED, IUCN[135] and AgriCord
- Close partnerships with FFPOs on the ground and at regional and global level

[134] Greening Zambia's charcoal business for improved livelihoods and forest management through strong producer groups: http://www.fao.org/3/a-i7238e.pdf
[135] IUCN brief: Deriving landscape benefits through forest and farm producer organizations - IUCN Forest Brief No.15: https://www.iucn.org/sites/dev/files/content/documents/20170314_iucn-forest-brief-no-15_ffpos.pdf

CAPACITY DEVELOPMENT

- Two training courses on Sustainable Timber Production and Value Chain Creation successfully completed in Myanmar.
- 31 participants from Community Forestry User Groups in received training in Myanmar.
- 120 participants from tree nursery operators, agro-forestry farmer groups attended the National Tree Nursery Associations Workshop in Kenya.

Regional conferences and exchange visits

- Latin America regional exchange visit for 200 participants.
- African Regional Conference and exchange visit of Forest and Farm Producer Organizations.
- Asian FFPOs Regional Conference and exchange visit for 57 participants.

POLICY ADVICE

- Through policy roundtables and national level engagement of experts from the Ministries and members of local authorities over 20 policy related issues were raised in Vietnam.

CATALYTIC EFFECTS

- Shaping of major new incentive programmes for FFPO businesses in Bolivia, Guatemala, and Viet Nam collectively worth in excess of USD 100 million.
- In Kenya, Bolivia and Vietnam FFPOs were linked REDD+ and other large programmes.
- In Bolivia, the government has allocated over USD 90 million, with active participation of FFPOs, to strengthening producers of cacao, coffee and amazon products.
- In Guatemala an FFF helped the FAOR to secure USD 7 million from KOICA for a three-year integrated programme with FFPOs as primary actors.

CROSS-SECTORAL WORK

- A publication "*Implementing Agenda 2030 in Food and Agriculture: Accelerating Policy Impact through Cross-Sectoral Coordination at the Country Level*" was produced with the Forest Policy team drawing from a number of cases where cross sectoral process had been effective.
- FFPOs in Myanmar Linked to additional support for the National Community Forestry Working Group.
- FFF supported the establishment of policy roundtables at multiple levels in two provinces in Vietnam.
- 6 different cross sectoral policy platforms were supported in Guatemala.
- A number of cross sectoral task forces supported around different commodities in Bolivia.

GENDER

- FFF has developed and implemented a new Gender Strategy.
- At country level, FFF implementation addressed gender equality and empowerment in FFPOs' governance and activities.

INNOVATION

- Inclusion of indigenous peoples' representatives on the FFF steering committee.
- Training programmes around Market Analyses and Development, Organizational assessment, Gender, governance and inclusion, financial management, risk assessment and management.
- Exchange and learning within and between countries combining FFPO members and government officials enhanced transfer of policy and practice.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Government departments often operate in silos hindering operation of cross-sectoral platforms and process.

Lesson learned:

- Family farmers and their FFPOs have the potential to become important business organizations and to influence rural development policy agendas.
- The landscape/territorial perspective is vital for real impact scale – and the institutions of government and forest and farm families and producers still need to be developed and strengthened for this perspective to take hold and become operational.

5. Fostering productive investments to create decent farm and non-farm jobs for rural youth in migration-prone areas in Senegal

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Fostering productive investments to create decent farm and non-farm jobs for rural youth in migration-prone areas in Senegal
PROJECT NUMBER	FMM/GLO/115/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty

OUTCOME

- 3.1. Rural poor and rural poor organizations empowered to access productive resources, services and markets
- 3.2. Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women
- 3.3. Countries enhanced access of the rural poor to social protection systems
- 3.4. Countries strengthened capacities to design, implement and evaluate gender equitable multi-sectoral policies, strategies and programmes to contribute to the achievement of SDG 1”

OUTPUTS

- 3.1.3. Policy support, capacity development and knowledge generation to accelerate gender equality and rural women’s economic empowerment
- 3.2.1. Policy support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes to enhance decent rural employment opportunities” entrepreneurship and skills development, especially for youth and women
- 3.3.2. Policy support, knowledge generation capacity development, and advocacy provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change
- 3.4.1. Strengthened national capacities to design and implement comprehensive, gender equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change.

- 3.4.2. Data, knowledge and tools provided to promote and evaluate comprehensive, gender equitable, multi-sectoral rural poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction.

PROJECT DATES: 13 Dec 2016 – 31 May 2018

IMPLEMENTATION COUNTRIES: Global, regional (RAF) and country level (Senegal).

PROJECT RESULTS

Output 1: Improved evidence base to harness the potential of migration for rural development

- Analysis of migration dynamics in the context of rural transformation processes in rural Senegal has been has been completed.
- Analysis of the potential of the rural economy to generate decent employment opportunities for young people in Senegal and Kenya.
- Analysis of the impact of domestic and international remittances, including diaspora funds, on productive investments in rural farm and non-farm activities and on employment dynamics and labour allocation in Senegal.
- A multi-country analysis of the impact of male out-migration on women's empowerment in agriculture carried out in Nepal, Senegal and Tajikistan.
- Analysis of the impact of climate change on migration.
- The atlas[136] "Rural Africa in motion. Dynamics and drivers of migration South of the Sahara" is available.

Output 2: Strengthening institutional arrangements to support migrants, improving their institutional capacity and political dialogue to encourage productive investments in order to create decent agricultural and non-agricultural jobs for rural youth in migration-prone areas

- Organizational diagnosis of key support mechanisms for migrants in Senegal
- Four regional consultation workshops were organised in November 2017 in the regions of Kaolack, Tambacounda, Matam and Sédhiou

CONTRIBUTION TO FAO RESULTS

- The project contributed to the overarching goal of addressing the root causes of distress migration and harnessing the development potential of migration for agriculture and rural development. In so doing, it contributes to the Sustainable Development Goals, in particular to Goal 10.7 and Goal 8.

[136] The link to Atlas: http://www.fao.org/3/a-i7951e.pdf

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- FAO partnered with several actors in order to carry out the analytic and capacity development deliverables of the project. To do the analytical work under Output 1, FAO partnered with The Senegalese national statistics agency, the Centre de coopération internationale en recherche agronomique pour le développement, SOCIONOMICA – Istituto di Ricerca, IPAR, the Joint Research Center (JRC) of the European Commission.
- In implementing activities under Output 2, FAO's is partnering with the Ministry of Foreign Affairs; Ministry of Agriculture and Rural Equipment; Ministry of Livestock and Animal Production; Ministry of Youth, employment and citizenship; Directorate General for Social Protection and National Solidarity; International Organization for Migration; National Agency for the Promotion of Youth Employment; Dakar Cheikh Anta Diop University and Gaston Berger University of Saint-Louis; Migrant and Diaspora Associations; Youth and producer organizations; and other international organisations and resource partners including IOM, IFAD and EU.

CAPACITY DEVELOPMENT

- In 2017, FAO organized four regional consultations in Senegal in order to raise awareness about migration-related issues and FAO's activities in the country and at global level, and facilitate knowledge exchange on the related challenges and opportunities in terms of productive investments and rural development.

POLICY ADVISE

- FAO has provided policy advice on Senegal's draft migration policy for it to better incorporate issues related to agriculture and rural development.
- Four regional conferences were also supported to foster an inclusive policy dialogue among key stakeholders.

CATALYTIC EFFECTS

- The project raised awareness and generated high level commitment, which is expected to boost the country's delivery on the topic of migration and productive investments in rural areas.

CROSS-SECTORAL WORK

- With four successful regional consultation workshops, the project brought together national and rural stakeholders, financial institutions, migrants' and diaspora associations, youth and producer organisations in Senegal to promote decent rural employment for young women and men, by increasing productive investments of remittances and cash transfers and improving the links with other rural financial services in migration-prone areas. The project contributed to improved policy coherence between different policy areas.

GENDER

- The project successfully implemented the household survey with a specific module on gender/ women's work. It also served as inputs to the study on the impact of male migration on women's empowerment in agriculture being conducted by the FAO Gender Team.

INNOVATION

- The project has created institutional links to enhance policy coherence and institutional collaboration around migration, agriculture and rural development.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- The unexpected delay in implementing the household survey because of specific contexts in Senegal;
- The difficulty of operating only at the strategic and policy level, with very limited field implementation capacity due to the relatively limited funding of the programme.

6. Agricultural services and digital inclusion in Africa

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Agricultural Services and Digital Inclusion in Africa – ASDIA project
PROJECT NUMBER	FMM/GLO/116/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce rural poverty

OUTCOME

- SO3. The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably

OUTPUTS

- 3.1. Support to improve access of poor rural producers and household to appropriate technologies and knowledge, inputs and markets (3.1.3) and Support to innovations in rural services provision and infrastructure development accessible to the rural poor (3.1.4)

PROJECT DATES: 1 January 2017 – 31 December 2017

IMPLEMENTATION COUNTRIES: Senegal, Rwanda

PROJECT RESULTS

- Common virtual working space[137] organized and shared for project activities' monitoring and facilitate coordination with country offices, among TSS teams and project staff.
- Website[138] has been constructed and published on the FAO website.
- Collaboration with local relevant stakeholders has been established: These included Ministry of Agriculture, Ministry of Telecommunications, Commissariat à la securite' alimentaire, Ministry of Livestock, Secretariat Executif du Conseil Nationale de Securite Alimentarie, Agence National de l'Aviation Civile et de la Metereologie, Local Government of Tambacounda in Senegal; and Ministry of Agriculture and Animal Resources, Ministry of Youth and ICT and National Meteorological Agency in Rwanda.
- The second version of the Progressive Web App[139] has been released.

[137] Link: https://sdlc.fao.org/confluence/display/DIGITAL/Digital+Development
[138] Link: http://www.fao.org/in-action/africa-digital-services-portfolio
[139] Link: https://fao-digital-services-portfolio.firebaseapp.com

CONTRIBUTION TO FAO RESULTS

- Output 3.1.3, indicator: 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: end of 2017 target: 33, this FMM project contributed in 2 countries (Senegal and Rwanda).
- Output 3.1.4, indicator: 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: end of 2017 target: 11, this FMM project contributed in 2 countries (Senegal and Rwanda).

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

The following strategic partnerships have been established in Senegal and Rwanda respectively:

- In Senegal CTIC Dakar (http://www.cticdakar.com/fr/) is the first incubator and accelerator for IT and mobile technology young entrepreneurs founded in West Africa.
- In Rwanda ICT Chamber in Kigali (http://www.ict.rw/index.html) bringing together ICT Associations, businesses, groups and individuals into a community where they can share ideas on how to promote and develop Rwanda's ICT and ICT enabled Industries.

CAPACITY DEVELOPMENT

- Training workshops have been organized in Tambacounda in Senegal (31st of October 2017) and Rulindo in Rwanda (7th of November 2017). The workshops' aim was of testing with around 50 participants in each country (farmers, extension workers, representatives of Farmers Field Schools, local institutions, focal points) the first version of the Progressive Web App and also an SMS/voice based app. Both workshops have used the Human Centered Design approach.

POLICY ADVISE

- Since the project has not reached a conclusion yet, there is no specific policy recommendation at the moment.

CATALYTIC EFFECTS

- One of the most notable catalytic effects has bene that, through the contacts to develop the Meteo and Crop Calendar service, CIO has started a relationship with World Meteorological Organization. The two agencies have signed a UN to UN agency agreement to improve the Climate and agrometeorological services in Senegal and Rwanda.

CROSS-SECTORAL WORK

At country level, the project has contributed to the following objectives:

- Rwanda: The Country Programming Framework (CPF) focuses on achieving resilience and sustainable food and nutrition security. The Government's goal is to eradicate pervasive chronic malnutrition and stunting among children under the age of two.
- The CPF also aims at "improving food security and nutrition, agriculture and livestock productivity through sustainable use of natural resource management, adapted to climatic changes, value chain development and private sector investment as a basis for boosting commercialized agricultural development, institutional collaboration and knowledge sharing in addressing agricultural development, food security and poverty actions".

- Senegal: This project will contribute to ongoing projects: the third phase of "Purchase from Africans for Africa" (PAA Africa) project aims at developing value chains for four commodities (rice, maize, cowpea and potato). The project "Integration of climate resilience in agro-pastoral production for food security in vulnerable rural areas" uses both the Farmer Field Schools approach and Dimitra Clubs.

GENDER

- The project emphasizes the gender perspective and specifically targeted the needs of women and female headed households.

INNOVATION

- This model, based on a set of Digital Value Added Services portfolios from FAO expertise and experience, will make the leap forward to provide high quality information services close to family farmers and extension workers like local veterinarians, Agricultural Extension Agents and nutrition experts using innovative and the most convenient digital technologies.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- One of the main challenges during the implementation has been the real lack of commitment and involvement of local institutions and the limited participation of the focal points designed by each ministry. Almost all of them were not really the right persons to be involved as their background and internal responsibilities were connected to IT technical areas instead of to those concerning the real contents of the services. Sometimes they also showed a lack of decisional autonomy and a direct communication channel with the relevant actors in the Ministries to take decisions forward. In addition, some technical aspects of the development were underestimated, in particular the accessibility of real and updated data from local sources. The time for the project implementation was too short. If more time was available it would have been useful to have some specific Human Design workshops and activities.

7. Enabling rural youth aged 15 to 17 to access decent work

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Enabling rural youth aged 15 to 17 to access decent work
PROJECT NUMBER	FMM/GLO/119/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty

OUTCOME

- 302. The rural poor have greater opportunities to access decent farm and non-farm employment

OUTPUTS

- 30202. Governments and their development partners are enabled to extend the outreach of International Labour Standards (ILS) to rural areas, particularly in informal sectors, including eliminating discrimination, strengthening the employability of the rural workforce, preventing child labour in agriculture, promoting social protection and occupational safety and health, and guaranteeing freedom of association.

PROJECT DATES: 16 Nov 2016 – 31 May 2018

IMPLEMENTATION COUNTRIES: Global and regional level, and Cambodia, Lebanon, Mali and Uganda.

PROJECT RESULTS

Output 1: the knowledge base at global level on the specific challenges faced by rural youth aged 15–17 is strengthened and the good practices at policy, programmatic and legislative levels are drawn from experiences of various sub-sectors and regions and disseminated.

- Rural youth employment and child labour in agriculture were effectively mainstreamed in the IV Global Conference on the Sustainable Eradication of Child Labour
- Call for action on child labour in agriculture was issued by rural agricultural workers' and small producers' organizations of the African region who attended the regional workshop "Organizing against child labour".
- The FAO Guidance note *Child Labour in Agriculture in Protracted Crises, Fragile and Humanitarian Contexts*[140] was developed and launched on World Day Against Child Labour (12 June 2017).
- Joint development and delivery with ILO of the course "Putting an end to child labour in agriculture[141] while promoting decent work for young people" and of the "Tackling child labour: from occupational safety and health to livelihoods".
- FAO E-learning on child labour prevention and youth employment promotion further developed, adapted and promoted.

Output 2: Innovative and promising practices in the four selected countries are implemented, in view of improved skills development, successful school-to-work transition and better and more employment options for rural youth aged 15–17 in agriculture and the rural economy.

- Multi-stakeholder coordination strengthened, and National stakeholders supported to improve financial literacy and access to finance for youth in Lebanon.
- Capacity to reduce hazardous child labour and promote safe employment for youth strengthened in Lebanon
- National strategy and stakeholder capacity strengthened to reduce hazardous child labour in agriculture and promote safe work for younger youth in Mali
- Knowledge increased on skills needs of rural youth and training options assessed in Cambodia
- Knowledge base increased on legal barriers facing rural youth aged 15–17 in Uganda
- Awareness raised and capacity of national stakeholders developed on preventing hazardous child labour while promoting safe employment for youth (in particular related to pesticides)

CONTRIBUTION TO FAO RESULTS

- The reporting on FAO corporate results for 2017 is still in progress, so validated results are not yet available.

[140] http://www.fao.org/3/a-i7403e.pdf

[141] Ending child labour: the decisive role of agricultural stakeholders (FAO, 2017) http://www.fao.org/3/a-i8177e.pdf

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- The work in Lebanon has built a solid partnership between FAO, ILO and UNICEF and fostering collaboration across inter-agency coordination mechanisms.
- In Mali a solid partnership was established between the FAO and the ILO and support inter-ministerial and multi-stakeholder coordination e.g. through the national roadmap on addressing child labour in agriculture.
- In Cambodia activities were undertaken in partnership with Humboldt University and in close collaboration with the Ministry of Agriculture, Forestry and Fisheries.
- In Uganda: the partnership between FAO Uganda and the Ministry of Gender, Labour and Social Development as well as a stronger partnership related to the MGLSD and the Ministry of Agriculture, Animal Industry and Fisheries.

CAPACITY DEVELOPMENT

- At the global level FAO E-learning on child labour prevention and youth employment promotion further developed, adapted and promoted. The Spanish and French versions of the full course was launched in 2017.
- Twenty-seven participants, mainly agriculture and labour stakeholders, from Africa, Asia, the Near East and Latin America strengthened their capacities through the course on child labour and youth employment joint developed by FAO and ILO.
- A total of 25 representatives from rural workers' trade unions and small producers' organizations from 13 different countries were trained on how to address child labour in agriculture in a regional workshop organized in Ghana.
- In Lebanon, 293 farmers, child protection workers and ministry of agriculture staff in five governorates were trained on child labour.
- In Uganda several capacity develop activities took place in 2017, in which a total of over 230 individuals were trained.

POLICY ADVICE

- FAO participated in the tripartite negotiations to develop the Buenos Aires Declaration, the global strategy document directing action worldwide on child labour issued at the IV Global Conference on the Sustained Eradication of Child Labour. FAO supported the coverage of child labour in agriculture and the inclusion of specific action targeting its root causes.
- In Lebanon the workshop on financial education for youth and youth inclusive finance supported the policy efforts of the Higher Council for Childhood.
- In Mali the project contributed to the finalization of the National roadmap on the elimination of child labour in agriculture.
- In Uganda the project undertook research on the legal barriers facing rural youth aged 15–17 in accessing decent work.
- In Cambodia the case study on skills for rural youth was developed to support the implementation of the Ministry of Agriculture, Forestry and Fisheries Policy and Strategy Framework on Childhood Development and Protection in the Agriculture Sector 2016–2020.

CATALYTIC EFFECTS

- The FMM project has fostered catalytic effects from global to local level. For example at the global level, FAO has been invited to play a leading role in global action to achieve SDG target 8.7. Concept notes on child labour and employment for rural youth aged 15–17 have been developed in RAF, Cambodia, and at global level.

CROSS-SECTORAL WORK

- All work of this project is cross-sectoral, and it brings together work on youth employment, child labour and social protection (SP3) with pesticide risk reduction (SP2) or emergencies (SP5) within FAO, and other UN agencies (e.g. ILO, FAO, UNICEF) and national government ministries (e.g. labour, agriculture and social affairs). The project has also brought private sector actors in the mix, especially small-scale producers' organizations and agricultural workers' organizations.

GENDER

- Data for the research studies in Lebanon and Uganda were gender disaggregated and the project is catalyzing a follow-up study on rural adolescent girls.
- Female students were empowered to raise awareness on protection from pesticides among their communities and in a number of agricultural fora.
- The practitioner's guide 'How to Bridge the Skills Gap to Promote Decent Rural (youth) Employment' in Cambodia includes specific information on how to address gender differences in skills and training needs assessment.

INNOVATION

- For the first time, FAO brought small-scale producers' organizations voices into the global conferences on child labour in agriculture. Dedicated side events, briefs and video strengthened the effect and, the outcome document gave dedicated attention to agriculture and the need to involve agricultural stakeholders in addressing child labour.
- The joint FAO/ITC-ILO course "Putting an end to child labour in agriculture while promoting decent work for young people" was run as a blended learning course mixing both E-learning and facilitated activities in the international training centre.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The pace of action was slow in Mali due to absence of a national coordinator on the ground.
- In Cambodia, one of the greatest challenges was to maintain a sharp focus on the 15–17 age group. The intent was to understand the specific issues related to this age group in terms of needed skills and access to decent rural employment opportunities. With many 'youth in general' initiatives the coverage of 15–17 became watered down.

8. Expansion of social protection coverage to the rural poor in Lebanon, Mali, Lesotho and Zambia

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Expansion of social protection coverage to the rural poor in Lebanon, Mali, Lesotho and Zambia
PROJECT NUMBER	FMM/INT/278/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reducing Rural Poverty

OUTCOME

- Outcome 3: Social protection systems are strengthened in support of sustainable rural poverty reduction

OUTPUTS

- Output 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 and nutrition security"
- Output 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"

PROJECT DATES: 01/01/2017 – 31/05/2018

IMPLEMENTATION COUNTRIES: Lebanon, Lesotho, Mali, Zambia,

PROJECT RESULTS

- Across the four countries, FAO was able to support the development of knowledge and assess innovative approaches to contribute to build a strong economic case to expand social protection to rural areas.
- In **Lebanon**, the FMM supported the creation and implementation of a pilot farmer registry in collaboration with the Ministry of Agriculture. The pilot included the registration of four categories: 447 fishermen and family farmers (individual farmers, 7 percent female), 4 cooperatives with agriculture business, 1 commercial company with agriculture business and 6 religious entities. The developed software was piloted, and tested in 5 villages in Akkar, North Lebanon, and Bekaa, East Lebanon.
- In **Lesotho**, the FMM complemented the existing evaluation of the Child Grants Programme and Sustainable Poverty Reduction through Income, Nutrition and access to Government Services with additional data collection focused on anthropometric indicators and qualitative analysis. A Laboratory Experiment complemented the quantitative analysis allowing the measurement of individual attitudes towards risk.
- In **Mali**, FMM contributed to advocate for greater linkages of social protection with resilience and productive interventions. The activities were tailored to specific requests from the Ministry of Solidarity and Humanitarian Action (MSAH) to provide options for the expansion of coverage of social protection to rural populations combined with productive support. The initiative is part of the support to the National Plan of Expansion of Social Protection.

- A feasibility study of an integrated package of social protection and productive services in rural areas was done in collaboration with the Institut de Recherches et d'Application de Méthodes de Développement and the National Directorate of Social Protection and Solidarity Economy.
- The FMM also supported an REOWA (FAO Emergency Office West Africa) led evaluation of a Cash+ programme in **Mali and Mauritania** which aims to provide information for designing similar programmes and strengthening the livelihoods of chronically poor households or those affected by one-off or recurrent shocks. In particular the evaluation, to be published in 2018, sheds light on the relative merits of Cash and Cash+ approaches.
- In **Zambia**, FAO has been formally included as a member of the UN Joint Programme on Social Protection, through which all international cooperation sources are channelled to finance any social protection activities in the country. FAO is supporting to increase the productive and nutrition impact of social protection and agriculture interventions for the rural poor and vulnerable. In partnership with WFP, FMM supported the Government in the evaluation of a multi-sectoral Home Grown School Feeding. A policy simulation study for strengthening coherence between social protection and agriculture was done in collaboration with the FAO, ILO and UNICEF. At the request of the Government, FAO undertook an assessment of the Food Security Pack and the Expanded Food Security Pack programmes to improve the current operational processes. The FMM also contributed to a study "Quantitative Livelihood Profile Analysis of Rural Households in Zambia" aimed at identifying clusters of households based on their livelihoods, profiling the needs of each group and conceptualizing the best policy solution to address those needs.

CONTRIBUTION TO FAO RESULTS

FAO corporate validated results for 2017 are in progress. Results are not yet available.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- FMM strengthened the collaboration and coordination with sister UN agencies (ILO, UNICEF, WFP), concerned line ministries and institutions as well as with local authorities in Lebanon.
- FMM supported the ongoing FAO partnership with UNICEF in the data collection and evidence generation on the impact of the CGP+SPRINGS programmes in Lesotho.
- In **Mali**, agreement was signed with the Institut de Recherches et d'Application de Méthodes de Développement and the National Directorate of Social Protection and Solidarity Economy (DNPSES/MSAH) in Mali. Technical support also continues to be provided under the scope of the joint study on improving coordination mechanisms between social assistance and short-humanitarian response, in partnership with the Commissariat for Food and Nutrition Security and WFP.
- In **Zambia,** FMM supported the ongoing collaboration with ILO and National Pension Scheme Authority.

CAPACITY DEVELOPMENT

- In **Lebanon,** 15 MoA staff trained on the Farmer registry utilization and 458 farmers involved in the registration activities over 6 days training. One senior Government officer also attended the Academy on Social Security.
- In **Lesotho,** 30 enumerators and 6 researchers trained for data collection on GCP+ SPRINGS Evaluation during two weeks training. Two senior Government staff and one FAO Programme Officer attended the Academy on Social Security.
- In **Mali,** a workshop on building synergies between social protection, food and nutrition security and agriculture was delivered to 21 Government officials. One Government staff and one FAO Expert attended the Academy on Social Security.
- In **Zambia,** FAO and WFP organized an inception workshop to validate the draft inception report for the impact evaluation of the HGSF. One FAO expert and one Government senior staff participated in the Transfer Project workshop.

POLICY ADVICE

- In **Lebanon,** a partnership between FAO and other UN agencies is providing policy advice for the development of social protection policy for vulnerable Lebanese, including those living in rural areas.
- In **Lesotho,** FAO provided technical support to the revision of the document "Graduation: Community Development Model design" prepared under the "BRAC Ultra Poor Graduation Initiative 2017". Given previous and current involvement of FAO in social protection and agricultural interventions, FAO's inputs are expected to be incorporated in the design of an effective community development plan.
- In **Mali,** FAO was actively involved in technically supporting the social protection policy spaces in 2017, integrating the National Council of Strategic Orientation of Social Protection.
- In **Zambia,** FAO developed a concept note describing an approach to facilitating policy dialogue on the role of agriculture in reducing poverty in Zambia.

CATALYTIC EFFECTS

- The investment in this project has been catalytic to identify additional sources of funding, to enhance government commitment to strategies for the vulnerable rural poor, while at the same time, strengthening partnerships at national level.
- In **Lebanon**, FAO is in the final negotiation phase for a MADAD Fund project to be implemented in 2018–2019. The project will use this newly developed farmer registration system to roll out a full farmer's registry.
- In **Zambia**, a Concept Note outlining technical support to link social protection more effectively to the agriculture sector has been developed in consultation with the Ministry of Community Development and Social Services, titled "Strengthening coherence between agriculture and social protection in Zambia".

CROSS-SECTORAL WORK

- The importance of social protection integration in the agriculture sector (crop, animal, forestry, fisheries and others) has been better pronounced through the project activities internally within MoA at central and local levels as well as a dialogue has been initiated with external partners and local authorities on expanding SP to rural areas thus reducing poverty.

GENDER

- Gender considerations has been one of the priority areas in terms of data collection and analysis, policy and strategy development, and all other programme intervention areas. Significant progress has been made to unlock the potential of women in the four targeted countries, there is now a better awareness of the important role women play in the social protection related issues.

INNOVATION

- The farmer register software in **Lebanon** is the first registry on the Land Parcel Identification System (LPIS) based on satellite images, cadastral maps and land cover/land use maps. LPIS is a modern supporting tool in the form of a spatial register used within an IT environment that helps the farmer who intends to apply for aid and/or support programme for social protection in the country.
- The integrated approach of the CGP + SPRINGs in Lesotho has been an innovative intervention, led by FAO, in partnership with UNICEF and the Government of Lesotho.The laboratory experiment in **Lesotho** also represents an innovation in the development literature as it allows to disentangle the effects of the programmes on risk attitudes by means of incentivized decisions.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- One of challenges that delayed the design phase included the integration of SP spirit into the technicality of the agriculture sector by itself and building linkages with external partners in Lebanon.
- In **Lesotho,** local partners required substantial support to ensure quality and consistency of the data collection and analysis. Delays in the procurement process translated in late finalization of the data collection.
- Due to the fragile political situation in **Mali**, the FAO-IRAM feasibility study limited coverage to secure districts, thus avoiding the northern regions of Timbuktu, Kidal, Gao, Mopti and the border between Mauritania and Mali.
- In **Zambia,** a local firm was contracted to carry out data collection. However due to lack of coordination with WFP, bad weather conditions and low farmers attendance the data collection was delayed and could not meet the deadline.

Projects under SO4

1. Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS
PROJECT NUMBER	FMM/INT/277/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enabling Inclusive and. Efficient Agricultural and Food Systems

OUTCOME

- 4.2. Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors.

OUTPUTS

- 4.2.3. Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains.

PROJECT DATES: 30 Nov 2016 – 31 May 2018

IMPLEMENTATION COUNTRIES: Cook Islands, Fiji, Samoa, Solomon Islands, Tonga and Vanuatu

PROJECT RESULTS

Output 1.1 Qualitative and quantitative methodology developed and tested to measure and monitor poverty, food security and nutrition vulnerabilities in Pacific SIDS

- 'Healthy' food baskets have been estimated for Palau, Samoa and Solomon Islands and available for use.
- 26 representatives of national statistics offices and ministries of agriculture from 10 member countries in the Pacific, plus representatives of regional organizations informed and are made aware of the 21 SDG indicators under FAO custodianship.
- Nationals from 10 Pacific Island countries were made aware of the World Programme for the Census of Agriculture 2020 for the implementation of their agricultural censuses in the 2016-2025 period and four countries have already indicated commitment to carrying out Census in the next two years.
- A draft of the **Gender equality and social inclusion toolbox for coastal resource management** was produced.
- Fisheries and Aquaculture country profiles for the Pacific was updated to provide a comprehensive overview of the fisheries and aquaculture sector for each country.
- Regional Workshop organized for Monitoring the Sustainable Development Goals (SDGs) related to Food and Agriculture Sector and on the World Programme for the Census of Agriculture 2020.

Output 2.2. Capacities of value chain actors developed to better link smallholders to viable domestic food markets and to support the design of poverty eradication strategy in selected SIDS countries. Activities planned include:

- The government of Tonga has agreed to develop a Contract Farming bill. Extension officers in Vanuatu have agreed, to work as a mediators and capacity source persons for Contract Farming agreements. Private sector actors in Fiji have expressed interest in signing Contracts Farming with potential farmers.

Output 3.1: Project-related "best practices" and "lessons learned" published and disseminated in all SIDS countries.

- The project supported the preparations and hosting of the Pacific and Global Breadfruit Summit in Apia, Samoa 10–12 October 2017. It also supported the participation of representatives from SIDS to attend the Summit.
- The project also supported participation of Pacific SIDs representatives to attend a side event on the 'Regional Framework for Accelerating Action on food Security and Nutrition in Pacific SIDS' as the Pacific regions implementation framework for the Global Action Programme on Food and Nutrition Security in SIDs in October 2017 in Port Vila, Vanuatu, as part of the wider Pacific Week of Agriculture Event.
- Pacific coastal fisheries representation at the global oceans discussion- High Level Political Forum on SDGs in June 2017- through the participation of the Pacific Communities (SPC) Division of Fisheries, Aquaculture and Marine Ecosystems (FAME) director.
- Supported the FAO HQ and FAO SAP designed sessions at fourth International Marine Protected Area Congress (IMPAC).

CONTRIBUTION TO FAO RESULTS

FAO corporate validated results for 2017 are in progress. Results are not yet available.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- A partnership between SPC (SDD) and FAO ESS, SAP on standardization of HIES in PICS, introduced better designed consumption module in the survey. A partnership between SPC (FAME), FAO SAP, WorldFish and the PacFish project has been established based on common interests on work on fisheries and aquaculture and gender/equity concerns. Similarly under the work on 'fish in Food Systems in the Pacific 'a regional partnership between - SPC (FAME), FAO SAP and the PacFish/ Pathways project has been established. A partnership between SPC (FAME), FAO SAP, WorldFish has developed and strengthened through this work.

CAPACITY DEVELOPMENT

- Capacity development trainings were conducted for a total of 143 farmers, extension workers and private business representatives on planning and implementing Contract Farming operations in Vanuatu, Tonga, Solomon Islands and Fiji.
- Countries understanding of the 21 SDG indicators which FAO is a custodian for were enhanced through a regional training workshop; 26 representatives of national statistics offices and ministries of agriculture from 10 member countries in the Pacific, plus representatives of regional organizations were made aware of the 21 SDG indicators.
- Nationals from 10 Pacific Islands countries are made aware of the World Programme for the Census of Agriculture 2020, and four countries have already indicated commitment to carrying out Census in the next two years.

POLICY ADVICE

- None reported

CATALYTIC EFFECTS

- A number of catalytic effects have occurred as a result of the project activities. National capacities have been enhanced in SDG monitoring especially Goal 2 providing evidences for nutrition policies.
- The workshop on gender and fisheries instigated a new partnership to take the draft toolbox further and develop a regional training session.
- More and more private sector businesses are aware and have shown interest in signing contract-contracts with potential farmers.

CROSS-SECTORAL WORK

- None reported

GENDER

- A specific tool was designed to assist those working on fisheries and aquaculture to better integrate gender and equity considerations into their work.

INNOVATION

- From the Census related interventions under the project the use of new technologies for field data capture and compilation drew attention and participants noted the advantages and disadvantages. In the region, Tonga and Vanuatu used CAPI in 2016 in their Population Census and "Mini Census", respectively, while Samoa has applied this method in few household surveys and intends to use it in the Agricultural Census 2019. Fiji used CAPI for its 2017 PHC.
- The case studies on contribution of nearshore fish aggregation devices to food security in Samoa continues to innovate as it builds upon the work of other regional partnership to adapt and adjust methodologies for data collection and communication materials to suite the environment and needs of SIDS.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- The time constraint (one year) was not feasible for the implementation of activities proposed and especially for the Pacific sub-region where implementation is extremely slow due to geographical distances between islands.
- The time it takes to discuss and agree on roles and responsibilities among partners was long given the capacities in the Pacific and also the communication difficulties which comes from dispersed islands.

2. Accelerated agribusiness and agro-industry investment technical assistance initiative

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Accelerated Agribusiness and Agro-industry Investment Technical Assistance Initiative
PROJECT NUMBER	FMM/GLO/102/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable Inclusive and Efficient Agricultural and Food Systems

OUTCOME

- 403. Policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems are developed and implemented by the public and private sectors.

OUTPUTS

- 40302. Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agrifood systems.

PROJECT DATES: 01 Aug 2013 – 31 Aug 2016

IMPLEMENTATION COUNTRIES: Global, Regional Africa, Pacific Islands, Asia

PROJECT RESULTS

2014

- An "Agricultural Investment Training and Investors Forum" was organized in March 2014, to share experiences of existing technical assistance facilities for promoting agribusiness investments. Managers of international investment funds, senior experts from development financial institutions and organizations, practitioners of development organizations, and representative of governments gathered in FAO to discuss and advice on the ideal shape of a new technical assistance facility (TAF).
- A policy forum on "Agricultural Risk Management and Financial Services Innovation" was co-organized with NEPAD, AFRACA and the Ethiopian government, on November 2014.
- A one week conference on "Revolutionizing Finance for Agricultural Value-Chain", was co-organized in Kenya in July 2014 with the Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA), the African Rural and Agricultural Credit Association (AFRACA), the Central Bank of Kenya (CBK) and the Kenya School of Monetary Studies (KSMS).
- A conference on "Propelling Economic Development through Functional Agricultural Value Chain Financing Models" was organized in Lagos in February 2014.
- Two "Agribusiness Investment Promotion" training for representatives from the Eastern Africa Community (EAC) member countries (Burundi, Uganda, Rwanda, Kenya and Tanzania) were organized with the EAC in Tanzania (September 2014) and Rwanda (December 2014). As a final output, the participants from each country were asked to develop a coordinated agribusiness development promotion strategy for a specific value chain. The results of this group works were shared with other countries and discussed in the last session.

- An intensive 1-week training-of-trainers course on "Agricultural Value Chain Finance" was delivered in Kenya in July 2014 with the Central Bank as well as with commercial and development bank leaders from 10 countries.
- One policy note was prepared on access to financial services for agribusinesses in Morocco and presented at the South-South Cooperation Conference held in Marrakech on 13 and 14 December 2014.

2015

- A total of 6 feasibility studies for the establishment of the Integrated Agri-food Parks and their related Rural Transformation Centres were developed in Ethiopia in 2015, in support of the Agricultural Technical Agency of Ethiopia (ATA).

2016

- In the Cook Islands, new investments were stimulated and seven new agribusiness established through a matching grants facility, which supports the establishment of new agribusinesses.
- The capacity of 22 risk-management, credit and IT staff of financial institutions from 15 national and regional financial institutions was strengthened to perform risk-management and credit appraisal processes for investments in agriculture and agribusinesses.
- A 3-days international training workshop on "Agri-loan Analysis" was held in Uganda in May 2016. The 50 participants were relevant risk-management, credit and IT staff of interested financial institutions.
- Two policy studies were developed in Ethiopia: (I) an in-depth study on the impact of the Ethiopian Commodity Exchange on access to financial services for agribusiness suppliers, and (ii) a study on innovative financial services and risk management tools.

CONTRIBUTION TO FAO RESULTS

- Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agri-food systems: In 2014–2015, the FMM project supported 8 countries namely Cook Islands, Ethiopia, Samoa, Burundi, Kenya, Rwanda, Tanzania, and Uganda.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Partnerships were forged with UN agencies (UNIDO), African Development Bank (AfDB), East African Community (EAC), private sector (e.g. Cook Islands Chamber of Commerce, Samoa Chamber of Commerce and Industry, African Rural and Agricultural Credit Association, ICCO Terrafina Microfinance, Twin Trade).

CAPACITY DEVELOPMENT

- Capacity development was done in view of making sure that tools, processes and methodologies for promoting investments and increasing access to financial services would be owned by the project counterparts, especially policy officers and financial institutions. Many training were re-deployed by local institutions based on the increasing demand for them.
- One policy paper was developed on innovations for inclusive agricultural finance and risk mitigation mechanisms in Morocco was published in October 2016.
- One research study was developed on the impact of agricultural investments on gender empowerment in Malawi in 2015.

- One training package on financial literacy for smallholder farmers was developed and disseminated, in collaboration with the African Commodity Exchange (ACE) in Malawi in 2016.
- A total of 10 agribusinesses were established/strengthened in the Cook Islands through the funding received under a Small Matching Grants facility.

POLICY ADVICE

- Technical support to EAC in developing the E3ADP document emphasized the importance of agribusiness and agro-industries in the region and proposed the technical assistance facility concept from the 3ADI. The document helped the EAC secretariat to gain a political support from its Partner States and the E3ADP was confirmed as one of their priority projects.

CATALYTIC EFFECTS

- Based on the E3ADP document, FAO mobilized in-kind support from partners to develop and verify the concept. UNIDO and AfDB plan to contribute preparatory funds for the E3ADP.

CROSS-SECTORAL WORK

- The project contributed to the promotion of financial inclusion in Africa through developing capacity of financial institutions on agricultural finance and investment. Financial inclusion is a cross-sectoral work promoted by the UN organizations including FAO.

GENDER

- The project took into consideration the impact of investments on the livelihood of women, and this has also been investigated in one of the policy studies done in Malawi.

INNOVATION

- The project supported upgrading of an excel-based agricultural loan analysis tool called Ag Loan analyzer. This tool is designed to introduce a practical methodology to analyze and appraise loan applications from agricultural producers. An innovative training package was also developed to introduce the tool and have already been tested in various countries.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The main challenge faced relates to the constraints for FAO to partner with private financial institutions. Given the nature and the objectives of the project, there were attempts to formalize partnerships and provide assistance to private entities (banks, investments funds) which would have made possible further results and higher impact of the project. In the case of Malawi, for instance, the project could not technically support and therefore directly contribute to the establishment of an investment fund for agribusinesses (warehouses), because it would have taken an articulated and not necessarily successful process to go through, which may have slowed down the activities.

Lessons learned

- In some specific contexts and cases, the facilitation of investments can be boosted by one-shot matching grants, which pave the way for further investments, as in the case of the support provided to the Cook Islands.
- It is of outmost importance to intervene at policy level to create a conducive and enabling policy environment for agricultural investments, given that many of the impediments and bottlenecks are due to structural factors, which can only be addressed by appropriate policy interventions, as for the cases of Ethiopia and Morocco seem to suggest.

3. Developing sustainable food systems for urban areas or the NADHALI project

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Developing Sustainable Food Systems for Urban areas or The NADHALI project
PROJECT NUMBER	FMM/ GLO/117/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems at local, national and international levels (primary)

OUTCOME

- 402. Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors.

OUTPUTS

- 40201: Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agrifood chains.
- 40202: Evidence-based food loss and waste reduction programs are developed at national, regional and global levels.
- 40203: Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains.

PROJECT DATES: December 2016 – 30th May 2018

IMPLEMENTATION COUNTRIES: Kenya, Bangladesh, Peru

PROJECT RESULTS

Output 1: Knowledge is generated on urban food system dynamics, through both quantitative and qualitative analysis

- The Rapid Urban Food Systems Appraisal Tool (RUFSAT) has been developed and tested in Nairobi, Dhaka and Lima.
- The food systems Multi-Stakeholders Platform has been established to support the RUFSAT methodology with qualitative information.
- The spatial analysis of data with visualization on GIS.

Output 2: Food Systems Multi-Stakeholders platform (MSP) and Comprehensive food systems plans are developed at city level.

- In each of the three cities, MSPs have been created with the leadership of the Municipalities in the case of Nairobi and Lima, and of the Ministry of Local Government in the case of Dhaka.
- Workshops involving various food systems stakeholders (producers association, retail market representatives, private sector, no governmental organization involved in food related issues have been organized to develop a common vision for the food systems strategy.
- The Food Charter in Lima has been developed and signed by the MSP members.
- The Development of the Food Systems Strategy has started in Lima and Nairobi.

Output 3: Institutions are supported to use new knowledge generation and program design tools and approaches to improve the urban food systems under their jurisdiction in terms of sustainability and inclusiveness

2017

- Awareness rising workshop organized on food systems planning (including RUFSAT and the establishment of the Food Systems MSP)

CONTRIBUTION TO FAO RESULTS

- **40201**: Multi-stake holder platforms were established in Nairobi and Lima. In Dhaka is still in progress. Each multi-stake holder has a core group of 7–9 people from different institutions. The larger platform has more than 80 (Lima).
- **40202**: A pilot activity was foreseen in Lima on food waste management
- **40203**: The RUFSAT provided evidence for better support of value chain actors. The multi-stake holder platform exchanges included managerial support.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- New partnerships have been created at local level through the establishment of the Food Systems Multi-Stakeholders Platform. In Nairobi partnership has been built between the Nairobi County, FAO, UN-HABITAT, Mazingira Institute among others. In Lima partnership has been established between Lima Municipality, the Urban Agriculture Platform, the Local Gastronomy Association and the Lima Healthy Food Platform. All these partnerships create the basis for future engagement of the Municipalities on food systems and mainstreaming food in their Agenda.
- FAO-Rome has created new partnership with C40 Cities Climate Leadership Network for continuing the food systems planning and actions in Nairobi.

CAPACITY DEVELOPMENT

- More than 50 officials trained in both Lima and Nairobi on the importance of integrating food systems in the local policy, plans and actions.
- Knowledge generated on RUFSAT methodology and its use for planning in both Lima and Nairobi.

POLICY ADVICE

- In 2015 the Nairobi City County passed the Nairobi Urban Agriculture Promotion and Regulation Act for boosting food security. From 2016 FAO has supported Nairobi County on food systems planning promoting the shift from a sectorial approach to a systemic, multi-stakeholders and multi-sectorial approach for addressing urban food security challenges.

CATALYTIC EFFECTS

- The project has been the driver for raising additional funds. The following initiatives were undertaken. Seed funds for Technical advisors on the Food Systems MSP and the Food Systems Strategy (two experts for Nairobi and one for Dhaka). In Lima the project "Establishing a composting center for managing the solid waste management from the urban retail market" is currently under negotiation. In Dhaka, a proposal to follow up on the NADHALI project is currently under the final negotiation.

CROSS-SECTORAL WORK

- The systemic approach to food, central in this project, implies the inter-connection between different stages of food system and between the food system and other social context and sectors. In Lima the Development of the Food Systems Strategy has created interconnection with other no-food sectors such as the existing urban planning systems, climate change and risks management. In Nairobi the Food Security Strategy is going to prioritize more interconnection with water, land-use planning and health.

GENDER

- In Nairobi and Lima women represent 50 percent of the MSP members and core group.
- Capacity building including about 50–70 food systems stakeholders and in all the organized workshops more than half are women.
- Gender balance has been carefully considered for the RUFSAT survey.

INNOVATION

- The project has been innovative on the establishment of the Food Systems MSP that can advocate, advise to create and enable a city environment toward food security and nutrition, a mechanism that only few cities in developing countries have developed.
- The project has stimulated the geo-referenced data collection for developing spatial analysis that has been recognized crucial in the heterogeneous context of a city that quite often include informal settlements with limited access to quality food.
- The project has promoted the shift from a sectorial approach to a more systemic, multi-stakeholders and multi-sectorial approach.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- The main challenge has been the short time (one year) to achieve the expected results in one year.
- Designing a rapid assessment methodology for a complex systems is a real challenge. A shift from a quantitative approach to more qualitative is desirable if the methodology has to be rapid.
- Building ownership at political and technical level and promoting the multi-stakeholders engagement is key for the success and sustainability of the interventions.
- Even if the local governments are recognized crucial players, there are contexts where the decentralization process is weak and the National Government need to be considered the key player.
- Considering that the interested local governments have never considered food systems in their agenda before, the promotion of exchange between cities is essential. The city-to city exchange should be an integral part of any urban food systems future projects.

4. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors The project included two main components: one focused on Food Loss and Waste Reduction and another one on "Enable women to benefit more equally from agri-food value chains".
PROJECT NUMBER	FMM/GLO/103/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable Inclusive and Efficient Agricultural and Food Systems

OUTCOME

- 402. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors
- 603: Cross-Cutting Theme on Gender.

OUTPUTS

- 40203. Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains.
- 40202. Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.
- Cross-Cutting Theme on Gender (60301): Member countries are supported within the SOs by the Gender Unit to develop their capacities consistent with FAO's minimum standards for gender mainstreaming and targeted interventions.

PROJECT DATES: 01 Aug 2013 – 31 May 2018

IMPLEMENTATION COUNTRIES: The project is global: both components included the production of knowledge products, policy and advocacy tools. The gender-sensitive value chain component, included a country component implemented in: Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Morocco, Rwanda and Tunisia.

PROJECT RESULTS

Food Loss and Waste

- The project has developed a platform for centralizing and sharing information through the Save Food web site and associated products.
- It has created the necessary coordination mechanisms and supporting capacity building on FLW Reduction.

Gender-sensitive value chain development

- The project has significantly contributed to FAO's normative work through knowledge products, policy and advocacy tools, and capacity development programmes, including an e-learning programme available through the UNITAR Platform.
- At country level, the capacity of women associations, cooperatives, small-scale enterprises, as well as informal groups, has been developed, focusing on business skills, management, food safety and hygiene, good manufacturing practices and hygiene.
- Improved access to labor and time-saving adapted technologies has significantly enhanced benefits for targeted women engaged in fisheries, cassava, dairy and horticulture value chains.

2016

- FAO finalized eleven Gender Sensitive Value Chain (GSVC) assessments to identify gender gaps and opportunities for value chain development support in the following value chains: fisheries (Burkina Faso, Tunisia, Ghana and Côte d'Ivoire), dairy (Ethiopia, Kenya and Rwanda), cassava (Côte d'Ivoire), tomato (Ethiopia), tropical fruits (Kenya) and cross border trade, with focus on fisheries and horticulture (Rwanda).
- Women active in selected value chains benefited from the delivery of labor-saving small-scale technologies which contribute to value addition, enhanced food safety and hygiene in **Burkina Faso**, **Côte d'Ivoire**, **Ethiopia**, **Ghana**, **Rwanda** and **Tunisia**. Capacity building in the use and maintenance of the equipment has also accompanied the provision of this equipment for fish, cassava, dairy and horticulture.
- About 3,200 women (from women's associations, small-scale enterprises, platforms and cooperatives) in Burkina Faso (fisheries value chain), Côte d'Ivoire (fisheries value chain), Ethiopia (tomato value chain), Ghana (fisheries value chain), Kenya (dairy and tropical fruits value chains), Rwanda (dairy value chain) and Tunisia (fisheries value chain) learned new skills and developed their capacities for the development of gender sensitive and efficient value chains. In addition, the foundations for a policy dialogue on VC development and women empowerment in specific value chains were established in **Burkina Faso**, **Ethiopia**, **Kenya**, **Rwanda**, and **Tunisia**.

2017

- A total of around **4 000** individuals directly participated in the field-level training programmes and benefitted from the facilitated access to equipment, facilities and finance.
- Exchange visit and study tour of women cooperatives' representatives from Burkina Faso to Côte d'Ivoire on improved technology for smoked fish.
- 21 members of six platforms in **Côte D'Ivoire** participated in training workshops on the gender-sensitive fish value chain development.
- Women cassava processors from 40 associations in **Côte d'Ivoire** were trained in improved food processing techniques and integrated production to diversify their activities and generate more incomes. The women were trained both in Songhai Regional Training Centre, Benin (7 women) and in Côte d'Ivoire (300 women).
- Knowledge exchange and training programmes were delivered in collaboration with the Association de Coordination Technique pour l'Industrie Agro-alimentaire (ACTIA), France on key value chain topics in Côte d'Ivoire, Ghana and Ethiopia.
- In **Ghana**, 30 executives of the National Fish Processors and Traders Association (NAFPTA) were supported to participate in the World Fisheries Day Celebration.

- In **Tunisia**, 65 clams' collectors were trained on the administrative and financial management of Producer Organizations. More than 200 women were trained on different fishing and collecting techniques as well as creation of handicrafts for the diversification of income generation activities. In addition, 250 women collectors were trained on women's rights and the right to work and on the right to health and social security. A pilot experiment of the Tunisian clam fair trade link was started through an agreement with Pescapronta, an Italian fish-product importer.

- In **Kenya**, a Business Service Center (BSC) was established and operating at Lessos Dairy Farmers' Cooperative Society (LDFCS) in Lessos District, Nandi County. 600 farmers were informed on BSC service portfolio, of which 90 percent women. 211 farmers were trained (75 percent out of them are women) in gender-sensitive and business-oriented dairy farming, enterprise management and cooperative governance. 40 startups, of which 35 women-led, were supported in the field of breeding, value addition, business-oriented farming, fodder production, vehicles maintenance.

- In **Rwanda**, 257 dairy value chain actors, including dairy farmers, cooperative staff, rural entrepreneurs participated in technical and managerial capacity development activities and exposure events in three districts. 148 members of cooperatives, of which 87 percent were women, were directly supported through the project.

- In **Ethiopia**, 70 members of three women associations involved in tomato production in Tigray participated in training programmes on Good Agricultural Practices to increase market oriented production and quality, business development, business management and marketing. 60 selected board members of women associations, cooperatives and SMEs have been trained by ACTIA in good manufacturing practices.

CONTRIBUTION TO FAO RESULTS

FAO corporate validated results for 2017 are in progress. Results are not yet available.

3. RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

Food Loss and Waste Reduction

- The most significant partnerships was with World Resources Institute (WRI) in development of the protocol on FLW. Partnerships were also established with research institutions (e.g. ADMI, IFPRI), UN organizations (UNEP, ITC), NGOs and CSOs, foundations (e.g. Rockefeller Foundation), government ministries (CARICOM), G20, private sector (IMA, Messe Düsseldorf, Cold Chain Sustainability), global alliances (IFWC, Champions 12.3, Stop Food Waste movement Denmark).

Gender-sensitive value chain development

Main partnerships established and/or consolidated under the project for specific deliverables are:

- ITC-ILO – International Training Center of the International Labor Organization;
- UNITAR – United Nations Institute for Training and Research;
- African Union – Directorate of Women, Gender and Development
- NEPAD – New Partnership for Africa's Development -
- *CUTS* International – Consumer Unity & Trust Society – Nairobi;

- Self-Employed Women's Association (SEWA), India
- Association de Coordination Technique pour l'Industrie Agro-alimentaire, France (ACTIA):
- Songhai Regional Training Centre, Benin;
- Slow Food International – branch in Cote d'Ivoire;
- Leghon University;
- University of Ghana;
- Office Ivoirien de la Propriété Intellectuelle (OIPI);
- Positive Planet Cote d'Ivoire;
- Women in Self Employment (Ethiopia);
- IECD – Institut Européen de Coopération et de Développement;
- Centre Suisse de Recherche Scientifique.

CAPACITY DEVELOPMENT

Food Loss and Waste Reduction

- Training has been provided at different levels to a variety of stakeholders (FSC actors, support services, trainers) in a few countries.

Gender-sensitive value chain development

- This component had a strong focus on capacity development.
- partnership with ACTIA (French network of food technology institutes), three trainings on food processing and to food hygiene have been delivered to beneficiary women associations and cooperatives in Côte d'Ivoire, Ethiopia, and Ghana.
- In partnership with ITC-ILO, two regional training workshops have been delivered to policy makers on gender-sensitive value chain development. The two have been held in Tunis (16–19 May 2017) and in Kenya (29 May – 1 June 2017);
- In partnership with Fair and Sustainable Advisory Services, six training courses on how to mainstream gender in value chain development have been delivered to government officials, value chains experts and practitioners (150 participants in total).

POLICY ADVICE

Food Loss and Waste Reduction

The project developed and supported the development of policies for food waste reduction, mainly at national level. This was done through research, participation in activities from the EU-FUSIONS project and UNEP, as well as the international conferences on FLE reduction in 2015. The main research focuses on defining policies for food recovery and redistribution.

Gender-sensitive value chain development

Policy advice has been provided by identifying main gaps preventing women to access higher value segments of the chain, as well as the best options in terms of support, incentives and subsidies for small-scale women enterprise development. Policy makers from Ministries of Agriculture, Trade, industries, women's affairs and social affairs in the eight participating countries have been targeted. Policy makers are now able to systematically use gender-lens when planning and designing value chain and agribusiness development interventions. This includes also the design and implementation of specific tools, legal and financial, to support market-oriented women associations and cooperatives, as well as women-led small and medium scale enterprises.

- In **Kenya** 3 national policies were revised on livestock, animal feed and breeding. FAO supported the Ministry of Agriculture, Livestock and Fisheries in undertaking a gender-sensitive review of the National Livestock Policy (Sessional paper No. 2 of 2008). A policy multi-stakeholder platform was set up in West Pokot County to foster advocacy on major constraints faced by women in tropical fruit value chains to access markets.
- In **Tunisia**, the project supported the amendment of Ministerial Circular 2016/2017 on fisheries value chain operations in favor of women collecting clams.
- In **Burkina Faso**, **Ghana** and **Côte d'Ivoire** the policy framework and regulations for small-scale fisheries were reviewed and analyzed with public institutions and recommendations were made to ensure women empowerment along the value chains through the adoption of the Voluntary Guidelines for sustainable artisanal fisheries.

CATALYTIC EFFECTS

- Through its support to the Save Food extensive communication and partnership programme, the FMM strongly attracted and catalysed the interest of many organizations and companies who initiated valuable contributions to the Global FLW Reduction Initiative.
- Gender-sensitive value chain development is being up-scaled into a number of projects, as well as into the FAO PWB 2018–2019.

CROSS-SECTORAL WORK

Both components of the project have been designed with a very strong cross-sectoral and inter-disciplinary approach from the onset. Within FAO, as well as with external partners, the project involved the sectors of agriculture, fisheries, agro-industries, retail, input supply and services provider. It also involved the disciplines of food science and technology, natural resources, climate change, rural sociology and gender, economics, nutrition, food security, food quality and safety, statistics, communications

GENDER

The project has a specific focus on gender: It coupled normative and policy advocacy work with field support to address main gaps preventing women traditionally engaged in the lower segments of the value chain to benefit more equally from have more equal access to added value.

- The FAO framework for Gender-Sensitive Value Chain development was prepared, together with other normative/knowledge products and an e-learning package for practitioners and technical staff in governments (all available under the FMM Website online: http://www.fao.org/in-action/women-in-agrifood-value-chains/en/). These products contribute to ensure that gender-lens are systematically adopted in analyzing, designing and implementing value chain development interventions.

INNOVATION

Food Loss and Waste reduction
The project supported the development of a new methodology to assess food losses. The new methodology of field case studies goes deeper in the complex subject matter of FL, finds the symptoms, causes and reasons for the causes of FL, discloses interactions along the food supply chains, and above all assesses the feasibility of solutions against the background reality of social structures, cultural habits, the climate and environment, the contribution to nutrition and food security.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Food Loss and Waste Reduction
Available funds limit scope of actions that can be taken because FLW is a complex and multi-faceted problem. The Save Food partnership has grown to 250 members. Mobilization of partners further enlarges the network, demanding more efforts and resources to manage its coordination.

- Given the limit of available resource, the challenge is to make the right choice and prioritize the allocation of FMM funds to the Save Food Initiative. The Initiative could easily double or triple its activities and outputs by covering a wider geographical scope and more intensively engaging with more external initiatives. The FMM funding is particularly useful because it has the flexibility to apply it where and when needed; other donor funds support specific activities with a specific focus in specific countries.

Gender-sensitive value chain development
The main challenge faced refer to the complexity of the multi-disciplinary and multi-level approach of the project.

One of the main challenges is related to the integration of gender-related issues into value chain development through concrete initiatives that go beyond short-term support to women actors. In some contexts, cultural and social norms might be challenging and therefore more time and efforts would be required to ensure that women as well as men are successfully involved in the initiatives supported by the FMM.

Gender work in value chain aims at social upgrading, improvements in living standards and gender equality, which would require a longer time frame. Specific challenges faced include:

- Behavioral and social norms hampering women's participation in the higher value segments of the value chain;
- Lack of leadership and governance of market-oriented women associations and cooperatives;
- Lack of specific policy tools and incentives for women enterprise development;
- Reluctance to community management of equipment and infrastructure, particularly evident, among others, in the case of newly constructed FTT platforms;
- Productive activities undertaken by women often have a family anchor where they have low decision-making power and thus low capacity to invest in their production tools and equipment, as well as in marketing.
- Weak contractual arrangements between women associations and buyers, due to lack of skills and access to information.
- Reluctance to product diversification and to engage in new market linkages.

Main lessons learned include:

- Social norms often prevent the sustainability of the interventions and therefore it is essential to couple high-level advocacy with bottom-up actions addressing the household and community level to promote behavioral change;
- Reluctance to change and aversion to risk often shown by women value chain actors are mainly due to short-term support received through projects and therefore longer time frame need to be foreseen;
- Risk-mitigation measures must be foreseen to avoid involuntary negative effects of women empowerment
- Avoid dispersion of resources and select few key areas with higher catalytic potential, like access to advisory services, incentives schemes to upgrade women value chain actors;

5. Global initiative on food loss and waste reduction

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Global Initiative on Food Loss and Waste Reduction
PROJECT NUMBER	FMM/GLO/118/MUL
FAO STRATEGIC OBJECTIVE	SO 4. Enable more inclusive and efficient agricultural and food systems

OUTCOME

- 402. Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors

OUTPUTS

- 40202. Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.

PROJECT DATES: 06 Dec 2016 – 31 May 2018

IMPLEMENTATION COUNTRIES: Cameroon, Zambia, Zimbabwe, Laos PDR, Myanmar, Colombia, Dominican Republic, Jamaica, Egypt, Morocco

PROJECT RESULTS

- **Data on FLW, national plans, strategies and policies**: A major achievement of the project was the gathering of data on the levels and causes of FLW in key value chains, and the development of guidelines, strategies and policies to address FLW. A review of strategic, policy and regulatory frameworks was undertaken in Cameroon, Zambia and Zimbabwe as a basis for the formulation of national food loss reduction strategies and programmes. In Zambia, an assessment was undertaken on the tomato supply chain and in Zimbabwe on the milk supply chain. In Laos PDR and Myanmar an assessment was made of the levels and economic value of quantitative and qualitative losses in the rice value chain. In Latin America and the Caribbean, results included the development and validation of a status report on FLW in Jamaica that addressed the causes and impacts of the FLW and opportunities and challenges for national priorities. National guidelines for prevention and reduction of FLW were developed and validated in Colombia and the Dominican Republic. Furthermore, national strategies and action plans for FLW reduction were developed and validated in Jamaica, Colombia and the Dominican Republic.
- **Reinforcing regional regulatory frameworks**: The project supported the integration of FLW dimensions in the formulation of legal and regulatory frameworks in the Latin America and Caribbean region. It supported the Third Regional Dialogue for the Prevention of Food Losses and Waste, through which a road map for the formulation of legal and regulatory frameworks was developed. The project also supported development of the technical note for an international code of conduct for FLW reduction in the region, which has been endorsed by Argentina, Costa Rica and Mexico.

- **Capacity Strengthening**: The project strengthened capacities in all 10 beneficiary countries. In Egypt, the project built capacity in globally recognized fish loss and waste assessment methodologies. In Jamaica, the Dominican Republic and Colombia, the capacities of national committees and inter-sectorial working groups were strengthened on identifying critical points for FLW within the value chain, quantifying the FLWs as a basis for developing legal frameworks and promoting investment and innovation for sustainable solutions. In Zambia and Zimbabwe capacities were strengthened in the use of a food loss assessment methodology developed by FAO. In Morocco, capacity building targeted better post-harvest techniques and value addition through packaging and other value adding processes in the date and apple chain. In Laos PDR and Myanmar, the project strengthened capacities in good harvest and post-harvest management practices in the rice value chain, as well as the fabrication and utilization of improved post-harvest technologies. In Zambia and Zimbabwe, extension staff were trained in the principles of post-harvest management practices.
- **Awareness-Raising and Coordination of initiatives**: The project supported maintenance and updating of the Save Food web platform for centralizing and sharing resources, experiences and knowledge, as well as associated products such as the Save Food newsletter, forum discussions, and a Community of Practice.

CONTRIBUTION TO FAO RESULTS

This result has not yet been validated, as countries are still in the process of entering their 2017 results in PIRES.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In all 10 beneficiary countries, the project allowed expanding the range of partners beyond the Ministries responsible for primary production in the agriculture, fisheries and livestock sectors, to include others covering post-production issues and aspects such as trade, infrastructure, finance and investments.
- A total of 240 new members joined the Save Food network during the course of the project bringing its membership to about 1070.

CAPACITY DEVELOPMENT

- In Egypt, two training workshops were organised in which attended by a total of 14 trainers
- In Morocco, capacity building included 20 members of cooperative involved in apple cider vinegar production, 20 date producers, 20 farmers, professional organisations and chain actors in the date chain, 20 public sector advisors and supervisor technicians on date value addition and 20 women (members of cooperatives) on handling, packaging and value addition of dates.
- In Jamaica capacity was built for 40 participants (15 from the Jamaican public sector, 7 from its private sector and 5 from its civil society, 5 international participants from the public sector and academia of Brazil, Dominican Republic, Trinidad and Tobago, and Colombia, and 8 FAO staff).
- In Colombia, 210 from academia, food entrepreneurs, farmers, public actors linked to the Ministries of Agriculture, Health, Environment, Social Prosperity and Planning, as well as representatives of local governments, private actors of productive associations and the food industry, and civil society participants attended a workshop.

- In the Dominican Republic, the capacity was strengthened for 45 participants, comprising 10 community leaders, 15 public sector participants from work teams of the social programs of the Vice Presidency of the Dominican Republic and the Ministry of Agriculture, 10 members of the Dominican Republic's national committee representing food banks, whole sale markets, the food industry, retailers and chefs, 5 international participants from Colombia, Brazil and Jamaica, and 5 FAO national and Regional staff.
- In Myanmar and Laos PDR, the project built the capacity of over 2 350 rice value-chain actors comprising farmers, collectors, and rice millers. Furthermore, it transferred post-harvest technologies to 100 extension agents of the two countries through Training of Trainer programmes.
- In Africa, about 65 people were trained in food loss assessment in Zambia and Zimbabwe.

POLICY ADVICE

- The loss assessment studies conducted in Zimbabwe, Zambia, Egypt, Colombia, Dominican Republic, Lao and Myanmar provided the base to underpin policies in these countries. In Egypt, a review of the policy framework for losses and waste in the fisheries sector was conducted and the project made recommendations on policy interventions.
- National guidelines for prevention and reduction of FLW were developed and validated in Colombia and the Dominican Republic. In Jamaica a draft national strategy for the prevention and reduction of FLW was prepared, as the first step for the establishment of a Secretariat and a national network for FLW.
- In Laos and Myanmar, senior policy and national decision makers participated in the food loss assessment validation workshops, which also made recommendations on interventions to reduce rice losses, including at policy level.
- A policy brief has been drafted for the Government of Laos and is expected to provide both evidence based guidance and lead to substantial investments in rice loss reduction in the future.

CATALYTIC EFFECTS

- A National Network for Prevention and Reduction of Food Losses and Waste has been established in Ecuador with the support of the FMM project, drawing on the experience of the Dominican Republic.
- The Korean International Cooperation Agency (KOICA) has allocated USD 10 million for agriculture development in Myanmar and will be working with the Ministry in allocating some of this financing for rice post-harvest loss reduction, based on government needs. The Myanmar Rice Industry Federation (MRIF) is working closely with the government in partnership with the government of China for a new USD 200 million combined loan/grant project which will include rice value chain development with an emphasis on reducing losses and improving productivity.
- In Africa, the FMM project's activities have stimulated complementary funding from the Rockefeller Foundation and the regular programme through RAF's Regional Initiative 2.

CROSS-SECTORAL WORK

- In Morocco, Jamaica, Dominican Republic and Columbia, strategies and information were provided to the National FLW Committees to develop integrated, cross-sectorial working plans in order to move forward in FLW prevention. The project contributed to cross-sectoral work at FAO at country level in Myanmar and Laos PDR as it provided a strong evidence base for improved rice loss reduction.

GENDER

- Across the intervention countries the project underlined the importance of gender equality and the mainstreaming of gender issues. The majority of post-harvest activities are the responsibility of women, and it was important that they are adequately represented. Women have participated actively in all activities and a special effort was made by the project to ensure their inclusion.

INNOVATION

- In the Dominican Republic the project activities centred around the Gastromotiva model for social innovation to reuse food surpluses from wholesale markets, and it involved getting this social innovation inculcated through training for food waste management and reutilization with chefs, communities and urban markets.
- In Laos PDR and Myanmar, the project piloted a range of innovative technologies and practices including improved dryers, improved processes for drying, and local fabrication of metallic silos for the safe and long-term hermetic storage of rice.
- In Sub-Saharan Africa, country level PHL activities are being innovatively linked to regional priorities and targets set within the African Union's Malabo declaration. This is the first time that a mechanism is being created for country level results to be channelled to the regional level to enable measurement of progress against regional targets on reduction of food losses.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- One of the biggest challenges faced was that the duration of the project was too short.
- National level expertise on FLW issues such as food loss measurement and modern post-harvest techniques was noted as very low in some countries. This problem led to envisaged activities not taking off in Kenya and being slow in Cameroon in comparison with Zambia and Zimbabwe.

Lessons learned

- In future, more learning visits among beneficiary countries should be promoted as well as facilitation of private sector to private sector linkages, for example in improved packaging technologies. For such a global project with regional components, technical exchange among regions of the project and with the technical team at FAO Headquarters should be promoted.

6. Trade related capacity development in Eastern and Southern Africa

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Trade related capacity development in Eastern and Southern Africa
PROJECT NUMBER	FMM/RAF/507/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems

OUTCOME

- 401. International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries

OUTPUTS

- 40102. 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.

PROJECT DATES: 01 Jan 2017 – 31 May 2018

IMPLEMENTATION COUNTRIES: Mozambique, Tanzania, Zambia

PROJECT RESULTS

Output 1: Improved capacity to generate and use evidence for trade policy analysis, trade policy development and trade negotiations.

- Two eLearning courses (one on Trade, Food Security and Nutrition; and another on Agriculture in Trade Agreements) were delivered to participants from 20 countries from Eastern and Southern African.
- Two regional dialogues were organized as a follow up to the first eLearning course.

Output 2: Coherent development of agricultural trade policies, and improved design of agriculture and food security strategies and investment plans building on synergies between agriculture and trade planning processes and related institutions.

- Four studies on coherence of agricultural and trade policies have been prepared in Mozambique, Tanzania and Zambia.
- National dialogues were held in Mozambique, Zambia and Tanzania to validate the reports of the studies with stakeholders from the government, the private sector, academia, donors from both trade and agriculture. During these dialogues priority areas were identified for the preparation of project proposals in Mozambique, Tanzania and Zambia.
- In Mozambique, three provincial meetings were held with the participation of stakeholders from the northern, central and southern regions for the preparation of the project proposal.

CONTRIBUTION TO FAO RESULTS

- The WTO Agreements on Agriculture, Sanitary & Phytosanitary Measures (SPS) and Technical Barriers to Trade (TBT).
- The treatment of agriculture in Regional Trade Agreements, including the Tripartite Free Trade Area (TFTA) but also the Common Market for Eastern and Southern Africa (COMESA), the Southern Africa Development Community (SADC), the Southern Africa Customs Union (SACU) and the Eastern Africa Community (EAC).

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- The project was implemented in collaboration with TRAPCA, based in Arusha, Tanzania. TRAPCA and FAO jointly developed one unit for each of the two eLearning courses. The courses were hosted on the UNITAR platform and technically supported by UNITAR, while the facilitation of the courses was jointly done by FAO and TRAPCA.
- With regard to policy advice the project was implemented in collaboration with the Enhanced Integrated Framework (EIF) and the European Centre for Development Policy Management (ECDPM).

CAPACITY DEVELOPMENT

- Capacity of over 118 participants was strengthened through the course on "Trade Food Security and Nutrition" (65 participants) and "Agriculture in Trade Agreements" (53 participants) from 20 countries in Eastern and Southern Africa.

POLICY ADVICE

- FAO, in collaboration with the Enhanced Integrated Framework (EIF) and the European Centre for Development Policy Management (ECDPM), engaged in an assessment and validation of the agriculture and trade policy frameworks and their underlying policymaking processes. Following the recommendations from this exercise, for Mozambique, Tanzania and Zambia, project proposals are being prepared aiming to address concrete gaps in implementation in common priority areas between agriculture and trade.

CATALYTIC EFFECTS

- The e-learning course participants have requested a network of practitioners that will continue their collaboration post the work they have done on the course. FAO will assist in developing the e-network in partnership with the African Union and TRAPCA.

CROSS-SECTORAL WORK

- The project is looking at agriculture as part of broader food systems, therefore going beyond the specific sectoral issues and focusing on how agriculture, food security and nutrition are affected by the policies developed and implemented by other sectors.

GENDER

- Gender considerations are implicit in the goals of the project, as the development of efficient domestic and regional agricultural markets are expected to improve participation of smallholder farmers and farm family labour (mainly women) in agricultural input, product and labour markets. For the eLearning courses ensuring participation of women representatives from target stakeholder groups was among the core selection criteria for both the e-learning courses and the regional dialogues. Around 30 percent of all candidates expressing interest in the course were women.

INNOVATION

- The project included blended e-learning and face to face training, through the regional dialogues organized as a follow up to the courses. The building of the platform, which will include national and international actors, is expected to contribute to improve the quality of policy analysis and to disseminate the knowledge and information facilitating regional trade.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The implementation of the project started with a delay reducing the time that was available for the involvement of the stakeholders at the country level.

Lessons learned

- A critical lesson learned from this experience is that the dissemination of the course information to encourage participation needs to more explicitly solicit women's participation.

7. Inclusive value chain development in Africa

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Inclusive Value Chain Development in Africa
PROJECT NUMBER	FMM/RAF/508/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems

OUTCOME

- 402. Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by public and private sectors

OUTPUTS

- Public sector institutions are supported to formulate and implement policies and strategies and to provide public goods that enhance inclusiveness and efficiency in agrifood chains
- 4.2.3. Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains.

PROJECT DATES: 1st January 2017 – 31st May 2018

IMPLEMENTATION COUNTRIES: Benin, Cameroon, Chad, Cote d'Ivoire, DRC, Ghana, Kenya, Mali, Mozambique, Rwanda and Zambia

PROJECT RESULTS

- Agribusiness training courses were conducted in collaboration with Market Matters Inc. and International Fertilizer Development Cooperation (IFDC). A total of 50 owners or senior managers of SMAEs from the target countries attended the course.
- A *Regional training on Agricultural Value Chain Finance (AgVCF)* was organized by FAO in collaboration with the African Rural and Agricultural Credit Association. The training was attended by 58 participants from across the region, 35 of whom came from financial institutes, while 23 were SMEs.
- In Rwanda, a study was undertaken on coherence of agricultural and trade policies aimed at improved alignment of sectoral policy interventions and strategic use of public and private resources.
- Upon request by the African Union Commission the project has undertaken appraisals in Ethiopia, Kenya, Rwanda and Uganda to guide African governments on the design, implementation and monitoring of public private partnerships in the agricultural sector.
- The project convened the inaugural Forest and Landscape Investment Forum (FLIF) in Rwanda to promote investments in forests and landscapes for environmental, social and economic returns.

CONTRIBUTION TO FAO RESULTS

- FAO corporate validated results not available

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- The project has built partnerships with a number of institutions including Market Matters Inc. and IFDC, AAIN, AFRACA. These partnerships brought richness and depth of insights and knowledge to the project which enhanced the quality of support to the target countries and beneficiaries at policy and value chain levels.
- Partnerships were also established at country level with Ministries of agriculture and trade, other relevant national institutions and value chain actors.
- The African Union Commission remains a key partner in all FAO projects in the Africa region as it provides overall strategic guidance on the development of the agricultural sector.

CAPACITY DEVELOPMENT

- Regional training in business management and entrepreneurship was provided to 50 SMAEs. A further 40 were trained through a step-down training in Rwanda.
- Business mentorship to 50 SMAEs is on-going at the regional level.
- Training in tools and methodologies for agricultural finance was provided to 13 Inclusive Finance 'champions' across Africa.
- Regional training in agricultural value chain finance provided to 35 finance institutions and 23 SMAEs.
- Forest and Landscape Investment Forum hosted 40 participants from the region with the aim of promoting investment opportunities in forest and landscape restoration.

POLICY ADVICE

- The study on policy coherence in Rwanda has led to a set of policy recommendations that include need for a trade policy advocate in the Ministry of Agriculture, identifying synergies and gaps in the new five-year agriculture and trade policy plan, and incorporation of the private sector in policy making processes and implementation.

CATALYTIC EFFECTS

- The project activities have led to the development of follow-on project proposals in Mozambique and Rwanda. In Mozambique, a project proposal has been prepared to upscale the work on social protection.
- Significant interest has been generated in the agribusiness training courses for SMAEs.

CROSS-SECTORAL WORK

- The project is looking at agriculture as part of a broader food system approach, going beyond specific sectoral issues and focusing on how agriculture, trade and food security are affected by policies developed by other sectors. At country level, the project contributed to cross-sectoral work between the Ministries of Agriculture and Trade in Rwanda through the study on policy coherence. The project also cuts across three of FAO's Strategic Objectives and involved a multi-disciplinary team including experts in trade, agribusiness, agricultural production, natural resource management and social protection.

GENDER

- The project tried as much as possible to ensure equitable participation of men and women in all activities.

INNOVATION

- This project has placed emphasis on SMAE development, because it is the SMAEs that can create the backward and forward linkages within the agricultural value chain and stimulate value addition, commercialization and transformation of the agricultural sector. Furthermore, many SMAEs are owned or managed by young people who by their nature are innovative and open to the adoption of new technologies and new business approaches.
- The work on policy coherence between Ministries of Agriculture and Trade was also a significant innovation.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The project timeframe is very short in which to implement and coordinate a set of joined-up activities that often require correct sequencing to be effective. It also takes time to obtain trust, buy-in and ownership by stakeholders and beneficiaries.
- Reliance on a large number of partners also carries some risks and drawbacks.

8. Strengthening capacities, policies and national action plans on prudent and responsible use of antimicrobials in fisheries

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Strengthening capacities, policies and national action plans on prudent and responsible use of antimicrobials in fisheries
PROJECT NUMBER	FMM/RAS/298/MUL
FAO STRATEGIC OBJECTIVE	SO4: Enable more inclusive and efficient agricultural and food systems

OUTCOME

- SO4:

OUTPUTS

- 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.

PROJECT DATES: 17 Jan 2017 – 31 May 2017

IMPLEMENTATION COUNTRIES: China, Malaysia, Philippines, Viet Nam, India, Malaysia, Singapore, Bangladesh, Philippines, Thailand, Viet Nam, Cambodia and Laos

PROJECT RESULTS

Output 1: Policies, regulatory frameworks and public goods enhanced inclusiveness and efficiency of food, agriculture and forestry systems

- Three regional workshops were conducted that provided guidance in the development of the aquaculture component of country National Action Plans on AMR and integration of the aquatic component through the One Health.
- National awareness and capacity-building activities were undertaken in Malaysia, Philippines, Vietnam.
- Four regional workshops were carried that provided policy guidance in the area of improving inspection systems to include AMR in fish product sampling; fish product waste management; and utilization of fish silage (to reduce the need for antimicrobials for treatment.

Output 2: Capacities (knowledge and skills) of Competent Authorities and other stakeholders on prudent and responsible use of antimicrobials in aquaculture developed and/or enhanced.

- AMU and AMR surveillance was conducted in Malaysia, Philippines, Thailand
- Four capacity building activities were implemented on: (i) Antimicrobial residues monitoring for aquaculture products; (ii) Hands-on training on fish silage production; (iii) two Hands-on Workshop on Antimicrobial Residues Analysis.

CONTRIBUTION TO FAO RESULTS

FAO corporate validated results for 2017 are in progress. Results are not yet available.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Aquaculture biosecurity component: new partnerships were developed with Croatia (Croatia Veterinary Institute), India (Nitte University), Netherlands (Wageningen University), Singapore (Agri-Food and Veterinary Authority), USA (Mississippi State University), European Union, Network of Aquaculture Centres in Asia-Pacific, MSD Animal Health and City University of Hong Kong.
- Food safety and quality component: Chulalongkorn University, Bangkok, Thailand; India (Nitte University).

CAPACITY DEVELOPMENT

- For the aquaculture biosecurity component, a total of 95 delegates (i.e. officials representing Competent Authorities of China, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, Vietnam; experts and other relevant stakeholders) participated in the three regional workshops that resulted in enhanced knowledge and skills.
- For the food safety and quality component, a total of 69 officials from Competent Authorities of Bangladesh, Philippines, Thailand and Vietnam) participated in four capacity building activities.

POLICY ADVICE

- Policy advice was provided in terms of guidance in the development of the aquaculture component of the AMR NAP, design of AMU and AMR surveillance, design of antimicrobial susceptibility testing for aquaculture and aquaculture products, related policies on best practice on prudent and responsible use of antimicrobials and country responsibilities with respect to AMR and Codex Alimentarius.
- Policy advice was also provided in the area of improving inspection systems to include AMR in fish product sampling; fish product waste management; and utilization of fish silage.

CATALYTIC EFFECTS

- The project stimulate the organization of a side event during the Ninth Session of the Sub-Committee on Aquaculture of the Committee in October 2017 which represented the first formal AMR awareness raising initiative that targeted fisheries and aquaculture authorities comprised of 89 FAO Members, two associate Members, by representatives from two specialized agencies of the United Nations and by observers from seven intergovernmental and six international non-governmental organizations.
- AMR issues were also captured during the Sixteenth Session of the Sub-Committee on Fish Trade (COFI/SCFT) last September 2017.

CROSS-SECTORAL WORK

- The project enhanced the capacity of Competent Authority nationals (technical specialists, inspection and laboratory staff) so that they can have productive engagement with other lead sectors (e.g. WHO, agriculture, food safety and animal health authorities) particularly to their aquaculture and fish food safety component contribution to NAP and aquatic sector integration into the One Health.

GENDER

- Among the aquaculture biosecurity workshop 57 out of the 95 participants were female reflecting high gender equality. In the food safety and quality workshops, 48 out of the 83 participants were females.

INNOVATION

- The project stimulated interest in looking into alternatives to antimicrobials including plant-derived compounds, dietary acidifiers, short-chain fatty acid, bacteriophage, probiotics and prebiotics, short-chain carbohydrates, egg yolk antibody, antimicrobial peptides, bioflocs technology, quorum sensing, green water technology and specific-pathogen free technology, and the future of vaccination particularly in the Asian region which dominates aquaculture production and that which has a low uptake of vaccine technology.
- Other innovations involves safer practice to integrated fish farming through new systems (e.g. fish-flower; fish-vegetables (aquaponics), fish-fruit trees, polyculture (shrimp-tilapia), shrimp-mangrove, rice-fish, rice crayfish and rice-shrimp); integrated multi-tropic aquaculture (IMTA).
- The fish silage processing technology was introduced to beneficiary countries giving them a new method using organic acid, simple and affordable technology and its application as feed ingredient and/or fertilizer.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- There is a long time lapse from the time of submission of Concept Note (October 2016) to final project approval (February) and availability of funds (March). Because of the very tight time-frame (less than year), it was a big challenge to squeeze all identified activities.
- Conducting feasibility studies in beneficiary countries was hampered by the lack of expert personnel on fish silage and the fact that it is a totally new concept in some countries. Knowledge and understanding on AMR greatly varied at different levels including capacity (policy and laboratory)
- Weak perception of AMR at the farm level and the challenge how to disseminate appropriate information to thousands of small-scale aquaculture producers.

9. Trade related capacity development in Eastern Europe and Central Asia

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Trade Related Capacity Development in Eastern Europe and Central Asia
PROJECT NUMBER	FMM/RER/056/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems

OUTCOME

- 401. International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries

OUTPUTS

- 40102. 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

PROJECT DATES: February 2017 – May 2018

IMPLEMENTATION COUNTRIES: Georgia, Kyrgyzstan and Ukraine

PROJECT RESULTS

- The main achievement of the project is the increased capacity in the beneficiary countries to access new markets and to participate in global agricultural trade. Specifically, the project resulted in strengthened capacities of ministries and other stakeholders on WTO rules for agriculture; export strategies that are better informed through understanding of market requirements and global and regional best practices with export promotion; and strengthened systems and capacities of governments to monitor and analyse trade and price data.
- As part of the project, FAO continued to provide support to the Agricultural Trade Expert Network in Europe and Central Asia established in 2014. ATEN brings together experts who conduct research, carry out training programs and advise governments and private sector on issues related to agricultural trade and trade policy, including participation in regional and multilateral trade agreements.
- During various trainings, dialogues and discussions with governments and the private sector, based on FAO knowledge products, policy advice and guidance were provided, for example on ensuring consistency of new agricultural policy measures with WTO obligations. This helps governments to make informed decisions on changes in agricultural and trade policy changes.

CONTRIBUTION TO FAO RESULTS

- 40102 Annual meeting of Agricultural and Trade Policy Expert Network for Europe and Central Asia organized by November 2017
- 40102 Annual conference of Agricultural and Trade Policy Expert Network for Europe and Central Asia by November 2016
- 40102 Annual joint publication on trade policy changes by March 2017
- 40102 Trade Policy Expert Network support (planning, coordination, technical inputs and follow-up)
- 40102 Monthly bulletin of ATEN
- 40102 Analysis of selected markets for organic products and their requirements and capacity development for exporters
- 40102 Regional workshop on resolving agricultural trade issues
- 40102 Expert-facilitated e-learning course on WTO agreements

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- A partnership has been established with UNITAR for the delivery of the two e-learning courses through a UN to UN agreement. New partnerships have been established with private sector organizations: The National Union of Food Exporters of Russia, Ukrainian Association of Honey Exporters and Processors of Honey (UAHEP) and the Union of Millers of Ukraine.

CAPACITY DEVELOPMENT

- Two editions of online course "WTO accession and implications for agriculture in the post-Soviet countries" accepted 181 participants, of which 130 successfully completed all course requirements.
- The follow-up seminar "Trade Policy, WTO and Development of Agricultural Markets in the Post-Soviet Countries" allowed the participants who showed the best results in the e-learning course to deepen their knowledge through interaction with peers and international experts.
- The regional workshop on resolving agricultural trade issues in Kyiv, Ukraine, brought together 60 representatives of ministries, producer associations and agribusiness as well as national and international trade experts.
- The training on domestic support measures and the corresponding rules in the WTO AoA in Tbilisi, Georgia included 30 specialists from Georgian Ministries of Agriculture, Foreign Affairs and Economic Development, who are actively involved in designing, implementing and analysing support policies and related programmes.
- Over 40 participants from 12 grain-processing and flour-milling enterprises from Kazakhstan, Kyrgyzstan, Russian Federation, Ukraine and Uzbekistan participated and discussed flour and grain products market developments, and prospects for trade development in the Central Asia region.
- In Kyrgyzstan, training on FPMA tool was attended by 13 participants, of which 8 from various government agencies and the remainder from international development partners and the private sector.

POLICY ADVICE

- Providing government analysts, researchers and policy makers as well as other stakeholders with information on trade rules, export market requirements and access to timely national price data strengthens country capacity to implement evidence-based trade, agricultural and food security policies and strategies.

CATALYTIC EFFECTS

- Following the launch of the National Statistics Committee of the Kyrgyz Republic FPMA Tool, FAOKG was approached by the Kyrgyz Republic Ministry of Agriculture with a request to support the integration of a recently established MoA price dataset in the tool to compliment that of the NSC and thus provide a more comprehensive resource. It is estimated that this extra work can be achieved within the timeframe and budget of the project.

CROSS-SECTORAL WORK

GENDER

- Special consideration was given to encouraging participation of qualified women in the e-learning courses. 61.3 percent of participants who were accepted for the course were women.

INNOVATION

- The blended learning that included e-learning course and face-to-face training on related topics, was innovative and allowed greater interaction between the participants and in-depth treatment of complex topics.
- The FPMA Tool is an innovative online platform for dissemination and analysis of price data developed by FAO that can be adjusted to the needs of a specific country.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- The implementation of the project started with a delay. This reduced the time that was available for the involvement of the stakeholders at the country level and implementation of activities.
- It is crucial to account, to extent possible, for all risks to the project, including delays in FAO procedures, changes in governments and insufficient human resources in national agencies to implement activities.
- Programmatic approach to project formulation and implementation that fosters synergies with ongoing FAO activities has proven to be highly effective – the project outputs were closely linked to the Regional Initiative and TCI projects, ensuring their successful implementation. Knowledge sharing and capacity development were rooted in FAO's expertise in the area of trade policy and investment projects in the region and partnerships with other UN organizations and country stakeholders.
- The project demonstrated the strong need for information and capacity development in the area of agricultural export promotion. To continue providing support to countries in this area, FAO has partnered with the International Trade Center (ITC) through a Memorandum of Understanding and a UN to UN agreement for developing guidelines and methodologies for inclusive agri-food system development and export promotion through multi-stakeholder alliances.

10. Support to the development of National Action Plans on Antimicrobial Resistance (AMR)

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean.
PROJECT NUMBER	FMM/RLA/215/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems.
OUTCOME ▶ 4.1. International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.	
OUTPUTS ▶ 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. ▶ 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.	
PROJECT DATES: January 2017 – May 2018	
IMPLEMENTATION COUNTRIES: Bolivia, Cuba, Dominican Republic, Ecuador, El Salvador and Honduras.	

PROJECT RESULTS

Output 1: Awareness and Advocacy on Antimicrobial Resistance (AMR)

- **Guidelines for the design of awareness and advocacy strategies for antimicrobial resistance:** This is a unique product in the region that makes available to the Ministries of Agriculture a conceptual and methodological framework for the design and implementation of advocacy strategies aimed at awareness and positioning of the risks of AMR and the need for its containment among decision makers, policymakers and civil society.
- **Regional Plan for Relations with the Mass Media**: This is a pioneering proposal in the region, aimed at fostering interaction and synergy between the Ministries of Agriculture and the mass media.
- **Actions to disseminate information about AMR and the project through Web Media and Mass Media**: Many information pieces in print and digital format were formulated in Spanish. Ten electronic bulletins were distributed to more 11 000 contacts in the region. These e-bulletins are hosted in the following website http://www.fao.org/antimicrobial-resistance/projects/en-curso/project-4/es/.
- **High level political and technical meetings on AMR**: As part of the communication strategy for the advocacy of AMR, the project carried out the search and participation in spaces (at national, regional and international level) of consultation, dialogue and discussion among decision makers, policymakers and key actors, to influence the national public agendas, prioritizing the problem of AMR and its intersectoral need for solution.

Output 2: Governance of AMR and UAM (Antimicrobial Use)

- **Multisectoral analysis on antimicrobial resistance and its use in the livestock, hydrobiological and agricultural production sectors** was established through baseline survey. This intervention allows the characterization of AMR risks in the agri-food sector, guiding the definition of mitigation measures based on the existing risk.
- **Elaboration of a multicriteria framework for the prioritization of the risk factors of AMR**: Progress has been made in designing a methodology to assess the risk factors of diffusion and exposure of AMR under the One Health approach.
- **Systematic review on AMR in the environment in the LAC region, with a focus on water**: Based on the identification of studies available in the region, research gaps and needs of AMR in the environment were detected and prioritized, particularly for water.
- **Preparation of a Regional Roadmap to mitigate the risks of AMR in the aquaculture sector in Latin America**: Progress has been made in consolidating a roadmap for the progressive adoption of risk management measures based on the gaps identified.

Output 3: Strengthening institutional capacities

- **Regional Workshop for Project launch**: Participation of the 6 beneficiary countries, 3 invited countries and 4 international and regional organizations related to AMR was achieved. As a result, the project strategy and its annual operational programming were validated.
- **Global Workshop "Application of the FAO assessment tool for laboratory and AMR surveillance system (ATLASS).** Through a first global meeting at FAO headquarters, two trainers were trained on the use of the FAO ATLASS tool.
- **Regional Workshop on Communication of Risks and Advocacy on AMR:** The joint participation of the technical and communications officers of the 6 beneficiary countries was achieved. The basis for the formation of a first Regional Network of Communicators for AMR was established**.**

CONTRIBUTION TO FAO RESULTS

- The FMM project on AMR has a regional character. The technical, operational and financial coordination of the project was managed by the FAO Regional Office in Santiago, Chile. Its strategy was developed jointly with the 6 beneficiary countries, through common and regional activities that allowed an advanced and integrated strengthening.
- Strengthening of the official health services of agricultural health for the design of strategies to contain AMR in the agri-food sector, according to the priorities and conditions of the production, health and institutional systems. This has allowed the formulation and implementation of the National Action Plans on AMR, under the "One Health" approach.
- Improvement of the political environment on AMR, achieved the commitment and support of policy makers and decision makers to face the AMR and comply with the commitments assumed in the high international instances.
- Expansion of technical capacities of human resources of public counterpart institutions and other related national sectors, acquiring competences necessary for the containment of AMR in the food and agriculture sector.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- The first consolidated alliance of the project was with the International Regional Organization for Agricultural Health (OIRSA), responsible for animal and plant health and food safety for Central America. Within the framework of the Tripartite Alliance (FAO, OIE, WHO), a regional coordination mechanism was strengthened to maximize the efforts and resources aimed at containing AMR. SENASA In addition, a working agreement was established with the Pan American Association of Veterinary Sciences (PANVET), as the leading representative of the profession of veterinary medicine in the Americas, allowing the involvement of the private sector, the academy and the veterinary medical colleges of the region, in the intervention strategy of the project.

CAPACITY DEVELOPMENT

- The intervention of the Project 3 expanded the capacities of the Official Agricultural Health Services for the sustainability of the results achieved. The initial installation of capacities was not only carried out at the level of the public institutions, but also in the private sector and academia, allowing to diversify the efforts deployed in the installation of capacities and involving other key sectors for positioning and sustainability of the results. In total, 153 trainers trained in the main disciplines that require containment of RAM under the One Health approach are registered.

POLICY ADVISE

- The project, through its technical strategy and in conjunction with its communication strategy for advocacy, has created favorable political environment to promote adequate governance of AMR, resulting in the strengthening of political and institutional frameworks. These achievements respond to the installation of AMR in national public agendas.

CATALYTIC EFFECTS

- The project strategy has generated the formal request for FAO technical assistance on AMR from Costa Rica, Guatemala, Paraguay and Peru, countries that have not benefited by the project. The intervention on raising awareness about AMR established the basis for the formation of a regional communications network for AMR. The creation of National Committees on AMR and the formulation of national Action Plans are outstanding examples of catalytic effects of the project.

CROSS-SECTORAL WORK

- The project strategy is based on strengthening in each of the beneficiary countries, intra and inters institutional coordination between the different sectors and institutions linked to AMR, favouring an effective intersectoral network of work. The implementation of its technical and training strategy involved the participation of the different disciplines of the agri-food sector, the public health sector, the private sector and academia, allowing the integrated health management of AMR. The project has reinforced the coordination between the Tripartite Alliance (FAO, OIE, WHO), incorporating other regional organizations linked to the AMR and that allow to expand the cross–sectoral work.

GENDER

- The project during its formulation carried out a gender analysis, taking into consideration the roles and responsibilities of men and women who benefit directly or indirectly from the project. The project also considered the inclusion of a gender perspective in the political and technical debate processes and the expansion of the capacities related to the control of AMR, including the risk communication strategy developed by the project.

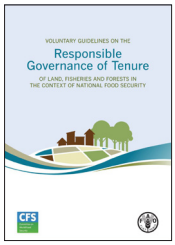
INNOVATION

- The project has developed innovative methodologies and tools, which are unique in the region and even in the world. A methodology for assessing the risks of AMR in the livestock, agricultural and aquaculture sectors is highlighted, allowing the identification of priority gaps to guide mitigation measures based on risk.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

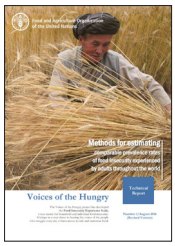
- The implementation in the project countries has been difficult and delayed, because the containment of AMR is a complex problem that requires a strong intersectoral articulation based on the "One Health" approach. This situation implies reaching adequate levels of governance for the definition and implementation of mitigation strategies in each of the key sectors and their proper interrelation.
- The high volume of activities defined in the project to be executed in a short period of 12 months, revealed certain weaknesses in the operational support that underlies the implementation of the project activities at the level of the FAO Regional Office of the Representations in the countries. This situation generated some delays in the execution of the activity plan, and thanks to the monitoring and evaluation system, corrective reinforcement actions can be taken. This experience generates learning for future implementation of projects.

Annex 4. Contribution to FAO's global knowledge products



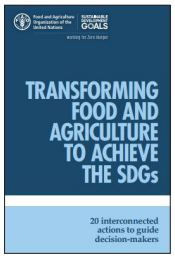
Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)

http://www.fao.org/docrep/016/i2801e/i2801e.pdf



Methods for estimating comparable rates of food insecurity experienced by adults throughout the world (VoH)

http://www.fao.org/3/a-i4830e.pdf



Transforming Food and Agriculture to Achieve the SDGs: 20 Interconnected Actions to Guide Decision-Makers. FAO, Rome, 2018, 71 pp.

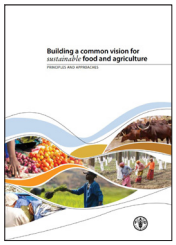
http://www.fao.org/3/I9900EN/i9900en.pdf

Decent Rural Employment Toolbox (DRE)

http://www.fao.org/rural-employment/toolbox/en/

SAVE FOOD: Global Initiative on Food Loss and Waste Reduction – Community of Practice on Food Loss Reduction (FLW)

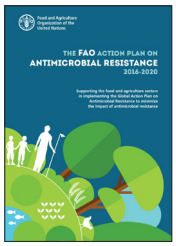
http://www.fao.org/food-loss-reduction/en/



Building a common vision for sustainable food and agriculture – Principles and approaches (SFA)

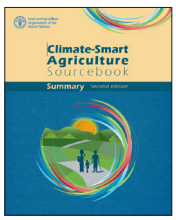
http://www.fao.org/3/a-i3940e.pdf

RuralInvest – Preparing Effective Investment Project Proposals (e-learning course)



The FAO Action Plan on Antimicrobial Resistance 2016–2020 (AMR)

http://www.fao.org/3/a-i5996e.pdf



Climate-Smart Agriculture Sourcebook (CSA)

http://www.fao.org/3/a-i7994e.pdf

Annex 5. List of boxes

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