



Food and Agriculture
Organization of the
United Nations

Programme Implementation Report 2016/17

OVERVIEW



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Foreword

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

Operating in a challenging global environment during 2016-17, FAO reached 82 percent of the planned Outputs under a more rigorous target setting approach, meaning that the Organization delivered the assistance it committed to in the PWB. In other words, FAO is delivering its programme of work and this effort is having a significant and measurable impact at the national, regional and global levels. And where our expectations were not fully achieved, we are learning valuable lessons on the constraints we face and how we can overcome them.

The new ways of working put in place since 2012, such as Regional Initiatives and Strategic Partnerships, have continued to evolve to provide flexibility to focus our programmes on specific needs and extend our reach. Only joint efforts can meet the challenges we face, and we are forging the alliances for moving forward.

At the same time, we continue to give special attention to the technical quality of FAO's work and the cross-cutting issues of climate change, gender, governance and nutrition. The PIR shows that we have remained true to our commitment to be a knowledge organization with its feet on the ground: we have maintained our global technical, normative, public goods work which is being translated into national action.

In 2016-2017, FAO utilized nearly all of its Regular Programme budget, and increased total expenditure, including voluntary contributions, thanks to higher delivery of Trust Funds and TCP. And a greater portion of our budget was managed directly by our field offices as a result of the decentralization effort to bring the Organization and its work closer to Members. We have continued to emphasize strong internal control measures and effective risk management, culminating in the Director-General's Statement of Internal Control to accompany the 2017 Accounts.

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

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

At the same time we have increased our efforts to explore emerging approaches to make progress on sustainable agriculture, food security and nutrition such as agroecology, agricultural biotechnologies

and globally important agricultural heritage systems, as highlighted in the PIR.

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

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

José Graziano da Silva
Director-General

Introduction

As an intergovernmental Organization of near universal membership, the Strategic Objectives of FAO are to:

Contribute to the eradication of hunger, food insecurity and malnutrition

Make agriculture more productive and sustainable

Reduce rural poverty

Enable more inclusive and efficient food systems

Increase the resilience of livelihoods

The Programme Implementation Report (PIR) informs FAO members and stakeholders about the results achieved by the Organization during the 2016-17 biennium. The full report is available in the languages of the Organization at www.fao.org/pir. This is the second PIR under FAO's reviewed Strategic Framework and Medium Term Plan 2014-17. This second PIR:

- ▶ Reports on Outcomes and Outputs;
- ▶ Reports on global trends and progress toward achieving the Strategic Objectives using SDG-based indicators;
- ▶ Integrates reporting on gender, governance, climate change and nutrition as cross-cutting themes;
- ▶ Reports on lessons learned in every aspect of FAO's work;
- ▶ Illustrates how FAO benefitted from improved means of delivery resulting from transformational change.

This overview provides key facts on the main policy developments, results achieved and delivery during the biennium as reported in the PIR. ■

1. Policy developments

HIGHLIGHTS OF THE MAJOR POLICY DEVELOPMENTS AND ACHIEVEMENTS IN ADDRESSING HUNGER, FOOD INSECURITY AND MALNUTRITION

Global policy developments

2030 Agenda for Sustainable Development:

As the custodian or contributing agency for 25 SDG indicators, FAO has a global role in developing methods and standards, and providing assistance to member countries to strengthen national capacities for collection and monitoring of indicators. Through its Strategic Programmes, FAO continued to aid countries in their efforts to achieve the objectives of the 2030 Agenda, by supporting governments to set national priorities and foster strong and coherent institutional and policy environments.

Paris Agreement on Climate Change: FAO has actively engaged in the process leading up to the Paris Agreement on climate change and in subsequent meetings, which rendered the signatories' Nationally Determined Contributions binding. FAO was instrumental in advocating the crucial role agriculture plays in tackling both climate change and hunger.

The Port State Measures Agreement (PSMA) entered into force as a binding international treaty in June 2016. It has become a key driver of the

international community's fight to prevent, deter and eliminate illegal, unreported and unregulated (IUU) fishing.

The New York Declaration for Refugees and Migrants was adopted at the UN Summit for Refugees and Migrants in 2016. FAO played a key role in the preparation of a Global Compact for Safe, Orderly and Regular Migration (GCM) for adoption in 2018, focusing on the drivers of migration, migration in the context of sustainable agriculture and rural development.

The International Symposium on "The role of **agricultural biotechnologies** in sustainable food systems and nutrition" in February 2016 and two subsequent regional meetings in 2017 explored the benefits, risks, challenges and opportunities of agricultural biotechnologies. It also looked at their contribution to more sustainable food systems and better nutrition in the context of the growing global population and climate change.

Following the success of the first International Symposium on **Agroecology** for Food Security and Nutrition in 2014, **regional meetings** were held in Latin America, Sub-Saharan Africa, Europe, Central

Asia and Asia and the Pacific, and the Near East. In the last four years, over 1 400 participants from 170 countries have discussed the potential of agroecology.

The third **Our Ocean** Conference in October 2017 sought to maintain high-level international support for the importance of oceans. FAO published *Healthy oceans for food security, nutrition and resilient communities* to highlight the importance of seas to food, employment and prosperity and to help ensure that fisher folk and fishing communities remain high on the agenda.

Emerging threats and opportunities

The rapid spread of the **Fall Armyworm (FAW)** prompted FAO to widely disseminate sustainable FAW management practices for small family farmers and to conduct a comprehensive impact and threat assessment. The Organization developed a mobile phone app (FAMEWS) to collect data and prepared a Farmer Field School (FFS) guide on integrated pest management for FAW.

The deadly threat of **Antimicrobial Resistance (AMR)** spurred FAO, WHO and OIE to collaborate closely under the umbrella of the One Health Approach (for optimal health for people, animals and the environment). FAO published *Drivers, Dynamics and Epidemiology of AMR in Animal Production* in 2016 to suggest ways to mitigate the spread of AMR. The Organization also provided scientific advice on AMR and piloted *A laboratory and surveillance monitoring and capacity building tool (ATLASS)* for AMR in Africa and Asia.

The **Globally Important Agricultural Heritages Systems (GIAHS)** programme broadened its geographical reach to nine new sites in seven countries in 2016-17, bringing the total to 46 exceptional sites as of December 2017. The GIAHS programme continued to recognize the unique experiences of farming communities and how they adapt to the environment.

International Year

The 2016 **International Year of Pulses** was spearheaded by FAO to raise awareness of the important role of pulses in sustainable food production and healthy diets. The year shone a spotlight on the value and use of pulses throughout the food system, their benefits for soil fertility and climate change. The widespread interest generated in 2016 resulted in a continuation of activities throughout 2017.

Strengthened collaboration

Strengthened collaboration between Rome-based agencies (RBAs): FAO, IFAD and WFP have been collaborating more closely on thematic issues and corporate services, giving member states the benefit of their combined strengths. By working together at the local, regional and global levels, the three agencies are very much in sync with the broader UN objectives of system-wide coherence and coordination. In 2017, a joint RBA website was launched, showcasing progress made.

The UN High-level Political Forum (HLPF) in July 2017 reviewed a subset of the SDGs. FAO, IFAD and WFP have worked closely in implementing its recommendations.

The UN Reform agenda led to a repositioning of the UNDS to deliver on the 2030 Agenda in December 2017. FAO engaged throughout the consultations and followed the ECOSOC briefings, becoming a member of the UNDG Core Group. In consultation with RBAs and other specialized agencies, the Organization ensured the specific governance, mandates, and capacities of the specialized agencies were taken into consideration in the December report. ■

2. Results – overview

OVERVIEW

FAO measures results using Strategic Objective, Outcome and Output indicators and targets.

The FAO Strategic Objectives are the global development goals that FAO and member countries aspire to achieve, in collaboration with the international community. FAO aligned its work to specific Sustainable Development Goal (SDG) targets and indicators for each of its five Strategic Objectives (SO) in 2016. This has resulted in a set of 39 SDG-based SO indicators to measure progress, although agreed methodologies and regularly produced data is not available for all of them.

Outcome indicators reflect changes in the national and global enabling environment required to help achieve the Strategic Objectives. They relate to those issues that can be addressed with assistance from FAO.

In order to measure progress in the outcome indicators, FAO conducted a Corporate Outcome Assessment at the end of 2017, which collected both primary (survey) and secondary (public databases and policy review) data at country level.

Outputs are FAO's contribution – in terms of processes, products and services – to the Outcomes in the results chain. They represent the direct results

of FAO's interventions funded through regular and extrabudgetary resources at the national, regional and global levels. Based on lessons learned in 2014-15, considerable improvements were made in setting, monitoring and reporting FAO's output targets for 2016-17. More clearly assigned roles and responsibilities for planning and reporting, and better structuring of quality control and reviews led to a more robust anchoring of results.

The more rigorous means of setting targets generated a more stringent test for assessing performance. In 2014-15, Output targets were considered to be met when performance reached 75 percent of the target, but in 2016-17 they were only considered to be met if performance reached 100 percent. FAO fully met 82 percent (45) of its Output indicator targets in 2016-17.

FAO's work is to ensure that people have regular access to enough high-quality food to lead active, healthy lives by addressing the underlying reasons for hunger and poverty. Examples are provided in the summary results for each Strategic Objective, along with the performance against Outcome and Output indicators. The Outcome indicator data show the percentage of countries scoring in the medium to high categories and the percentage of countries whose scores have improved. The Output indicators show achievements against targets. ■



Strategic Objective 1

CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION

The sustainable eradication of hunger, food insecurity and malnutrition requires governments and others involved in development to coordinate their efforts. Only then can we ensure that food systems provide equitable distribution of food as well as access to and availability of healthy diets for all. At the global and regional levels, FAO focuses on advocacy and fostering inclusive policy dialogue to cement political commitment and develop a common understanding of the issues, while facilitating consensus on policy and best practices. At national level, FAO works directly with decision-makers to boost skills, encourage policy dialogue and cross-sector coordination.

Examples of FAO policy support include the creation of evidence-based agricultural investment plans that support food security and nutrition, building on the guidance and good practices provided in global products such as the voluntary guidelines on governance of tenure; the right to adequate food; and the principles on responsible agricultural investment, among others.

By the end of 2017, FAO supported countries such as Uruguay, Paraguay, Malawi, Zambia, Cambodia, Philippines and Kenya in *strengthening their food and nutrition policies, programmes and investments to include climate action activities*. In 2016-17, more than 50 countries across the five regions developed sectoral policies and investment programmes that explicitly address food insecurity and malnutrition.

While the FAO biennial target for supporting policies, investment plans and programmes was largely met, this work will intensify considerably in the current period. The 34 Policy Officers recently deployed to high-level positions in government ministries through the joint FAO-EU FIRST policy assistance facility will make their mark on identifying opportunities to strengthen sectoral policy in order to explicitly address the root causes of hunger, while boosting institutional capacity, policy dialogue and implementation.

FAO's results on supporting legal frameworks exceeded

biennial targets for the second time, thanks in part to the continued emergence of country-level opportunities to work on healthy diets, land tenure, the right to food, social protection and other issues.

While human and financial resources and investments allocated to eradicating hunger, food insecurity and malnutrition have increased in 10 percent of countries, this is an area that requires much more support if the SDG2 hunger target is to be met. The global economic downturn was one of the main culprits, as decision-makers in developing countries were faced with tough choices, often at the expense of turning political commitment into action.

More than 15 countries, including Cabo Verde, Costa Rica, Dominican Republic, Lao PDR, Mongolia, Nepal, Paraguay, and Sao Tome and Principe are *developing and implementing legal frameworks* that support the right-to-food for all, along with fair access to resources and assets.

Tangible results are visible in several countries: Chad revised its National Rural Sector Investment



▲ SAO TOME AND PRINCIPE – Women selling smoked fish.
©FAO/I. Gonsalves

Plan, while Guatemala launched its Family Farming Programme to Strengthen the Peasant Economy and created a national strategy to prevent chronic undernourishment. Several African and Asian countries have made excellent progress in ensuring that nutrition-sensitive investments are imbedded into agricultural investment plans.

Overall, 44 percent of countries saw very good progress on

governance, coordination mechanisms and partnerships for food security and nutrition, improving their overall coordination mechanisms. Some 83 percent of countries scored high to medium-high on this Outcome indicator in 2017 – a significant improvement on 2013's figure of 48 percent.

At the end of 2017, while 26 percent of countries

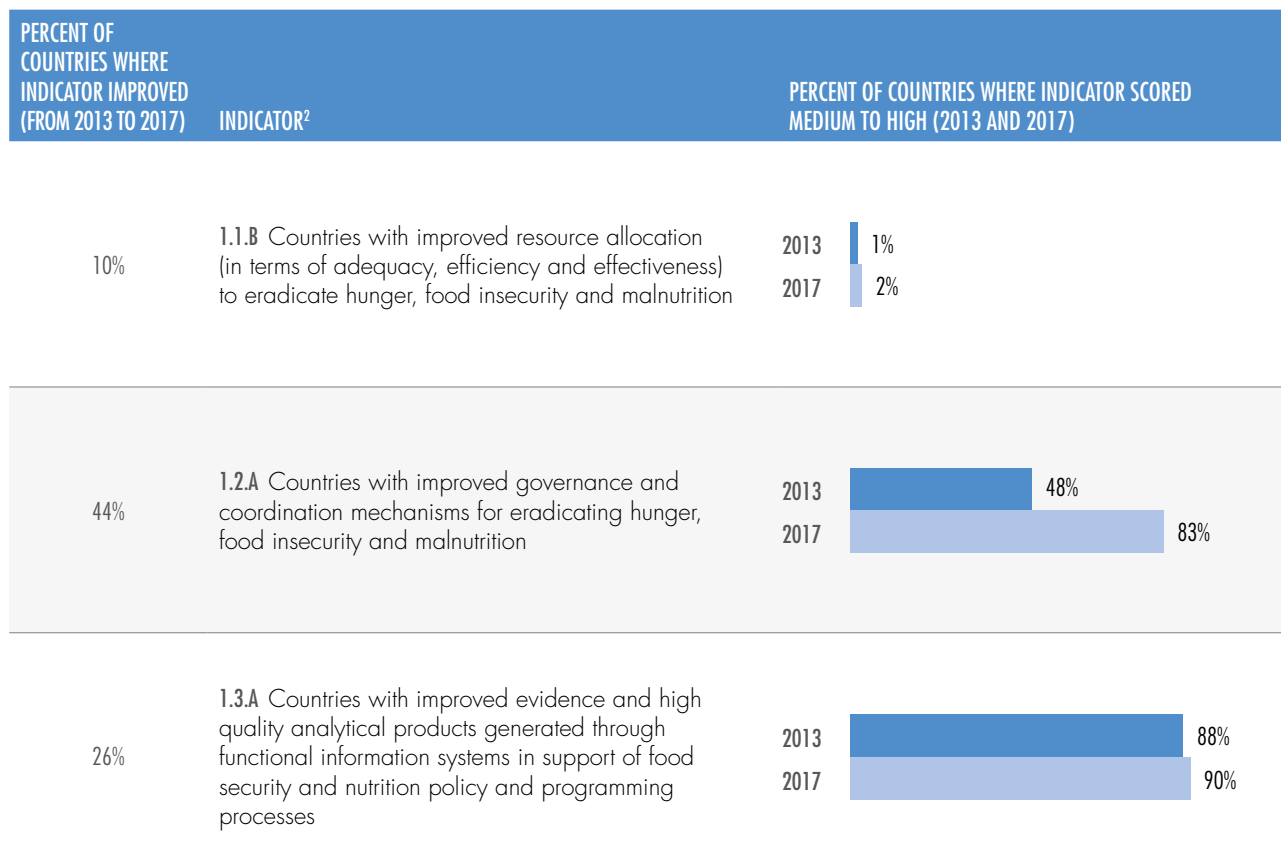
demonstrated an improvement in *evidence-based decision-making*, 72 percent of countries did not show any progress. Insufficient capacity for the monitoring of progress and the impact evaluation of policies and programmes for food security and nutrition, is still a major obstacle. Progress will require more investment and greater effort at the national level. ■

Strategic Objectives

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

¹ Data not available at global level.

Outcomes



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

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	ACHIEVED
1.1.1 Number of policy processes with enhanced incorporation of food security and nutrition objectives and gender considerations in sectoral policies, investment plans and programmes as a result of FAO support	139	135	△
1.1.2 Number of policy processes with enhanced incorporation of food security and nutrition objectives in legal frameworks as a result of FAO support	29	44	●
1.1.3 Number of organizations that have strengthened capacities for human resource and organizational development in the food security and nutrition domain as a result of FAO support	35	70	●
1.1.4 Number of countries that improved financial resource allocation and use for food security and nutrition as a result of FAO support	11	12	●
1.2.1 Number of policy processes with more inclusive coordination across sectors and stakeholders for food security and nutrition governance as a result of FAO support	39	39	●
1.3.1 Number of countries that improved monitoring and analysis of food security and nutrition, including the contributions of different sectors, for informed decision-making as a result of FAO support	28	49	●
1.3.2-1 Number of policy processes with improved human and institutional capacities for managing mapping systems relevant for FNS decision-making as a result of FAO support	13	17	●
1.3.2-2 Number of policy processes with improved human and institutional capacities for monitoring and evaluating the impact of policies and programmes on food security and nutrition as a result of FAO support	26	19	△

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

IN FOCUS

MYANMAR

Myanmar is in the midst of significant policy transition and is aiming to unlock its potential as a major economic player in the agricultural sector. The EU-FAO FIRST Programme is supporting this transition by helping to design policy processes, facilitating resource-mobilization efforts and strengthening capacities and partnerships. The government asked FIRST to assist with land-tenure reform, so FIRST unravelled a complex process, provided clear strategic guidance for its implementation and, together with key partners, conducted advocacy work that led to the creation of a high-level inter-ministerial National Land Use Council. In tandem, the Myanmar government analysed its diversified agro-ecological potential and drafted a food-basket policy that became central to its new Agricultural Development Strategy, with strong support from FIRST. The mobilization of a Global Agriculture and Food Security Program (GAFSP) grant in this regard is a tangible success which, combined with a substantial Asian Development Bank (AsDB) investment loan, will support the country's nutrition and land-tenure reform processes.

FIRST and FAO have also supported Myanmar's ministry of agriculture as it strengthens its role in the national nutrition debate, through active engagement, capacity development and technical support. Sound investment in the agriculture sector is increasingly recognized as making a genuine contribution to the reduction of malnutrition in rural areas. The ministry of agriculture has developed a three-tier intervention plan to complement sectoral priorities in health, social welfare and education in the government's Multi-sector Nutrition Plan of Action (the principal policy and resource-mobilization process for addressing the various dimensions and causes of nutrition), supported by all concerned stakeholders. FAO is working on the inclusion of nutrition-sensitive agriculture and food-systems thinking into the plan.

LEVERAGING INVESTMENTS IN FOOD SECURITY, NUTRITION AND SUSTAINABLE AGRICULTURE IN WEST AFRICA

The first generation of Regional Agricultural Investment Programmes (RAIP) and National Agricultural Investment



▲ MYANMAR – A FAO project is trying to distribute 200 piglets to 1600 beneficiaries of 51 villages in Buthidaung and Maungdaw Townships in Rakhine State.

©FAO/H. Lat

Plans (NAIPs), implemented as part of the Comprehensive Africa Agriculture Development Programme (CAADP), have been key to combatting insufficient agricultural productivity and production, resulting in high-energy crop production and a reduction in undernourishment. Still, the West African region continues to face chronic malnutrition. Through the EU-FAO FIRST Policy Assistance Facility, with the support of the Spanish and German governments, FAO expanded its support to the Economic Community of West African States (ECOWAS) to tackle these issues from a sub-regional and national perspective. FAO has focused on developing capacity to foster participatory design and implementation of a second-generation nutrition-sensitive NAIPs, as well as including fisheries and aquaculture, by helping to draft the ECOWAS Regional Fisheries and Aquaculture Policy and Strategy.

Key elements of this integrated support by FAO include the preparation of nutrition-sensitive reviews of all NAIP components (from diverse, safe and nutrition-dense production to the development of sectoral policies/regulations and nutrition education) and the reinforcement of local capacities for planning, costing and preparing financial analyses of food security and nutrition interventions. These efforts have paid off over the biennium, with 10 countries validating second-generation nutrition-sensitive NAIPs and the finalization of 8 national reviews of fisheries and aquaculture policies and strategies. These concomitant processes are creating opportunities for advocacy on the inclusion of additional sub-sectors in the NAIPs and the food-security and nutrition agenda more broadly. FAO and its partners are ready to support ECOWAS members to turn these nutrition-sensitive plans and strategies into action through implementation support.



Strategic Objective 2

MAKE AGRICULTURE MORE PRODUCTIVE AND SUSTAINABLE

The world must transition to sustainable agriculture, forestry and fisheries if it is to boost production and productivity, address climate change and combat environmental degradation. FAO has been spearheading strategies, policies and investment programmes to help governments, rural communities and agricultural producers adopt more productive and sustainable practices and improve governance, while conserving and protecting the natural resource base and tackling challenges posed by climate change.

Overall, FAO supported 138 countries to make agriculture, forestry and fisheries more productive and sustainable in 2016-17. Furthermore, FAO helped 98 countries to adopt a broad range of sustainable agricultural practices – from agroecology, agroforestry and aquaculture to pastureland and soil management, cooperative fisheries management and nuclear techniques to improve animal feed.

As engaging in innovation or building on traditional knowledge can allow for sustainable increases in production, three inter-related approaches to sustainable

agriculture, food security and nutrition received greater attention and efforts. The first approach saw FAO delve into agroecology through regional symposia in Latin America, Sub-Saharan Africa, Europe, Central Asia and Asia and the Pacific, and the Near East while also providing technical support to countries and working with an array of partners. Secondly the Globally Important Agricultural Heritages Systems (GIAHS) programme, which combines agricultural biodiversity, resilient ecosystems and cultural heritage, broadened its geographical coverage in 2016-17, reaching a total of 46 sites by the end of 2017. Thirdly, agricultural biotechnologies were the subject of an FAO-led international symposium in 2016 as well as two regional meetings in Africa and Asia in 2017 to examine the new solutions that technology offers.

FAO championed more efficient water use in 17 countries, where freshwater resources are among the lowest in the world, including the African Sahel, the Near East, the dry corridor of Latin America and areas of South-East Asia. The initiatives focused on better irrigation systems and cross-

sectoral water-sharing practices to maximize production while protecting water resources.

There was marked progress in developing governance frameworks to ease the transition to sustainable agriculture. A quarter of countries augmented existing policies to foster sustainable agricultural production and natural resource management, while more than half reinforced national implementation mechanisms. The number of FAO-supported policy processes with cross-sectoral dialogue increased, in particular, in countries that address sustainable food and agriculture more broadly or deal with landscape management or climate change adaptation and mitigation.

In response to climate change, FAO supported countries to carry out their agriculture-related Nationally Determined Contributions (NDC) towards the Paris Climate Agreement. FAO held three regional workshops that addressed climate finance and the transparency framework for monitoring and reporting of green house gas emissions as well as supporting the integration of agriculture into National Adaptation Plans (NAPs).

The second edition of the *Climate-Smart Agriculture Sourcebook* was launched at the 23rd Conference of Parties (COP23) to the United Nations Framework Convention on Climate Change (UNFCCC). The sourcebook will support countries in adapting climate-smart approaches to the existing socio-economic context, making agricultural systems productive, sustainable and adapted to climate change.

Advances were made, too, in encouraging countries to adopt international and regional instruments for sustainable agriculture. Fifty-one percent showed greater commitment to

and support for selected FAO international instruments, with 39 percent improving the degree in which the provisions of binding and non-binding FAO instruments are incorporated into the national legislation.

The Port State Measures Agreement (PSMA) entered into force in 2016 as a binding international treaty designed to prevent, deter and eliminate illegal, unreported and unregulated (IUU) fishing, prompting FAO and partners to set up a global programme, provide technical assistance and build capacities for its implementation. Gap analyses were conducted

alongside awareness-raising and capacity-building activities involving 130 countries.

FAO scaled up its operational support for countries to implement the SDGs through sustainable food and agriculture, helping to position food, agriculture and sustainability as an integral part of national development. It now needs to help bolster public bodies' capacities to implement appropriate policies, strengthen stakeholder partnerships, and mobilize financing and investments. Actions on these points are key to promoting sustainable food and agriculture and achieve the SDGs. ■



▲ GEORGIA – Fishermen ordering nets at a port landing site on the Black Sea.
©FAO/K. Gogoladze

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Strategic Objectives

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

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

² Data not available at global level.

Outcomes

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

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

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	ACHIEVED	
2.1.1	Number of FAO-supported initiatives that used inclusive and participatory approaches to validate and facilitate uptake of innovative practices for sustainable agricultural production	320	327	●
2.1.2	Number of FAO supported initiatives conducted to identify, document, and facilitate uptake of integrated and multi-sectoral strategies for sustainable ecosystem management, restoration and climate change adaptation and mitigation	197	150	△
2.1.3	Number of public and private knowledge organizations and institutions, management agencies and networks that received organizational and institutional and/or technical capacity development support from FAO	215	224	●
2.2.1	Number of countries supported with analyses of governance issues and options for integrated agricultural and natural resources sector sustainability	30	42	●
2.2.2	Number of policy processes with cross-sector dialogue on integrated and more sustainable agricultural and natural resource production systems that were supported by FAO	45	62	●
2.2.3	Number of national public service organizations and inter-governmental mechanisms to which FAO provided substantial support for reforms of institutional structures, functions or managerial procedures	42	44	●
2.3.1	Number of international instruments (normative frameworks, standards, guidelines, recommendations and other subsidiary texts) adopted by an FAO mechanism or instrument or by their subsidiary bodies/technical working groups, pertaining to sustainable agriculture production and natural resources management	34	44	●
2.3.2	Number of processes in non-FAO international mechanisms/instruments that FAO supported to reflect sustainable agricultural production and natural resource management concerns in their decisions or products	33	35	●
2.3.3	Number of processes and partnerships supported by FAO to facilitate implementation of the international (including regional) instruments and mechanisms that foster sustainable agricultural production and natural resource management	98	103	●
2.4.1-1	Number of additional data points in the relevant datasets of FAO's main statistical databases (thousands)	942	1,644	●
2.4.1-2	Number of relevant social datasets in FAO's main statistical databases that feature data disaggregated by gender	3	5	●
2.4.2	Number of new or revised methods, norms, or standards for the collection, management, aggregation and analysis of data/information that were developed by FAO and approved by a competent body	30	35	●
2.4.3	Number of relevant data/information products that were produced by stakeholders with capacity development support from FAO	119	151	●

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

IN FOCUS

BACKING GLOBALLY IMPORTANT AGRICULTURAL HERITAGE SYSTEMS

FAO continues to support Globally Important Agricultural Heritage Systems (GIAHS), designating nine new sites in 2016-17. A prime example is in Sri Lanka, where the Cascaded Tank-Village System offsets shocks from drought, irrigating paddy fields, home gardens, upland crop fields and forests in the wet season and grazing fields in the off-season.

AGROECOLOGY

The Organization's work on agroecology, meanwhile, included technical support, partnerships with universities and research institutes and links to farming groups. Farmer-researcher networks in Mali, Angola, Niger and Burkina Faso, for instance, collaborated on issues such as climate resilience, integrated nutrient management, pest management and soil health. FAO also supported an ecosystem engineered by Chinese farmers through which mulberry leaves are fed to silkworms, whose bodily waste is fed to fish. The organic material in the fishpond sludge is then used to fertilize the mulberry trees, completing a virtuous production circle.

PROMOTING AGRICULTURAL BIOTECHNOLOGY AND WATER EFFICIENCY

In February 2016, FAO organized an international symposium attended by more than 400 delegates on the role of agricultural biotechnologies in sustainable food systems and nutrition. The symposium aimed to cover a broad range of biotechnology issues related to crops, livestock, forestry and fisheries, from low-tech approaches, such as those involving use of microbial fermentation processes, biofertilizers, biopesticides and artificial insemination, to high-tech systems, such as those involving advanced DNA-based methodologies and genetically modified organisms. The importance of taking this dialogue to the regional level prompted FAO to organize two further meetings in September and November 2017 in Malaysia and Ethiopia, respectively.

WATER SCARCITY IN AGRICULTURE

FAO launched the Global Framework on Water Scarcity in Agriculture (WASAG), bringing together key players from various sectors to tackle the challenge of how to better use water in agriculture to ensure food security for all. The initiative aims to support countries and stakeholders in strategies related to the 2030 Sustainable Development Agenda, the Paris Climate Agreement (including implementing Nationally Determined Contributions) and other agriculture- and water-related programmes.



▲ SRI LANKA – The Cascaded Tank-Village System in the dry zone of the country.
©NAICC Sri Lanka

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Strategic Objective 3

REDUCE RURAL POVERTY

The world faces a huge challenge in meeting the first Sustainable Development Goal of ending poverty in all its forms by 2030. More than 2 billion people still live in poverty, according to the World Bank, some 767 million of them in extreme poverty. Inequalities persist between economic classes, rural and urban areas, regions, ethnic groups, and men and women.

In many low and middle-income countries, population growth is outpacing job growth, leading to unemployment, a dearth of economic opportunities and a lack of access to productive resources and skills. Distress migration is intensifying and about half of the world's extreme poor live in fragile states.

FAO's work in 2016-17 focused on the close linkages between poverty, food insecurity and agriculture, using agriculture and rural development as entry points to address issues of access to natural resources, technologies, markets and services, people's empowerment, youth employment, social protection and migration. By the end of 2017, the rural poor in 43 percent of countries had better access to productive resources, services, organizations and markets than in 2013, 58 percent

of countries had strengthened their policies, institutions and interventions to generate decent rural employment, including for women and youth, and 50 percent had improved their social protection systems.

During the biennium, FAO supported thirty-five countries in strengthening rural organizations and institutions, and facilitating the empowerment of the rural poor. As an example, FAO hosted the Forest & Farm Facility (FFF), which 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, who were able to influence changes in rules and regulations in favour of their interests, business plans or access to new finances.

FAO's efforts in rural women's economic empowerment have yielded strong results as well. FAO helped 25 countries and 10 institutions to develop, implement and monitor gender-equitable and sustainable rural development and poverty-reduction

strategies. FAO developed the methodology to support countries in reporting women's legal rights to owning or controlling land. Also, thirty-one countries applied FAO's Legislation Assessment Tool to identify those legislative areas needing improvement so that women and girls have equal tenure rights and access to land.

Decent rural employment is a critical element to reducing both rural poverty and distress migration. FAO supported thirteen countries in devising and implementing policies, strategies, and programmes to generate decent rural employment, particularly for women and youth. For example, in Tunisia and Ethiopia, FAO piloted innovative rural youth employment mechanisms as an alternative to migration, by 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, along with generating knowledge on rural migration.

In sub-Saharan Africa, FAO collaborated with the International Cooperation Centre of Agricultural Research for Development (CIRAD) to develop the first

atlas on rural migration in the region to better understand migration dynamics there.

FAO has established itself as a key player in social protection, supporting 18 countries in improving their systems, and nine countries in improving their monitoring capacities. In Latin America, for example, FAO has become a strategic partner to the Central American Integration System (SICA), in developing a regional agenda on social protection and productive

inclusion, and in enhancing national capacity across SICA member countries. In Sub-Saharan Africa, a UNICEF-FAO partnership on national cash transfer programmes produced rigorous and timely evidence demonstrating the far-reaching impacts of unconditional cash transfers on the well-being of children, families and communities. Evidence pointed to significant positive impact on school enrolment, livelihoods, health,

food security and agricultural investments.

FAO is stepping up its efforts to support countries' capacity to implement multi-sectoral and gender equitable policies, strategies and programmes for poverty reduction. Continuing to address the political economy of rural poverty reduction through policy work, advocacy, stakeholder participation, multi-sectoral coordination, South-South Cooperation and partnerships will be essential. ■



▲ SOUTH SOUDAN – FAO works closely with the Government of South Sudan to improve nutrition and eradicate hunger in the country.
©FAO/D. Burgeon

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Strategic Objectives

SDG INDICATOR ¹	2013 (OR NEAREST PRIOR DATE)	2017 (OR NEAREST PRIOR DATE)
1.1.1 Proportion of population below the international poverty line	10.7%	n/a ²
8.7.1.A Proportion of children aged 5-17 years engaged in child labour, employment	16.7%	n/a
8.7.1.B Proportion of children aged 5-17 years engaged in child labour, hazardous work	6,4%	n/a
8.7.1.C Proportion of children aged 5-17 years engaged in child labour, labour	10.6%	n/a

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

² Data not available at global level.

Outcomes

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

Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	ACHIEVED
3.1.1 Number of countries in which support was provided to create an enabling environment for rural organizations and institutions, as well as the empowerment of the rural poor	25	35	●
3.1.2 Number of countries provided with support for the design, monitoring and implementation of approaches, policies and interventions that promote equitable access to, and sustainable management of productive natural resources	15	26	●
3.1.3 Number of countries in which support was provided for the development and implementation of pro-poor, gender-sensitive knowledge, science and technologies for increased availability of food and better access to markets	33	29	△
3.1.4 Number of countries in which support was provided for the design and implementation of policies and approaches promoting innovative, pro-poor and gender-sensitive rural services delivery systems and rural infrastructure models	11	13	●
3.1.5 Number of countries or regional institutions provided with support for the design, implementation and monitoring of sustainable, inclusive and gender-equitable rural development policies and poverty reduction strategies	24	35	●
3.2.1 Number of countries in which assistance was provided for the drafting or revision of ARD policies, strategies and programmes to integrate Decent Rural Employment (DRE) principles as a central element or for the implementation of DRE programmes	20	13	△
3.2.2 Number of countries in which assistance was provided to support the application of International Labour Standards in rural areas	4	5	●
3.2.3 Number of knowledge products on DRE developed and disseminated	16	19	●
3.3.1 Number of countries in which support was provided for improving the design and implementation of pro-poor, age- and gender-sensitive social protection systems that target rural populations	17	18	●
3.3.2 Number of countries in which support was provided for improving capacities for monitoring social protection systems and their impact on rural poverty reduction	12	9	△
Achievement: Fully Achieved (Actual ≥ Target): ●; Partially Achieved (Actual < Target): △			

IN FOCUS

TANZANIA

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

GUATEMALA

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

SUB-SAHARAN AFRICA

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

The work was presented in a book – *From Evidence to Action: the story of cash transfers and impact evaluation in sub-Saharan Africa* – which was launched in the context of the SPIAC-B,¹ in a regional event via the Mail-in-Guardian structure in South Africa, as well as in a number of countries.

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

▼ *TANZANIA - An FAO project to strengthen capacity of farms for climate change in Kiroka.*
©FAO/D. Hayduk
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Strategic Objective 4

ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS

The effective participation of countries in shaping rapidly evolving agricultural and food systems is critical to food security and nutrition. Improving the efficiency and inclusiveness of these systems will help to ensure the responsible use of resources and facilitate the production of healthy and safe products.

In 2016-17, FAO lent substantial support to 50 countries to cut food loss and waste. It helped to craft guidelines for the prevention and reduction of food loss and waste in Colombia and the Dominican Republic, and assisted with capacity-building in Egypt, Iran, Lao PDR, Morocco and Myanmar. At the regional level, it worked with the African Union Commission on a strategy to reduce post-harvest losses and helped write a code of conduct for reducing food loss and waste in Latin America.

FAO has helped local policy makers to improve the quality of public goods and services in agro-industry, while improving the inclusiveness and efficiency of agrifood chains. The Organization also trained them in agro-industry strategy development and contract farming, while peer-to-peer exchanges on contract farming were supported through South-South Cooperation. In partnership with UNIDO, FAO developed an innovative model to facilitate public and private investments in agribusiness and agro-industries, along with technical

assistance to help grow operations, develop know-how and personnel.

Forty-two countries increased responsible investment in efficient and inclusive agrifood systems, thanks to FAO's support. FAO, along with the World Bank, IFAD, EBRD and other IFIs, supported the formulation and implementation of investment operations worth USD 2.7 billion. For example, in Malawi FAO supported the formulation of an agricultural commercialisation project worth USD 95 million. In India, FAO supported a household diversification project of the value of USD 143 million.

To support countries in formulating and implementing trade agreements, FAO provided information and analysis, fostering capacity development and facilitating dialogue on aspects of agricultural trade. Through training programmes and interaction with governments and the private sector, it provided policy advice and guidance, for example, on the consistency of new agricultural policies with World Trade Organization (WTO) obligations.

Based on lessons learned in the field, FAO produced a framework to support practitioners and decision-makers in planning and implementing value-chain interventions from which women and men benefit equally.

The plan was introduced in Burkina Faso, Côte d'Ivoire, Ghana, Tunisia,

Rwanda, Kenya, Ethiopia and Morocco through a SIDA-funded programme to combat barriers limiting rural women's participation in agrifood value chains and access to markets. It took an integrated approach to enhance women's participation, build institutional capacity to promote gender-sensitive value chains and enterprises, and develop tools and knowledge products for policy formulation and advocacy.

With the United Nations Department of Economic and Social Affairs (UNDESA) and the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS), FAO led a multi-level process that spawned the Global Action Programme on Food Security and Nutrition in Small Island Developing States (GAP). The GAP aims to create enabling environments for food security and nutrition, promote sustainable nutrition-sensitive food systems and empower communities to improve food security and nutrition.

The Joint FAO/WHO Expert Meetings on Microbiological Risk Assessment (JEMRA), meanwhile, provided scientific advice on a myriad of issues, from the use of microbiologically safe water in food production to histamine levels in fish and fishery products. ■

Strategic Objectives

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

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

² Share of Least Developed Country merchandise exports only

Outcomes

PERCENT OF COUNTRIES WHERE INDICATOR IMPROVED (FROM 2013 TO 2017)	INDICATOR ³	PERCENT OF COUNTRIES WHERE INDICATOR SCORED MEDIUM TO HIGH (2013 AND 2017)				
8%	4.1.A Countries that have aligned national trade policies, regulations and mechanisms to conform to agreements	<table border="1"> <tr> <td>2013</td> <td>92%</td> </tr> <tr> <td>2017</td> <td>94%</td> </tr> </table>	2013	92%	2017	94%
2013	92%					
2017	94%					
33%	4.1.C Countries in which the FAO Regulatory Systems Index has increased ⁴	<table border="1"> <tr> <td>2013</td> <td>36%</td> </tr> <tr> <td>2017</td> <td>66%</td> </tr> </table>	2013	36%	2017	66%
2013	36%					
2017	66%					
41%	4.2.B Countries in which the FAO food loss index has decreased ⁵	<table border="1"> <tr> <td>2013</td> <td>38%</td> </tr> <tr> <td>2017</td> <td>56%</td> </tr> </table>	2013	38%	2017	56%
2013	38%					
2017	56%					
18%	4.3.A Countries in which credit to agriculture has increased in real terms (inflation adjusted)	<table border="1"> <tr> <td>2013</td> <td>60%</td> </tr> <tr> <td>2017</td> <td>68%</td> </tr> </table>	2013	60%	2017	68%
2013	60%					
2017	68%					
34%	4.3.B Countries in which the agricultural investment ratio has increased	<table border="1"> <tr> <td>2013</td> <td>57%</td> </tr> <tr> <td>2017</td> <td>68%</td> </tr> </table>	2013	57%	2017	68%
2013	57%					
2017	68%					

³ Outcome indicators excluded due to lack of data: 4.2.A, 4.3.C; data on outcome 4.1.B reported in Annex 4.

⁴ Closest estimate used.

⁵ Tier III indicator, closest estimate used.

Outputs

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

IN FOCUS

NADHALI

FAO 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, with the aim to support local governments as they work to achieve sustainable food systems in their municipalities. Since 2016, FAO has been supporting Lima and Nairobi on food systems planning, shifting from a sectorial approach that focused on urban agriculture to one that is systemic and involves multiple stakeholders. In Dhaka, the initial focus was on data collection for a comprehensive food system analysis.

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

Metropolitan Municipality has committed to allocate funds to support food system planning as recommended by the multistakeholder group formed through NADHALI.

AMR

FAO provided scientific advice on AMR in support of Codex standard setting and on the role of the environment in foodborne AMR, AMR via foods of plant origin, the impact of AM use in crops, the role of biocides, and potential risks for AMR and their role in minimizing transmission of foodborne AMR.

A laboratory and surveillance monitoring and capacity building tool (ATLASS)² for AMR was developed and piloted in several countries in Africa and Asia with plans to extend into Eastern Europe and Latin America.

² FAO Assessment Tool for Laboratory and Antimicrobial Resistance (ATLASS).

▼ *BANGLADESH - A market in Dhaka.*
©FAO/P. Batt
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Strategic Objective 5

INCREASE RESILIENCE

Building on decades of experience in sudden and slow-onset natural disasters, animal and plant pests and disease, and protracted crises and conflict, FAO provides technical and operational expertise to member countries to help reduce multi-hazard risks and respond to crises. This is an essential ingredient in fighting hunger, alleviating poverty, fostering sustainable development and increasing the resilience of livelihoods.

In 2016-17, the world witnessed an unprecedented number of forcibly displaced people. The threat of famine in four countries (northeast Nigeria, South Sudan, Somalia and Yemen) and spreading conflicts weakened the ability of millions of people to cope. There was an increase in animal disease and crop pests. The year 2016 was the warmest non-El Niño year on record, with heavy rains, floods, droughts, heat waves and wild fires. Together, these elements undermined efforts to eradicate poverty and end hunger.

FAO helped to counter these threats by establishing global leadership in generating data, information and knowledge on disaster risk reduction (DRR), food security and resilience, and by

developing and supporting global and local programmes to reduce risk, increase preparedness and respond to crises. By streamlining global, regional and national interventions, FAO helped countries to tackle the impacts of disasters and crises and to bolster the resilience of the vulnerable, reducing their exposure to climate extremes and economic, social, environmental, food chain and protracted shocks and disasters.

Fifty-two countries and four regional institutions formulated strategies/plans for risk reduction and crisis management thanks to FAO support, while 78 countries were supported for improving risk prevention and mitigation capacities and measures and 53 countries were supported for to uptake standards, guidelines and practices for emergency preparedness. FAO helped to implement 122 threat-monitoring systems in 2016-17 and assisted 45 countries and three regions in carrying out resilience and vulnerability analysis.

The information provided by these systems and analysis fed the 2017 Food Security Information Network (FSIN) *Global Report on Food Crises*, which enhances coordination

and decision making through a neutral analysis that informs programme planning, resource allocation and implementation at country level. The report is part of the broader, ongoing process of establishing the “Global Network Against Food Crises”, which was launched in Istanbul at the World Humanitarian Summit in May 2016 with the objective of enhancing the impact of future responses to food crises. The network aims to create a forum for strategic global dialogue to reach a common understanding on the main drivers of food crises and related policy and programming implications.

Under the USAID-funded Emergency Pandemic Threats Program, FAO was tasked to assess the risks of emergence, spill-over, amplification, spread and persistence of emerging pathogens in livestock. Key activities centered around characterizing livestock production systems and agro ecological settings. Activities also dealt with identifying drivers of pathogen emergence or pathogen persistence in livestock, livestock amplification and spread, and guiding countries on conducting risk assessments by addressing specific risk questions at global, regional and national levels, along

value chains and at the human/ animal and livestock/wildlife interfaces.

The study “The impact of disasters on agriculture and food security” analyses the nature and magnitude of impacts triggered by natural hazards on agriculture in developing countries. The study aims to increase awareness about the critical need to enhance national and international commitment and budget allocation to reduce risk for the sector. This includes improving data collection and monitoring systems on sector-specific damage and losses. The ultimate goal is to inform the implementation and monitoring

of the Sustainable Development Goals, specifically Goal 2 (End hunger), the Sendai Framework for DRR 2015-2030 and the Paris Universal Climate Change Agreement.

As part of its work on enhancing livelihoods resilience in the drylands, FAO focuses on pastoral communities, and their need to adapt to the rapidly changing and increasingly unpredictable arid climate. The mobility of pastoralists allows pastoral herds to use the drier areas during the wet season and more humid areas during the dry season, while minimizing other risks such as pests and diseases. FAO has been working

to reduce their vulnerability by a variety of means. First, FAO has worked on improving the capacity, accountability, and responsiveness in governance institutions. Secondly, the Organization has addressed the cross-border and regional dimension of pastoralism and developed a livelihoods-based information and monitoring system, while ensuring stronger linkages between local and higher-level peace initiatives. Lastly, FAO has tackled pastoral vulnerability by supporting livelihoods resilience programming, and by ensuring a timely livelihoods-based livestock emergency response when a crisis threatens. ■



▲ YEMEN – A female dairy farmer provides her cow with water.
©FAO/C. Kayouli

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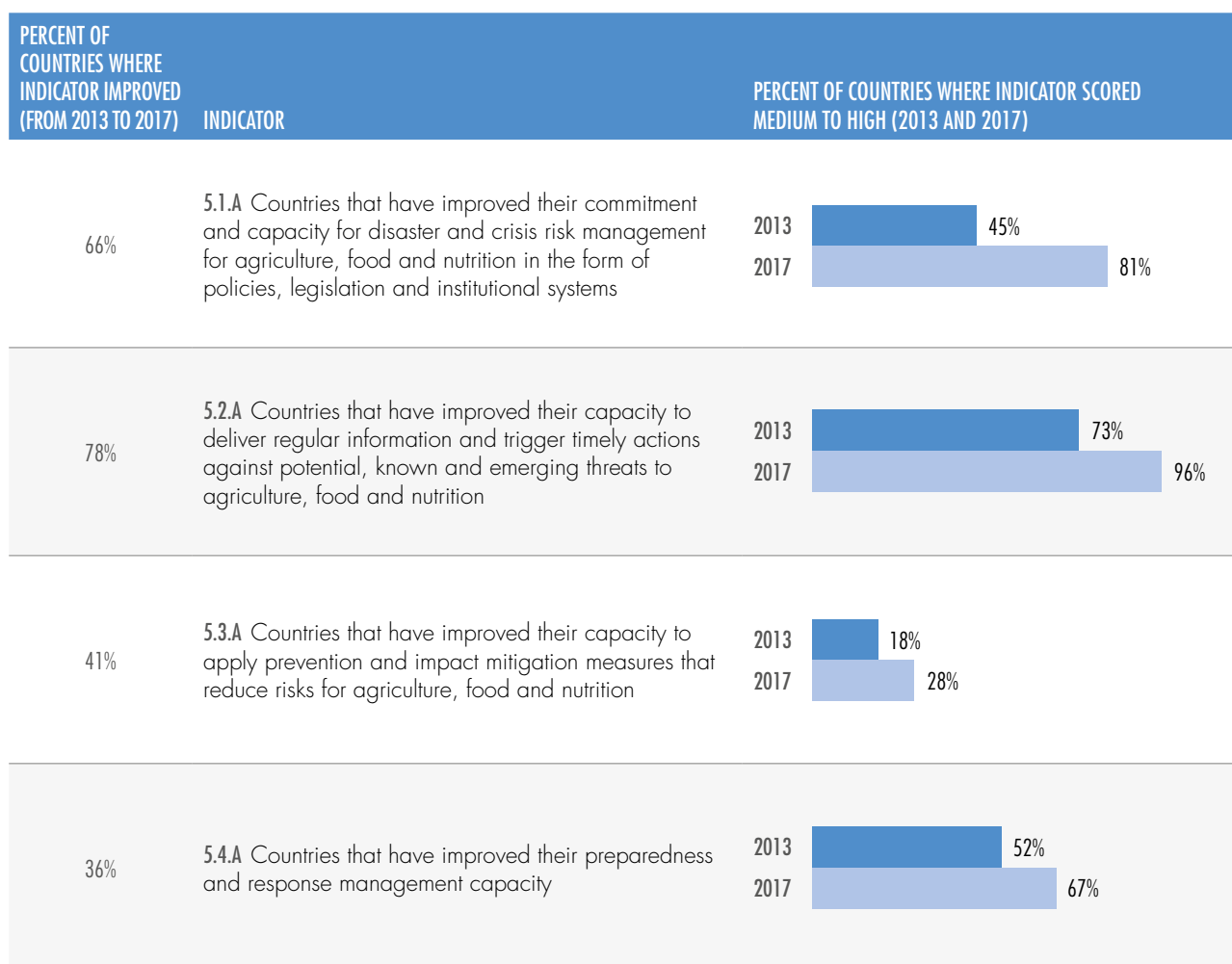
Strategic Objectives

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

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

² Data not available at global level.

Outcomes



Outputs

INDICATOR	TARGET (END 2017)	ACTUAL (END 2017)	ACHIEVED	
5.1.1	Number of countries and regions that formulated and institutionalized a strategy/ plan for risk reduction and crisis management as a result of FAO support	43	56 (52 countries, 4 regions)	●
5.1.2	Number of countries and regions that improved investment strategies and programming for risk reduction and crisis management as a result of FAO support	15	22 (19 countries, 3 regions)	●
5.2.1	Number of threat monitoring mechanisms/systems supported by FAO to enhance delivery of early warnings	91	122	●
5.2.2	Number of countries and regions that improved resilience/vulnerability mapping and analysis as a result of FAO support	43	48 (45 countries, 3 regions)	●
5.3.1	Number of countries with improved application of integrated and/or sector-specific standards, technologies and practices for risk prevention and mitigation as a result of FAO support	69	78	●
5.3.2	Number of countries with improved application of measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis as a result of FAO support	32	45	●
5.4.1	Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness	45	53	●
5.4.2	Proportion of regions/countries affected by a crisis impacting agriculture, food and nutrition in which the emergency response has benefitted from FAO coordination support, by level of emergency	L3: 100% L2/L1: 60-100%	L3: 100% L2/L1: 74%	●
5.4.3	Percentage of countries affected by a crisis impacting agriculture in which FAO provided timely and gender responsive crisis response	60-100%	87%	●

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

IN FOCUS

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

Under the USAID-funded³ Emerging Pandemic Threats Programme, FAO was tasked to assess the risks of emergence, spill-over, amplification, spread and persistence of emerging pathogens in livestock. Key activities were around characterizing livestock production systems and agro-ecological settings, identifying drivers of pathogen emergency, amplification and spread in livestock, identifying drivers or pathogen persistence in livestock and providing common guidance to countries for conducting risk assessment addressing specific risk questions at global, regional and national levels, along value chains and at the human/animal and livestock/wildlife interfaces.

The study *The impact of disasters on agriculture and food security* analysed the nature and magnitude of disaster impacts triggered by natural hazards on the agriculture sectors in developing countries. The study aimed to increase awareness about the critical need to enhance national

and international commitment and budget allocation to risk reduction for the sector, including improving data collection and monitoring systems on sector-specific damage and losses, with the ultimate goal of informing the implementation and monitoring of SDG2, the Sendai Framework for DRR 2015-2030 and the Paris Agreement.

As part of its work on enhancing livelihoods resilience in the drylands, FAO focused on pastoralists and their need to adapt to the rapidly changing and increasingly unpredictable arid climate. The mobility of pastoralists allows pastoral herds to use the drier areas during the wet season and more humid areas during the dry season and minimize other risks such as pests and diseases. FAO has been working on the vulnerability context in which pastoralism currently functions.

FAO played a leadership role in coordinating efforts to manage Fall Armyworm (FAW) in Africa. The Organization prepared the Framework for Partnership for Sustainable Management of FAW and strengthened African countries' capacities to respond by strengthening farmers' pest management capacity and their understanding early warning signs as well as boosting their ability to monitor and restore their productive capacity.

³ United States Agency for International Development (USAID).

▼ MALAWI - Joseph Aliseni, a villager from Makhanga, standing in the rural area affected by floods.

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3. Mainstreaming gender, governance, nutrition and climate change in FAO's work

FOUR CROSS-CUTTING THEMES – GENDER, GOVERNANCE, NUTRITION AND CLIMATE CHANGE – UNDERPIN FAO'S MANDATE TO ACHIEVE ZERO HUNGER IN OUR LIFETIME

GENDER

Eliminating gender inequalities in agriculture and empowering rural women is crucial to achieving FAO's mandate to ensure food security and nutrition for all, leaving no one behind, as pledged by the Sustainable Development Goals (SDGs). FAO provides technical advice to member countries and strengthens their capacities to deliver policies and programmes that give women and men equal opportunities in agricultural and rural development. The work is delivered through an Organization-wide Technical Network on Gender, comprising about 200 Gender Focal Points and coordinated by a team of experts at its Rome Headquarters and five Regional Offices. As this structure is reinforced by the institutional mechanisms for gender mainstreaming, FAO has made significant inroads in promoting gender equality and women's empowerment.

In 2016-17, FAO provided technical advice to the implementation of the Convention on the Elimination of Discrimination against Women (CEDAW) in Botswana, Guatemala, Kyrgyzstan, Rwanda and Tanzania, supporting the formulation or revision of agricultural policies and strategies. Building on its

experience supporting CEDAW implementation, FAO developed a guidance note to facilitate dialogue between gender, food security and nutrition policies in the context of the FAO-EU Programme FIRST. In Liberia and Sierra Leone, policy advice and capacity development was provided to facilitate the implementation of the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT). (Strategic Programme 1).

FAO supported countries in reducing the impacts of climate change by building adaptive capacities and resilience (Strategic Programme 2). Guidance materials were developed to strengthen the gender and climate nexus in National Adaptation Plans and agriculture-related interventions. The Farmer Field Schools proved to be an effective vehicle to impart a gender-sensitive approach as farmers learned innovative and improved practices, such as micro-gardening, mushroom production, composting, fish farming and livestock integration. Studies carried out in Asia and the Pacific, shed light on women's role, labour and time use in different production systems (Vietnam, Indonesia and Bangladesh, Myanmar) and offered recommendations for policy and programme implementation.

FAO mainstreamed gender equality throughout its work in rural poverty reduction (Strategic Programme 3) to the benefit of at least 48 countries. For example, as of the end of 2017, 1 600 Dimitra Clubs had been established in Africa (Niger, Senegal, Mali, DR Congo, Burundi and Ghana), boasting 50 000 members, two-thirds of them women. A key benefit of the clubs is that they bring gender equality to the fore, particularly in relation to the role of women in the household and the community. In partnership with IFAD, WFP and UN Women since 2014, FAO has been implementing the UN Joint Programme on Rural Women's Economic Empowerment to give support to 51,000 rural women and 261,000 members of their families in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda.

In 2016-17, FAO also developed and disseminated a suite of knowledge and training products on gender-responsive disaster risk reduction, which was tailored to Caribbean Small Island Developing States (SIDS) to assist them in formulating agriculture plans and strategies. FAO, with the Institute of Development Studies, carried out an analysis of the relationships between armed conflicts, food security and gender equality (Strategic Programme 5). In Myanmar, Nepal, Sudan and the Philippines, FAO provided technical support to gender-sensitive needs assessments that tackled men and women's specific priorities in emergency preparedness and response.

GOVERNANCE

Through the programmatic work undertaken for the cross-cutting theme on governance FAO aims to enhance the effectiveness of its policy and governance work at the global, regional and national levels. Its approach to governance is pragmatic and centres on government-owned, inclusive problem-solving approaches. FAO's performance is measured in terms of the services and leadership it provides to major global governance mechanisms and the support it lends to regional and national stakeholders.

The Organization exercised a leadership role in numerous global and regional governance mechanisms, with particular emphasis on Agenda 2030 follow-up and review, including the High Level Political Forum (HLPF) on Sustainable Development, and the improvement of UN system coordination

in support of ICN2 outcomes. A global strategy was implemented for consolidating political support for the multidimensional "Zero Hunger" vision embedded in SDG2 and related SDGs and targets, which resulted in consistent expression of FAO's views in ministerial outcomes on SDG2 across a wide range of fora, including the African Regional Sustainable Development Forum, HLPF and COP23 in Bonn.

During 2017, the Political Economy Coaching Facility provided a space for FAO policy officers in 28 countries to identify critical governance and political economy issues related to their work on food security and nutrition, share experiences and challenges, and evaluate alternative solutions with their peers (Strategic Programme 1).

In 2016-17, countries' efforts to implement the SDGs provided an excellent platform from which to promote the governance changes required for transition to sustainable food and agriculture (SFA) (Strategic Programme 2). FAO supported 21 countries in applying the five principles of SFA, holding regional SDG/SFA workshops in Africa, Europe and Central Asia, South Asia and North Africa.

FAO's support has brought about a change in governance perspectives, promoting a common vision of sustainability across sectors. It has helped foster partnerships between the private sector, civil society, academia and research institutions, with an emphasis on new ways of mobilizing and coordinating investment to encourage innovation in sustainable agriculture, forestry and fisheries and to strengthen the evidence base for measurable results.

A major challenge in policy development is the lack of disaggregated data on gender and poverty in rural areas. To bridge this gap, FAO, together with the International Fund for Agricultural Development (IFAD) and the World Bank, is developing a Rural Livelihoods Information System (RuLiS) (Strategic Programme 3) to help policymakers target beneficiaries more effectively and monitor indicators related to SDG1 (end poverty) and SDG2 (end hunger).

Focus on governance issues has increased the effectiveness of FAO's policy support and country-level work. In the Ukraine, FAO and the World Bank

supported the Government in formulating the national Strategy on Irrigation and Drainage, which provides for institutional reform and transfer of irrigation and drainage to local stakeholders (Strategic Programme 4).

FAO's Damage and Loss Assessment Methodology, meanwhile, spans all agricultural subsectors (crops, livestock, forestry, fisheries and aquaculture) and, as a result of active collaboration with the United Nations International Strategy for Disaster Reduction (UNISDR), was incorporated into the Sendai and SDG monitoring frameworks in 2017. It will be used to measure the agricultural components of resilience-related global targets (Strategic Programme 5).

NUTRITION

In 2016-17, FAO aligned its work to address the long-term economic, social and environmental basis of food security and nutrition. This has entailed FAO lending its support to improving UN system policy and operational coordination, strengthening capacities to support Member Countries in implementing ICN2 commitments and establishing a corporate approach for mainstreaming nutrition.

The UN Standing Committee for Nutrition (UNSCN) was relaunched and the Network for Scaling Up Nutrition was strengthened with greater focus on the ICN2 framework for action and a food systems' approach. FAO also helped to establish the CFS work stream on nutrition, contributed to the "Nutrition for Growth" high-level meetings and supported the Global Panel on Agriculture and Food System for Nutrition in the launch of its report on diet and food systems in 2016.

In terms of ICN2 follow-up, FAO and WHO developed the work programme for the UN Decade of Action on Nutrition (2016-2025) and serve as a secretariat for its implementation. An International Symposium on Sustainable Food Systems for Healthy Diets and Improved Nutrition in 2016 and five regional symposia in 2017, organized by FAO in collaboration with WHO and partners, illustrated country experiences on how supply-side and demand-side policies and measures in food systems can contribute to healthy diets and improved nutrition. The Organization also facilitated practical ICN2 follow-up in countries by producing targeted materials and tools on nutrition-sensitive agriculture and food systems. At country level, mainstreaming nutrition and internal

capacity have been further strengthened by establishing a corporate approach and a focal point network to guide nutrition-sensitive policies, programmes and projects.

In Ghana, Burkina Faso and Lao PDR, FAO helped to create educational materials and collaborated with national educational services and universities to include nutrition-sensitive agriculture in curricula and training programmes. FAO has also played a key role in helping countries to mainstream nutrition actions and considerations into national investment plans (Ghana, Chad, Côte d'Ivoire and Djibouti) and legislative frameworks to promote healthy diets (Strategic Programme 1).

The Farmer Field Schools (FFS) approach has become an important way of addressing gender equality and nutrition (Strategic Programme 2).

In Burundi, 70 percent of the 1 200 producers trained in 40 FFS in 2016-17 were women. Training courses covered market gardening, micro-gardening, mushroom production, composting, fish farming and livestock integration. The courses targeted the consumption of mushrooms, meat, fish and nutrient-dense foods, making a direct contribution to enhanced nutrition.

FAO worked in Kyrgyzstan and Armenia to develop capacity for strengthening food security and nutrition as part of a programme funded by the Russian Federation. FAO supported cash+ pilot projects in both countries and conducted work on nutrition education and nutrition-sensitive agriculture (Strategic Programme 3).

The Organization supported governments in Africa and Latin America in developing Home Grown School Feeding programmes, enabling the development of nutrition-sensitive and inclusive value chains (Strategic Programme 4), which play a key role in honing sustainable food systems through the purchase of varied, nutritious food for school meals from local smallholder farmers. In Latin America, not only did FAO's work help to improve the diets of school children and local communities in 13 countries, but created business opportunities for smallholder farmers and other vulnerable producers (including women, youth and members of traditional communities), while promoting the adoption of climate-sensitive agricultural practices.

CLIMATE CHANGE

Agriculture's role in climate change adaptation and mitigation has gained prominence in recent years, particularly with the decision on Koronivia Joint Work on Agriculture (KJWA) reached at COP23. Climate change promotes FAO's technical leadership in enhancing national capacity to address both climate change and agriculture, while deepening the integration of food security, agriculture, forestry and fisheries into international governance. During the last biennium, an inclusive consultation process across the Organization and FAO governing bodies resulted in a corporate Strategy on Climate Change and an Action Plan, endorsed by the Council in 2017.

FAO supported thirty-six countries in climate change impact modelling; formulation of National Adaptation Plans for agriculture; disaster risk reduction and disaster risk management; and establishing systems for measurement and reporting of greenhouse gas emissions from the agricultural sectors. This support was framed within the ambitions defined in the Nationally Determined Contributions (NDCs) to the Paris Agreement of the UNFCCC. At global levels, FAO has been facilitating the Thematic Working Group on Agriculture, Food Security and Land Use under the NDC Partnership, which currently has around 20 participating countries.

FAO played a leadership role in promoting progress on issues related to Food Security and Agriculture in the Climate Change agenda during 37 high-level policy and technical dialogues. The Organization also played a pivotal role in COP22, COP23, and the Marrakech Partnership for Global Climate Action. As a result, agricultural sectors are receiving growing attention for the central role they play in delivering on the Paris Agreement and the 2030 Agenda for Sustainable Development and FAO has been entrusted to convene a dialogue in 2018 to help countries advance their discussions of the Koronivia Joint Work on Agriculture.

FAO adopted climate-smart agriculture (CSA) approaches to develop technical, policy and investment conditions by adapting agricultural practices to the existing socio-economic context and addressing the specific needs of men and women. The online CSA Source Book was revised and launched during COP23, presenting tools and resources focusing on farmers

and ways to improve their productivity and income (Strategic Programme 2).

FAO has helped advance the knowledge base on the link between gender and climate change. The Organization contributed to the Gender Action Plan (GAP) adopted at COP23, and promoted gender in climate change action both in its collaboration with UNFCCC and within FAO's Climate Change Strategy.

As part of its expanding work on migration and the intersection between climate change and SDGs 1 and 2, FAO has highlighted existing evidence and gaps and made recommendations on collaborative action. The Organization partnered with the Red Cross Red Crescent Climate Centre on leveraging social protection programmes for managing climate risks, to increase the resilience of vulnerable populations. FAO also published a corporate booklet on *Migration, Agriculture and Climate Change – Reducing vulnerabilities and enhancing resilience*, with examples from FAO's projects on climate change adaptation in Nepal, Uganda and other countries. (Strategic Programme 3).

FAO supported the development and testing of a methodology to assess the financial and economic costs and benefits of introducing renewable energy in selected agrifood chains in Kenya, the Philippines, Tanzania and Tunisia. The methodology also looked at reducing the dependence on fossil fuels. A multidisciplinary team of FAO experts in bioenergy, gender, statistics, value-chain analysis, environment and other disciplines ensured that the methodology took into account the technical, environmental, economic and social dimensions of the issue (Strategic Programme 4).

Together with its partners and as co-leader of the 'Climate Resilience Initiative: Anticipate, Absorb and Reshape (A2R)', FAO organized three high-level events to mainstream resilience into the Global Climate Action of the COP23 (Strategic Programme 5). The events discussed how to unblock investment in climate resilience, why resilience matters, and how nature strengthens resilience.

FAO has leveraged national and international climate finance in support of country financing for the food and agriculture sectors. The Organization is the GEF's fourth largest partner, and 58 percent of its grant portfolio is for climate finance activities. ■

4. Technical Leadership

Technical excellence and integrity form the bedrock of FAO's technical and normative work. In 2017, 67 percent of stakeholders (comprising representatives of countries, FAO partners and staff) surveyed recognised FAO as providing quality technical leadership.

FAO's 17 Technical Networks provided a platform for sharing research, good practices and standards, both within the Organization and with academia and other UN agencies.

In 2016-17, FAO was noted for its leadership role in major global fora. The Organization was actively engaged in the High Level Political Forum meetings on Sustainable Development and related Regional Fora, the Conferences of the Parties of

UNFCCC, CBD, UNCCD and the 'Our Oceans' conference. FAO provided technical inputs to review the SDGs, including developing and testing new methodologies for 21 SDG indicators for which FAO is custodian.

During the 2016-17 biennium, FAO focused on strengthening measures to ensure technical excellence and on monitoring and evaluating the quality and relevance of its products and services. FAO also deepened its collaboration with the Technical Committees of agriculture, fisheries, forestry and commodity problems to harness their technical and normative work. The aim was to become more agile in responding to rapidly changing world, thereby maximizing FAO's impact. ■

5. Statistics for decision-making

High-quality statistics are vital in designing and targeting policies to reduce hunger, malnutrition and rural poverty and in promoting the sustainable use of natural resources, while increasing community resilience to threats and crises. They provide the foundation for decision-making by governments and the international community and play a critical role in measuring and monitoring progress towards national and international development goals and targets. FAO's contribution lies in producing key global public goods that help create an enabling environment for the delivery and use of high-quality statistical products at national and international level. This is also achieved through improved internal statistical governance.

FAO has made great progress in *improving global statistical standards*, with the objective of enhancing the quality of statistics produced by countries and increasing the comparability of data across countries and regions. For example, the Organization revised the Classification of Individual Consumption According to Purpose (COICOP) and developed guidelines for the collection of food data in household consumption and expenditure surveys. Since 2014, FAO has published 62 new statistical methodologies on its website (32 of them in 2016-17 alone) to help countries improve the availability and quality of national data. FAO also launched the Statistical Standards Series, which help ensure the harmonization, quality and integrity of the statistical work of the Organization,

and revamped the methods to compile its key basic agricultural statistics. The overhaul of FAOSTAT, FAO's corporate dissemination platform, carried out in response to the changing clients' needs, has resulted in a 33 percent increase in its users to 1.6 million in 2017.

Improving *national statistics capacities* has remained a priority for FAO. The Organization provided assistance to more than 100 countries in 2014-17. In 2016-17, 43 countries in Africa, Asia and the Pacific turned to FAO for support in implementing innovative methods for gathering food and agricultural statistics, strengthening statistics governance and coordination, and designing statistical plans.

Following the endorsement of the *monitoring framework of the 2030 Agenda for Sustainable Development* by the UN General Assembly, FAO was designated the custodian agency of 21 SDG indicators and a contributing agency for an additional four. In 2016-17, FAO provided direct technical assistance to 25 countries on aligning national and global SDG indicators, assessing data gaps and producing national SDG progress reports (in conjunction with UN Regional Commissions and others).

Overall, the Corporate Outcome Assessment carried out in 2017 found that 33 countries now use statistics for evidence-based policymaking, while 54 countries have increased their statistical capacity as compared to 2014. ■

6. Highlights of improved delivery

- ▶ **Improved financial delivery.** 99.6% of the net appropriation was spent in 2016-17, at over USD 1 billion, 4% higher than in 2014-15. Total expenditure reached USD 2.6 billion, with extrabudgetary expenditure at USD 1.6 billion. Delivery under the Technical Cooperation Programme amounted to USD 135.6 million, up 7.8% on 2014-15 (Figure 1).
- ▶ **Regular Programme expenditures** accounted for 44% of the total, including 5% for the Technical Cooperation Programme. Emergency assistance projects accounted for the largest share of extrabudgetary expenditures (44%), followed by non-emergency field projects (40%). (Figure 2).
- ▶ **Increased mobilization of extrabudgetary resources for current and future work,** with funding increased by 16% to USD 2.1 billion in 2016-17, of which country, sub-regional and regional projects attracted 79%, or USD 1.6 billion – an increase of 24% on 2014-15.
- ▶ **More than 100 new strategic partnerships and advocacy initiatives on corporate priorities.** FAO also promoted 29 new parliamentary alliances through which parliamentarians committed to food security, and brought 120 cities under the Milan Urban Food Policy Pact.
- ▶ **Strengthened risk management and internal controls:** launched the Internal Control Reporting process; clarified corporate risks and related management roles and responsibilities; nominated a Custodian to set FAO policy against fraud and other corrupt practices; and defined Fraud Prevention Plans at country level.
- ▶ **Strengthened the FAO decentralized office network by honing resources,** enhancing tools and reports for planning and performance assessment, and introducing flexible office structures, adapted to the regional and national contexts.
- ▶ **Achieved efficiency savings of USD 37 million** by streamlining and restructuring administrative areas and by downward adjustments in personnel costs.

FIGURE 1
Total expenditure by Chapter (USD MILLIONS)

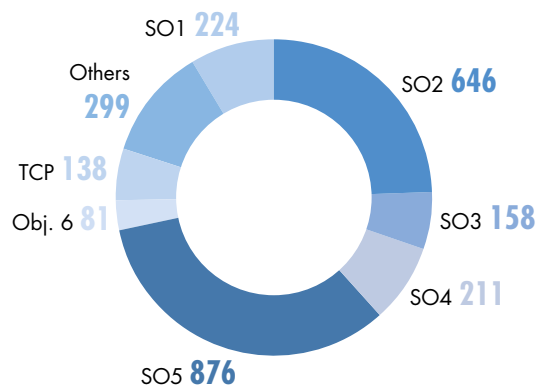


FIGURE 2
Total expenditure by source of funds

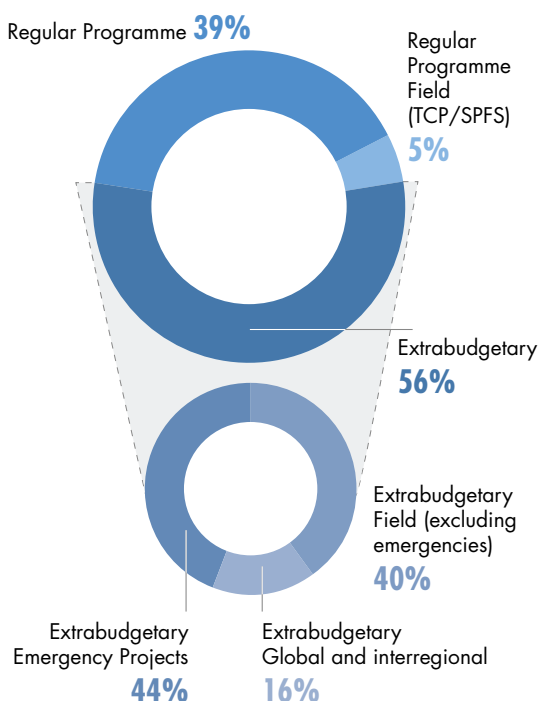


Figure 1: Total expenditure by Chapter in 2016-17, all sources of funds (USD millions).

Figure 2: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2016-17, and breakdown of extrabudgetary expenditure by type.

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OVERVIEW