



Food and Agriculture  
Organization of the  
United Nations

# Programme Implementation Report 2014/15

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OVERVIEW



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# Foreword

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Delivering the first Programme of Work and Budget under the reviewed Strategic Framework has proven the worth of FAO's transformational change. Working together, we have succeeded in making the Organization more focused, results oriented, efficient and responsive to the needs of Members. The 2014-15 PWB put to test the cross-cutting approach adopted by FAO since 2012, and the Programme Implementation Report shows that we met the challenge. As you will see in this report, the 2014-15 implementation has not only been a learning process, but has also delivered the results we had planned.

FAO reached nearly 90% of the planned Outputs, meaning that the Organization delivered the assistance it committed to in the PWB. Even more relevant is that this delivery allowed us to help Members reach nearly 80% of the expected Outcomes, meaning progress in the actual changes that were expected. 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 Regional Initiatives are an example of the effect of new ways of working. They allowed us the flexibility to focus our programme of work on the specific needs and challenges of the regions, recognizing that one size does not fit all. The regional initiatives tap into the different areas of FAO expertise, tailoring our assistance to concrete needs and linking national programmes and our global strategic framework.

The strategic partnerships we have established and strengthened with governments, UN and other

international and regional organizations, private sector, and civil society have become central in this effort. Only joint efforts can meet the challenges we face, and we are forging the alliances for moving forward. The Programme Implementation Report also shows how gender and governance have been mainstreamed in our work with concrete results to help achieve each Strategic Objective.

In 2014-2015, FAO utilized nearly all of its Regular Programme budget, and increased total expenditure, including voluntary contributions thanks to higher delivery of trust funds and TCPs, in full compliance with the IPSAS standards. Also significant, 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.

At the same time, 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.

During the biennium FAO found the necessary USD 36.6 million in efficiency savings required, without impacting the delivery of the programme of work. While we remain committed to increasing efficiency so that we can do more with the resources you entrust us with, it is my duty to reiterate that the continued budget cuts put FAO in a very delicate situation that may, in the near future, impact our delivery of results. I urge you to give the Organization the tools and funds it needs to fulfil the commitment you made when you signed the FAO Constitution: contribute towards an expanding world economy and ensuring humanity's freedom from hunger.

2015 was a historic year that laid the groundwork for the future. The 70th Anniversary of FAO marked the end of the Millennium Development Goals and World Food Summit cycle and saw over 70 countries reach the internationally established hunger

targets. Their efforts were recognized by FAO, and galvanize action towards the total eradication of hunger, one of the bold goals ushered in by the 2030 Development Agenda under the mantra that no one can be left behind. These are not empty words and FAO continues playing a relevant role in addressing humanitarian crisis and investing in resilience building.

FAO welcomes the adoption of the 17 Sustainable Development Goals, of the new financing for development compact agreed on in the Addis Ababa Action Agenda, and to the Paris Climate Agreement. FAO is proud to have contributed to these outcomes. As the celebration for these milestones gives way to the need for concrete action, FAO can demonstrate that its programme of work is aligned to the global goals that have been set and that we are well prepared to contribute to national and global efforts to transform the commitment into results to the benefit of the world's vulnerable populations.

Our assistance is supporting countries to address at least 14 out of the 17 Sustainable Development Goals. We are part of the effort to compile and analyse the data that will measure our progress towards the SDGs. Our staff is working closely with national experts to define National Adaptation Plans and will now move to supporting the implementation of the Intended Nationally Determined Contributions.

Together we have the capacity to overcome the challenges we face. FAO is doing its part. That is what the PIR shows us. And we are building on this effort in the current biennium to become the zero hunger generation.

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



# Introduction

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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**

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**Make agriculture more productive and sustainable**

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**Reduce rural poverty**

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**Enable more inclusive and efficient food systems**

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**Increase the resilience of livelihoods**

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The Programme Implementation Report (PIR) informs FAO members and stakeholders about the results achieved by the Organization during the 2014-15 biennium. The full report is available in the languages of the Organization at [www.fao.org/pir](http://www.fao.org/pir). It is the first PIR:

- ▶ under FAO's reviewed Strategic Framework and Medium Term Plan 2014-17;
- ▶ using a robust monitoring and reporting methodology for results;
- ▶ reporting on Outcomes;
- ▶ with integrated reporting on gender as a cross-cutting theme;
- ▶ benefiting from improved means of FAO 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. ■

▼ *Helping to reduce women's work burden - a woman farmer in Senegal carries water to irrigate a cabbage patch. ©FAO/Olivier Asselin*

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# 1. Policy developments

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## HIGHLIGHTS OF THE MAJOR POLICY DEVELOPMENTS AND ACHIEVEMENTS AIMED AT ADDRESSING HUNGER, FOOD INSECURITY AND MALNUTRITION

### *Global policy developments*

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**Millennium Development Goals (MDGs):** by 31 December 2015, 72 out of 129 of the countries monitored by FAO had achieved the MDG target of halving the prevalence of undernourishment.

The **Sustainable Development Goals (SDGs)**, a set of 17 aspirational objectives with 169 targets expected to guide actions of governments, international agencies, civil society and other institutions over the next 15 years, adopted by the 193 Member States of the United Nations on 25 September 2015. Through its Strategic Programmes, FAO is supporting countries to achieve the objectives of the 2030 Agenda.

**UN Climate Change Conference (COP 21)** – December 2015, Paris, France. FAO provided technical advice to its member countries to support their involvement in the negotiations of the Paris Agreement and in meeting their commitments, making sure that the linkages are made between climate change, agriculture and food security.

The **Second International Conference on Nutrition (ICN2)** was held in Rome, Italy, from

19 to 21 November 2014. ICN2 was a high-level intergovernmental meeting that focused global attention on addressing malnutrition in all its forms. The Rome Declaration on Nutrition and the Framework for Action were endorsed, committing world leaders to establishing national policies aimed at eradicating malnutrition and transforming food systems to make nutritious diets available to all.

**World Expo Milan**, with its theme "Feeding the Planet, Energy for Life", mobilized public opinion around the pressing need to make the eradication of hunger and malnutrition central pillars of the global development agenda. FAO coordinated the UN system's participation, in close cooperation with the Government of Italy, and delivered or participated to several side events during Expo's run from 1 May to 31 October 2015.

The **XIV World Forestry Congress** took place in Durban, South Africa, in collaboration with FAO. It was the largest and most significant gathering of the world's forest sector with participants from all countries, regions and sectors. The broad participation and inclusive discussion on forestry issues facilitated their mainstreaming in global agendas on sustainable development, as well as building new partnerships. ►



▲ 21 November 2014, Rome, Italy - FAO Director-General José Graziano da Silva. Second International Conference on Nutrition (ICN2), FAO Headquarters (Plenary Hall). FAO/©Alessandra Benedetti

► The **FAO Agreement on Port State Measures to prevent, deter and eliminate illegal, unreported and unregulated fishing** was ratified by a growing number of countries during the biennium, with the aim to have the treaty come into force by mid-2016.

The **Principles for Responsible Investment in Agriculture and Food Systems (RAI)** were endorsed by the Committee on World Food Security in October 2014. The objective of the Principles is to promote responsible investment in agriculture and food systems that contribute to food security and nutrition, thus supporting the progressive realization of the right to adequate food in the context of national food security.

The **Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA)** was endorsed by the Committee on World Food Security in October 2015. The aim is improve the food security and nutrition of populations affected by, or at risk of protracted crises by addressing critical manifestations and building resilience, adapting to specific challenges, and contributing to addressing underlying causes.

## International Years

The 2015 **International Year of Soils** was implemented by FAO, within the framework of the Global Soil Partnership and in collaboration with

governments and the Secretariat of the United Nations Convention to Combat Desertification. Throughout the year a vast amount of information material was produced in numerous languages, including the publication of the Status of the World's Soils Resources report.

The 2014 **International Year of Family Farming** was implemented by FAO. It raised the profile of family and smallholder farming by focusing the world's attention on its significant role in contributing to food security and eradicating hunger and poverty.

## FAO developments

**FAO's Council** in March 2015 reached for the first time a historic consensus on the agency's biennial programme of work and budget level for recommendation to the FAO Conference.

**FAO's Conference** in June 2015 approved the Programme of Work and Budget (2016-17) by consensus and re-elected incumbent FAO Director-General José Graziano da Silva to lead the Organization for a second term.

**FAO celebrated its 70th Anniversary** on 16 October 2015. Over the last 70 years, FAO has made an important contribution to helping the millions of hungry people all over the world. ■



# 2. Results

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## OVERVIEW

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FAO measures results using Outcomes and Outputs with indicators and targets.

Outcomes and their indicators reflect changes in the national or global enabling environment needed to foster the achievement of the Strategic Objectives. They relate to those issues that can be addressed with contributions from FAO.

Outputs and their indicators are FAO's contribution in terms of processes, products and services to the Outcomes. Outputs represent the results for which FAO is directly accountable through the delivery of projects, programmes, standard setting, guidelines, statistics and other products.

FAO fully achieved or exceeded 88 percent (45) of its Output indicator targets, with five indicators partially achieved and one not achieved. A key lesson learned was to more closely involve FAO's decentralized offices to set more realistic targets for the 2016-17 biennium.

For the 2014-15 biennium, 77 percent (24) of the Outcome indicators for which data were available showed progress in terms of targets fully or partially met, while seven of the Outcome indicators lagged significantly behind. Key lessons learned concerned allowing for more time to collect responses from stakeholders and ensuring a full two years between assessment cycles. The experience with measuring the Outcome indicators will allow for improvement in their formulation in the 2018-21 medium term plan.

FAO aims to have an impact on the ground, on people's lives and wellbeing. Examples are provided in the summary results for each Strategic Objective, along with performance of Outcome and Output indicators. The Outcome indicators show progress in changes to the enabling environment presented in five classes (low, medium-low, medium, medium-high, high). The Outputs indicators show progress against targets. ■

▼ Sukkur, Pakistan. Daily life in a flooded village, FAO works to help eradicate poverty and build resilience. ©FAO/Asim Hafeez

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## Strategic Objective 1

### CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION

The sustainable eradication of hunger, food and malnutrition requires governments and others involved in development to act in a more coordinated way. The focus of FAO's work at global and regional level is on advocacy and fostering inclusive policy dialogue to increase political commitment and a common understanding on issues and to facilitate consensus on policy and good practices. At national level FAO works directly with decision-makers to raise awareness, develop skills and encourage policy dialogue and cross sector coordination.

By the end of the biennium, and with FAO's active support, qualitative data indicate that countries such as Bangladesh, Bolivia, Cape Verde, El Salvador, Nepal, Niger and Sierra Leone were assisted to adopt or revise policies, programmes and legislation on food security and nutrition. Forty-four percent of countries have adopted or improved *the design of policies, strategies and investment programmes supported by legal frameworks*. Results delivered by FAO exceeded the biennial target due in part to the emergence of new opportunities at country level

for work on land tenure, small-scale fisheries and the right to food.

On the other hand, while the policy and legal frameworks for food security are adequate in many countries, implementation on-the-ground, as seen in the indicator for *increased human and financial resources and investments* remain weak and a priority for the future. More support is needed, for example, to track public expenditures for food security and nutrition and to analyse the effectiveness of resource allocation options. This is a new area for FAO and will require stronger strategic partnerships to be truly effective.

Altogether, 38 percent of countries have made good progress in the critical areas of *improved governance and coordination mechanisms and partnerships for food security and nutrition* –scoring high to medium high in this Outcome indicator - compared to just 19 percent in 2014. Capacity development support was provided to 70 countries across five regions during the biennium to advance mainstreaming of food security and nutrition in sectoral policies and investment

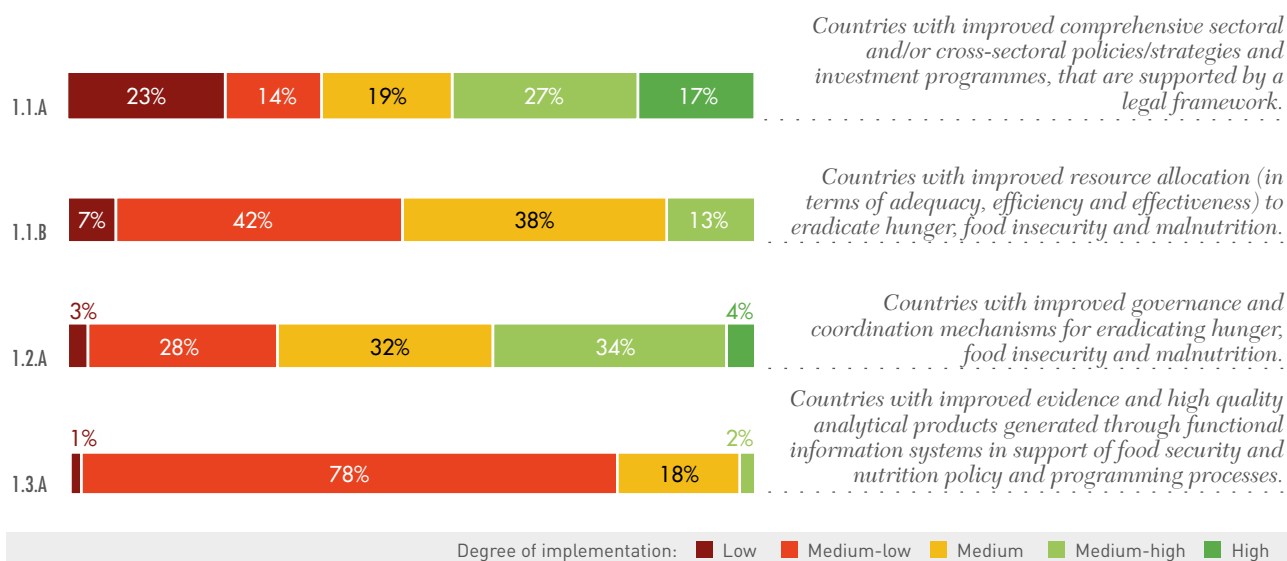
programmes. For example, in DR Congo, Rwanda and Namibia, government capacities were strengthened to develop national nutrition strategies. At the same time, the excellent progress made at the global and regional level during the biennium is gradually translating into progress at country level, especially in the recognition of the role of civil society and the private sectors in the national food security and nutrition governance mechanisms.

In terms of evidenced-based decision-making, many countries are challenged by weak capacities for monitoring and analysis of policies for food security and nutrition. The contribution of FAO in this domain is mostly a result of extrabudgetary support to develop capacity to apply FAO's key tools like the Integrated Phase Classification at the country level. While progress was made in mapping and analysis of policies, programmes and legislation relevant on food security and nutrition, more support could come from the country level, for example to ensure that the results of food security and nutrition analysis are, in effect, being used by decision-makers. ■



## Outcome indicators measuring the contribution to the eradication of hunger, food insecurity and malnutrition

*Distribution of countries by degree of implementation in 2015*



## Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	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	93	137	●
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	5	41	●
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	30	47	●
1.1.4	Number of countries that improved financial resource allocation and use for food security and nutrition as a result of FAO support	8	23	●
1.2.1	Number of policy processes with more inclusive coordination, involving different sectors and stakeholder groups (i.e. from private sector, public sector and civil society) for food security and nutrition governance as a result of FAO support	47	49	●
1.3.1	Number of countries with improved monitoring and analysis of food security and nutrition, including the contributions of different sectors, for informed decision-making as a result of FAO support	57	52	●
1.3.2-1	Number of policy processes with improved human and institutional capacities for managing mapping systems relevant for food security and nutrition decision-making as a result of FAO support	11	18	●
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	10	19	●

Achievement: ● Fully (→75%) ○ Partially (50% to 75%) ○ Not achieved (←50%)

# IN FOCUS

## THE CONTINUUM OF NORMATIVE AND STANDARD SETTING PRODUCTS TO RESULTS AT COUNTRY LEVEL: THE CASE OF SIERRA LEONE

FAO plays a key role in facilitating and promoting the engagement of various stakeholders (e.g. governments, CSOs, research, academia, regional organizations) in the formulation and endorsement of normative and standard-setting instruments to achieve food security and eradicate malnutrition. The Voluntary Guidelines to support the progressive realization of the right to adequate food in the context of national food security were endorsed in 2004, and the Voluntary Guidelines on the responsible governance of tenure of land, fisheries and forests in the context of national food security in 2012 and, in June 2014, the Voluntary Guidelines for securing sustainable small-scale fisheries in the context of food security and poverty eradication. FAO, through its strategic programme on food security and nutrition, is also actively supporting the implementation of such international instruments at country level.

As a direct result of FAO's support during 2014-15, Sierra Leone has been preparing a set of coherent policies, strategies and draft laws (the National Land Policy, General Registration Act, Fisheries Policy and Development Strategy, Forestry Act and National Action Plan for community-based forestry) all consistent with the Voluntary Guidelines on the responsible governance of tenure in the context of national food security. The preparation process to-date included multi-stakeholder processes and addressing gender considerations. FAO's technical support, including work directed to awareness raising and capacity development, was critical for the establishment of an institutional framework that has been formalized by the Government to promote dialogue between all relevant stakeholders and sectors.

The new institutional framework resulted in improved policy coherence for food security and nutrition outcomes. It has allowed cross-sectoral linkages in the policy dialogue on the different sectors of land, fisheries and forests, and provided the platform for FAO and other partners to channel technical support for the development of policies, strategies and laws related to governance of tenure with focus on food security and nutrition.



▲ FAO works actively to support the Voluntary Guidelines for securing sustainable small-scale fisheries in the context of food security and poverty eradication – fishermen landing seine nets in India. ©FAO/E Bonitatibus

## REINFORCING POLICY ASSISTANCE CAPACITIES AT COUNTRY LEVEL

In 2015, FAO and the EU jointly launched a policy assistance mechanism to support the enabling environment for food and nutrition security and sustainable agriculture (FNSSA) in selected countries. This partnership programme "Food and nutrition security impact, resilience, sustainability and transformation (FIRST)" is now active in over 24 countries. For the delivery of country level policy assistance and capacity development services, FIRST relies on a network of policy officers and technical experts who are based in government institutions. FAO Representatives are actively engaged in dialogue with EU delegations and governments to identify strengths and weaknesses in the enabling environment for FNSSA and to define the scope of the required policy and technical support interventions. Building on the good results of the EU-funded "Improved global governance for hunger reduction" programme during 2014-15, FIRST provides extra resources – EUR 30 million of voluntary contribution from the European Commission for the period of 2015-2020 - for intensified action at country level. The provision of policy assistance and capacity development under this EU-FAO partnership programme is driven by the demand of Member States.



## Strategic Objective 2

### MAKE AGRICULTURE MORE PRODUCTIVE AND SUSTAINABLE

Intensifying agricultural production whilst preserving and even enhancing the natural resources, as well helping to make farming communities more resilient requires coordinated action across different sectors to encompass the social, economic and environmental dimensions of sustainability. FAO supports member countries in increasing agricultural production, from resource-use efficiency and equity of access, through to conserving and enhancing natural resources, and assisting in achieving responsible governance.

Overall, the Outcome assessment indicates that countries are making progress by *adopting innovative practices* while showing encouraging results in terms of higher agricultural productivity. FAO supported 245 initiatives in 89 countries in sustainable agricultural production practices using participatory approaches with results well exceeding the target, including more than 80 initiatives in Africa alone. This covers a vital area in terms of FAO's technical assistance in countries to adopt technologies and approaches to improve sustainable production. In Burundi, a new approach was adopted for

sustainable and integrated locally adapted production systems. Another approach that has been widely and successfully used by FAO are farmers' field schools (FFS). In Mali, 400 FFS were established, benefitting an estimated 10 000 producers, nearly a third of whom are women.

Forty-one percent of countries were able to have a high or medium-high reduction in the crop yield gap and over half of countries had reduced the area of natural vegetation and protected ecosystems lost to agriculture. In applying sustainable fisheries and aquaculture, 74 percent of countries improved their production practices. Twenty-six percent of countries scored high and medium-high in bringing forest areas under Forest Management Plans. By contrast, sustainable forest management worsened for those countries in the low and medium-low range.

FAO supported 215 initiatives in 74 countries to adopt integrated and multisectoral approaches at ecosystem level with prominent results seen in natural resources management, ecosystem-based approaches in fisheries and

aquaculture, sustainable land and water management, biodiversity conservation, and promotion of land and watershed management plans. The results show such facilitated approaches are crucial for ecosystem level management. In Ecuador, Guatemala and Peru, FAO supported the adoption of sustainable natural resources management practices and development of participatory watershed management plans. Nevertheless, continuous efforts are still needed to strengthen ecosystem level projects for management, restoration, and dissemination of sustainable practices.

Encouragingly, an increasing number of countries indicate *improved governance frameworks* with 68 percent scoring high or medium-high in terms of national programmes and 43 percent for *sound public institutions or mechanisms for the formulation, coordination and monitoring of national programmes and strategies that foster sustainable and integrated agricultural sector production systems*. The assessment and qualitative data indicate that various countries improved their  
► (To be continued in page 14)

## Outcome indicators measuring the contribution to make Agriculture more productive and sustainable

*Distribution of countries by degree of implementation in 2015*



Degree of implementation: Low Medium-low Medium Medium-high High



## Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	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	111	245	●
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	644	215	○
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	675	694	●
2.2.1	Number of countries supported with analyses of governance issues and options for integrated agricultural and natural resources sector sustainability	32	29	●
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	7	58	●
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	216	114	◎
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	70	136	●
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	84	72	●
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	151	130	●
2.4.1-1	Number of additional data points in the relevant datasets of FAO's main statistical databases	799,000	5,113,756	●
2.4.1-2	Percent of relevant social datasets in FAO's main statistical databases that feature data disaggregated by gender	4	4	●
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	61	63	●
2.4.3	Number of relevant data/information products that were produced by stakeholders with capacity development support from FAO	356	192	◎

Achievement: ● Fully (→75%) ◎ Partially (50% to 75%) ○ Not achieved (←50%)

► (Continued from page 11)

governance systems allowing them to move towards sustainable agriculture with the active support of FAO. For example, in Egypt, FAO provided cross-sectoral technical support to several ministries through the preparation of needs' assessments and water management strategies, thereby contributing to the country's "Sustainable Agricultural Development Strategy Towards 2030".

FAO supported policy processes in 17 countries to improve climate change in governance frameworks

with national processes for integrating agriculture in National Adaptation Plans implemented in Malawi, Uganda and expanded to Nepal, Philippines, Thailand, Viet Nam, Uruguay, Kenya and Zambia in partnership with UNDP.

Good results were seen in the area of *international and regional instruments* and related governance mechanisms. Just under half of all countries met their financial contributions to international mechanisms and in so doing, demonstrated their strong support,

although only 26% have integrated at least one provision into their national legal frameworks.

While the majority of countries use statistics extensively in policy-making, with 69 percent at a medium-high to high degree of implementation according to the Outcome indicator, there are still significant weaknesses in progress towards *evidence-based decision-making in planning and managing agricultural sectors and natural resources for sustainable agricultural production systems*. ■

## IN FOCUS

### IMPLEMENTING CLIMATE-SMART AGRICULTURE IN MALAWI

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

Some key results include: selected climate-smart agriculture practices - such as legume intercropping, soil and water conservation, tree planting, use of organic fertilizer, use of inorganic fertilizer and improved seeds - were analyzed in terms of costs and benefits for adoption at the household level; extension workers, representatives of farmers' organizations, government institutions and university students benefited from extensive capacity development in the areas of assessment and promotion of climate-smart agriculture practices; FAO supported the dialogue between the Malawi Ministry of Agriculture, Irrigation and Water Development and the Ministry of Natural Resources, Energy and Mining to review and

align national policies on agriculture and climate change, and to support the inclusion of agriculture (including forestry, fisheries and aquaculture) in their National Adaptation Plan formulation.

### COMBATING WATER SCARCITY IN MOROCCO

FAO supported the High Commissioner for Water, Forests and Desertification Control in Morocco, to combat desertification in arid and semi-arid areas through participatory watershed management. A multi-stakeholder process was implemented in Morocco, which resulted in the joint formulation and validation of a collaborative watershed management plan for the Oued Outat watershed, an area located in the Province of Midelt. The plan includes actions to rehabilitate degraded forest and pasture areas; promote more sustainable and economically remunerative practices for forest, rangeland, agricultural and livestock production and management; improve local infrastructures; and develop capacities and diversify existing production systems for enhanced creation of employment and income from natural resources, handicraft production and tourism. Pilot activities have been implemented, thus facilitating the adoption of improved natural resource management techniques (reforestation and rehabilitation of degraded

forest and rangeland areas, construction of small dams to control water flow and supply irrigated schemes, gully treatment, soil and water conservation, water collection) among the 5,000 inhabitants of the watershed.

A broad range of government institutions and other partners at the national, provincial and communal levels (e.g. the Ministry of Agriculture and Marine Fishery, the Ministry of Interior, the Social Development Agency and the Moulouya Hydraulic Basin Agency) were involved and played an essential role in terms of technical and financial support to local stakeholders and implementation of small and medium civil works and infrastructures. The capacities of eight village committees and seven women associations were strengthened to improve the production and marketing of local handicrafts and small-scale livestock breeding.

## RESTORING DEGRADED LAND IN RWANDA

Agriculture has driven Rwanda's impressive growth over the past years, yet the country is facing serious challenges, many of which threaten the long-term productive potential of agriculture in the country. The "land of a thousand hills" is the second most densely populated country in sub-Saharan Africa. It experiences severe land degradation, including erosion, loss of soil fertility and a decline in water quantity and quality in the country. In addition, climate change is already exerting significant negative pressure on the country's agriculture. With a degraded and ever scarcer natural resource base, feeding Rwanda's growing population will be a huge challenge in the near future. In response, the Rwandan government has committed to restoring 2

million hectares of degraded land by 2020 as its pledge for the Bonn Challenge, a global commitment to restore 150 million hectares of degraded land by 2020.

FAO is supporting this effort through the sustainable food and agriculture and forest and landscape restoration programmes, which focus on establishing connections across agriculture and natural resources. FAO helped to assess key sustainability issues and is now supporting cross-sectoral policy platforms in order to address these in an integrated way through adapting agricultural and natural resource governance and practices. A cross-sectoral taskforce has been set up that fosters improved collaboration across sectors, namely agriculture and natural resources. It is working on developing integrated perspectives that address the social, economic and environmental dimensions of sustainability in order to increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner. Results include a cross-sectoral policy dialogue workshop, "Towards a coordinated action for sustainable agriculture and restored forests and landscapes"; engagement of high-level stakeholders at national level; a platform for crosssectoral dialogue; a set of policy recommendations; and an action plan to productive landscapes drafted and shared with the government. Discussions are ongoing on the development of more effective and integrated management plans in the district of Rulindo, where different initiatives focusing on agricultural production, soil and water conservation and social development are being planned in a coordinated way.

▼ *FAO works with national authorities in both water conservation and in smallholder livestock production – A sheep drinks water from a tap in Morocco. ©FAO/Giampiero Diana*





## Strategic Objective 3

### REDUCING RURAL POVERTY

Poverty is a major cause of food insecurity and malnutrition and continues to be a key global challenge. FAO is helping fight rural poverty by improving rural livelihoods through work to stimulate and diversify the rural economy.

The end-2015 assessment confirmed that countries face challenges in improving equitable access by the rural poor to productive resources, services, organizations or markets. By the end of the biennium, the majority of countries still had a long way to go in implementing *an improved set of strategies, policies, regulations and tools aimed at improving access by rural men and women to the resources to the productive resources and services* they need to improve their livelihoods. With FAO's support, rural poor producers and households in 18 countries enjoyed better access to technologies, knowledge, inputs and markets. Special attention was given to commodities as main sources of income, including basic grains, cassava, quinoa, palm oil, milk and other animal source food.

Similarly, in terms of the *role of rural organizations to improve their capacity to assist the rural poor in achieving more equitable access*

*to resources and services*, over 80 percent of countries indicated low to medium scores on this Outcome indicator. Country case studies indicate however that FAO has contributed to improve the enabling environment, for example in Albania, for work on empowering smallholders and family farms in Europe and Central Asia as part of one of FAO's Regional Initiatives.

Reducing rural poverty requires efforts by countries to have an *improved set of policies, institutions and interventions aiming to generate decent rural employment, including for women and the youth*. While only about 3 percent of countries scored medium-high on this Outcome indicator, qualitative data indicate that in several countries where FAO has worked to build support, there has been strong country-level uptake. In Guatemala, Senegal and Uganda, FAO successfully used the Integrated Country Approach to promote decent employment for rural youth.

Through improved partnerships with regions, countries, and resource partners, FAO supported 18 countries in defining, implementing and monitoring gender-equitable and sustainable rural development and poverty reduction strategies.

FAO provided policy advice and technical support to countries to promote decent rural employment, especially among youth. Improving rural employment opportunities and conditions is central to any poverty reduction strategy. By using FAO guidance tools, case studies and good practices such as Junior Farmer Field and Life Schools, 10 countries formulated and implemented policies, strategies and programmes generating decent employment in rural areas, while only 5 received support in extending the application of International Labour Standards.

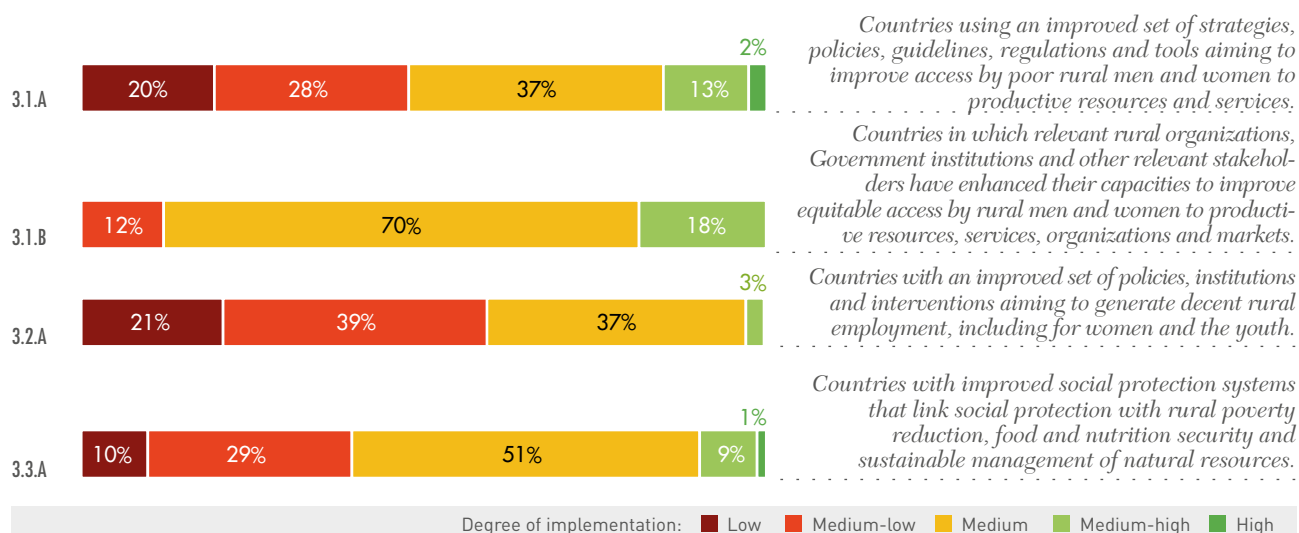
There is also considerable potential for countries to *strengthen social protection systems*, an area where FAO can work closely with countries to improve their institutional capacities to implement effective social protection programmes in rural areas, as well as to monitor, analyze, and design social protection policies and programmes. FAO contributed to strengthening social protection systems and making them accessible to rural populations in 17 countries, with particular attention to pro-poor, age and gender targeting improvements in 12 countries. FAO began by developing its social protection

► (To be continued in page 18)



## Outcome indicators measuring the contribution to reducing rural poverty

*Distribution of countries by degree of implementation in 2015*



## Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	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	21	26	●
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	4	10	●
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	16	18	●
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	14	●
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	14	18	●
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	12	10	●
3.2.2	Number of countries in which assistance was provided to support the application of International Labour Standards in rural areas	7	5	◎
3.2.3	Number of knowledge products on DRE developed and disseminated	12	16	●
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	7	12	●
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	6	5	●

Achievement: ● Fully (→75%) ◎ Partially (50% to 75%) ○ Not achieved (←50%)

► *(Continued from page 16)*

framework, strengthening its capacity and establishing strategic partnerships with the ILO, WFP, UNICEF and the World Bank to respond to country needs.

In Guatemala, the Forest and Farm Facility Programme supported formulation of a new law to ensure

that, for the next 30 years, 1 percent of revenues in the national budget will be distributed to forest producers. It is estimated that 7.5 million people in 1.5 million families will benefit from the law, 30 percent of whom are women. FAO also helped improved the capacity of rural organizations in Angola,

Gambia, Ghana, Guinea-Bissau, Kenya, Liberia, Niger, Senegal, Somalia, Zambia, Nepal Philippines, Sri Lanka, Viet Nam, Georgia, Kyrgyzstan, Bolivia, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Lebanon, Sudan and Tunisia to participate in policy dialogue processes. ■

## IN FOCUS

### PRODUCER ORGANIZATIONS ENHANCED PARTICIPATION AND EMPOWERMENT OF RURAL WOMEN IN NATIONAL LEVEL POLICY DIALOGUE

FAO helped achieve enhanced participatory consultations among Producer Organizations (POs) in the formulation process of the draft Law on Agricultural Policy. This was done working through DIMITRA, farmer field schools and CoOPequity, within the framework of Niger's 3N (*les Nigériens nourrissent les Nigériens*).

The CoOPequity Project in Niger began in 2012 as part of the EU/FAO Programme on Improved Global Governance for Hunger Reduction. It focused on facilitating policy dialogue between POs and government; and strengthening of POs' organizational capacities and gender equality - to improve the quality of services to their members. The continued support provided by the FAO/CoOPequity programme led to improved policy dialogue between the Government of Niger and Producer Organizations. With FAO's support, the Network for Consultations and Dialogue between Producer Organizations of Niger (NCDPON) was able to coordinate a country-wide intense dialogue among small-scale producers, and define the common PO position on the Draft Law on Agricultural Policy. In May 2015, the producers' common position and the amended text of the Draft Law were endorsed by all key national and regional apex POs and their networks and officially submitted to the ministry of agriculture.

The results of FAO's contribution are starting to extend beyond the support to the formulation of the Draft Law on

Agricultural Policy: the NCDPON continues to function as a space for PO consultations, and is consolidating its role as a recognized player in Niger's policy scene. It continues to influence the implementation of the I3N and other relevant legal instruments that will affect thousands of small producers – and in turn food security and nutrition – throughout the country.

In addition, the Dimitra Clubs have been chosen as an entry point for all the activities of the four UN agencies involved in the UN Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women. The approach was endorsed by the I3N, the ministries of agriculture, livestock and population, women promotion and protection of the child. Producer Organizations, unions of POs, the civil society, regional and local authorities are involved in this Programme which supports the I3N.

A strategy on social mobilization-equity was also developed with the aim of synergizing participatory approaches such as farmer field schools and community listener clubs, involving rural organizations, increasing impact at community level and scaling-up the approach at national level.

The FAO Multipartner Programme Support Mechanism (FMM) provided the basis to successfully strengthen rural institutions and empower rural people through the use of participatory communication and gender sensitive approaches that mobilize rural women, men and youth, develop their capacities to take an active role in development, stimulate community governance and enhance their links with Producer Organizations.



## Strategic Objective 4

### FOOD SYSTEMS

Improving the inclusiveness and efficiency of food and agriculture systems is critical to food security and nutrition, the responsible use of natural resources and towards ensuring the production and delivery of products that are healthy and safe.

Assessing the progress of countries in implementing international agreements, mechanisms and standards promoting more efficient trade and markets has proven challenging, given that in general, trade measures continue to grow and related information is not readily available. However, where FAO has been actively engaged as in the case of the Regional Initiative on Agrifood Trade and Market Integration in Europe and Central Asia, countries like Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan and Ukraine were able to show progress in aligning their policies and regulations with international agreements. In Honduras, for example, the establishment of an agreement to address illegal logging for timber trade with FAO assistance illustrates FAO's role at the country level.

The effectiveness of FAO's efforts to support capacity development in and inclusiveness of the agrifood sector is reflected in the higher than projected level of the percentage of low and medium-low income countries that participated in the Codex Alimentarius and the

International Plant Protection Convention (IPPC) at the end of 2015. Altogether, 30 new issues were debated; 69 draft standards were progressed and 35 new standards were adopted in food safety, quality and plant health. By sharing personnel, expertise and experience, Codex and IPPC continued to work closely in developing online systems to help their members participate more effectively in intergovernmental negotiations.

Preliminary results from FAO's new Food Loss Index model, although not expected to be in full use until 2016, show that the Index decreased between 2011 and 2013 in 56 countries, indicating progress in developing and implementing agribusinesses and agrifood chains in which food losses along the way are reduced. Within the Save Food Initiative, a partnership network was built with over 500 members including civil society, the private sector, the UN institutions and academia, and FAO supported 45 countries in reducing food waste and loss. Also FAO helped small-scale value chain actors in 56 countries improve inclusiveness, efficiency and sustainability at local level.

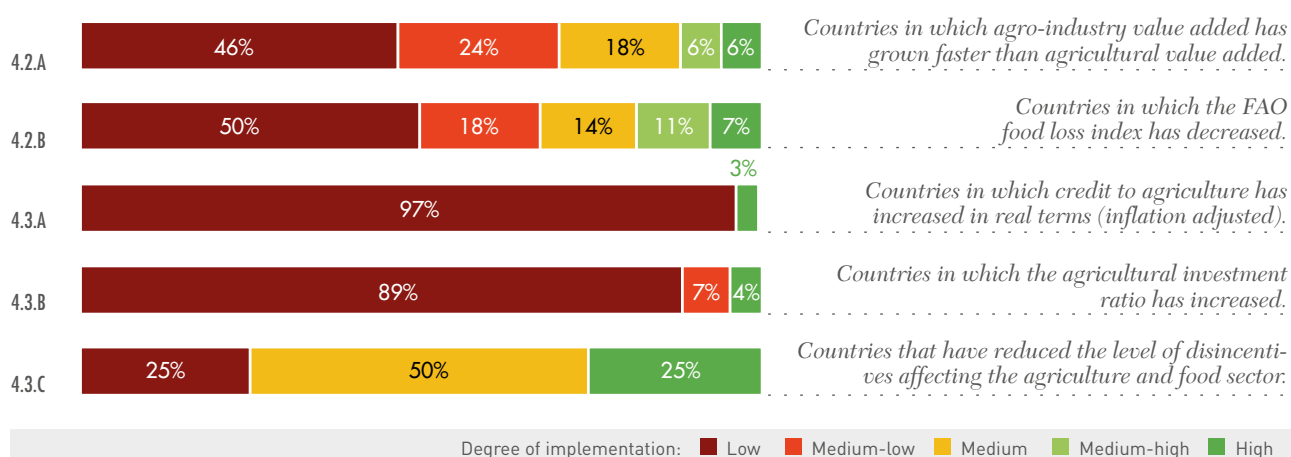
Resource allocation to the agricultural sector remains a challenge. The agricultural investment ratio calculated over the period 2012-13 revealed a very marginal increase in

51 countries out of 57 (90 percent). In addition, an increase in agricultural investment does not guarantee increased resource allocations to address food security and nutrition, sustainable management of natural resources or poverty eradication outcomes. The endorsement in 2014 by the Committee on World Food Security of the Principles for Responsible Investments in Agriculture and Food Systems is an important step to promote responsible investment in agriculture and food systems that contribute to food security and nutrition, thus supporting the progressive realization of the right to adequate food in the context of national food security.

FAO's work on supportive policies, financial instruments and investments was fully realized in terms of the number of targets achieved. The number of countries receiving support in responsible investment and in policy monitoring, analysis and reform was higher than expected, reflecting in part successful long-lasting partnerships with International Financial Institutions (IFIs). Thirty-eight countries received FAO's support to increase responsible investment in efficient and inclusive agrifood systems, FAO formulated innovative operations in support of efficient and inclusive agrifood systems worth USD 1.8 billion with the World Bank and other IFIs. ■

## Outcome indicators measuring the contribution to enabling inclusive and efficient agricultural and food systems

*Distribution of countries by degree of implementation in 2015*



## Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	ACHIEVED
4.1.1	Number of new or revised international standards in food safety, quality and plant health - new issues considered - draft standards progressed - new standards adopted	42 56 30	30 69 35	●
4.1.2	Number of trade related agreements on which evidence, capacity development or fora for dialogue have been provided by FAO	7	18	●
4.1.3	Number of FAO market information products whose usage increased	8	17	●
4.1.4	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 - plant health - animal health - food control	134 25 175	147 30 155	●
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	60	97	●
4.2.2	Number of countries provided with FAO support for reducing food waste and loss	60	45	●
4.2.3	Number of countries provided with FAO support to implement inclusive, efficient and sustainable value chains	40	56	●
4.3.1	Number of institutions receiving FAO support to increase the availability of financial products and services to the agricultural sector	70	60	●
4.3.2	Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agrifood systems	16	38	●
4.3.3	Number of countries receiving FAO support to monitor, analyse and reform food and agricultural policies	13	18	●

Achievement: ● Fully (→75%) ○ Partially (50% to 75%) ○ Not achieved (←50%)



# IN FOCUS

## TCP AS CATALYTIC FUNDING FOR REDUCING FOOD LOSS AND WASTE

In the area of food loss and waste reduction, regional and national TCPs were used to catalyse voluntary funded projects which then built upon and expanded the scope of the TCPs: A regional TCP with the African Union had identified priorities for food loss reduction in the context of CAADP investment plans, while national TCPs implemented across the region conducted diagnostic studies and built the capacity of chain actors to reduce losses, thereby improving food and nutrition security, and creating income generation and employment opportunities.

Projects funded by Ireland, the Netherlands, Norway and Switzerland followed and complemented the TCPs with a high-level forum to develop a regional post-harvest loss programme as part of the Malabo Implementation Strategy and Roadmap; assessments in 15 countries to provide the evidence on which to base national food loss reduction strategies; and organising training programmes in these countries to build capacity in loss assessment and good post-harvest handling practices.

In the Caribbean, a Netherlands-funded project similarly expanded the reach and scope of capacity building conducted under a regional TCP on post-harvest losses. In all, 13 Caribbean countries benefitted, with more than 500 persons being trained in 13 crops of economic/export value.

## FAO AND PARTNERS ASSEMBLE STATE-OF-THE-ART CAPACITY DEVELOPMENT PACKAGE TO HELP PROVIDE FINANCIAL SERVICES TO SMALLHOLDER FAMILIES AND SMALL AND MEDIUM AGRIBUSINESSES

Good policy practices for inclusive rural and agricultural finance, gathered by FAO and key partners (IFAD, World Bank, GIZ, UNCDF, and Rabobank),<sup>24</sup> have been assembled into a state-of-the-art capacity development package for field practitioners, such as Producer Organizations, financial institutions, government agencies



▲ Fish and meat on sale at Santa Rosa market in Riobamba, Ecuador. ©FAO/Rhodri Jones

and private agribusiness firms. Results have been outstanding with 75 institutions from 36 countries in Latin America, Africa and Asia and the Pacific participating in training events delivered by FAO during the biennium through country projects, regional workshops (with regional partners such as AFRACA, ALIDE, Asia-Pacific Chamber of Commerce) and global events (with global partners Boulder Institute of Microfinance, Global Microcredit Summit 2015).

The programme has improved the capacity of smallholder families and small and medium agribusinesses to access a wide set of financial services from institutions that have the ability to assess and respond to their needs in a sustainable way. Several follow-up initiatives have been generated with local partners, including Crédit agricole du Maroc, Agrobanco from Peru, FIRA from Mexico, and the State Bank of Pakistan.



## *Strategic Objective 5*

### **INCREASE RESILIENCE**

Increasing the resilience of farmers, fishers and foresters is critical to ensuring food security, reducing poverty and protecting the natural resources for present and future generations, as climate change and natural and manmade disasters dramatically affect populations by damaging or destroying resources and livelihoods, especially in rural areas.

Overall progress in terms of the proportion of countries that have in place and implement policy and institutional systems for capacities in risk reduction and crisis management is disappointing, with a decrease to 27 percent in 2015. This appears mainly due to a lower level of investments in this area. However, FAO's contribution to progress at the Outcome level was assessed as positive, being rated as moderate to significant by 50 to 70 percent of stakeholders in countries surveyed with positive examples seen in FAO support to Burkina Faso, Chad and Niger through the Global Alliance for Resilience Initiative. Also, 38 countries created plans for disaster risk reduction (DDR) and crisis management in the agriculture sector, and 18 countries developed investment programmes and resource mobilization strategies in DDR with FAO assistance.

DDR was also included in the new Voluntary Guidelines for Small-Scale Fisheries with support for their implementation seen in South Asia, Sri Lanka, India, Bangladesh and the Maldives. National investment programming for Global Environment Facility (GEF) funding to improve fisheries or forestry were formulated with FAO guidance in 14 countries.

The proportion of countries that have high and medium-high capacity to provide regular information, deliver early warnings and effect timely actions is relatively high at 44 percent although it decreased for this Outcome indicator compared with 2014, due to persisting weaknesses in collecting and analysing information on community resilience and hazards. FAO helped 39 countries and two regions undertake resilience and vulnerability analyses, through the scaling up of the Integrated Food Security Phase Classification. FAO's support in Burkina Faso, Niger, Somalia and Yemen through Resilience Index Management and Analysis led to a more effective vulnerability analysis performance.

Countries made good progress to improve capacities to apply mitigation and prevention measures although the overall proportion remains low at 17 percent. Technical

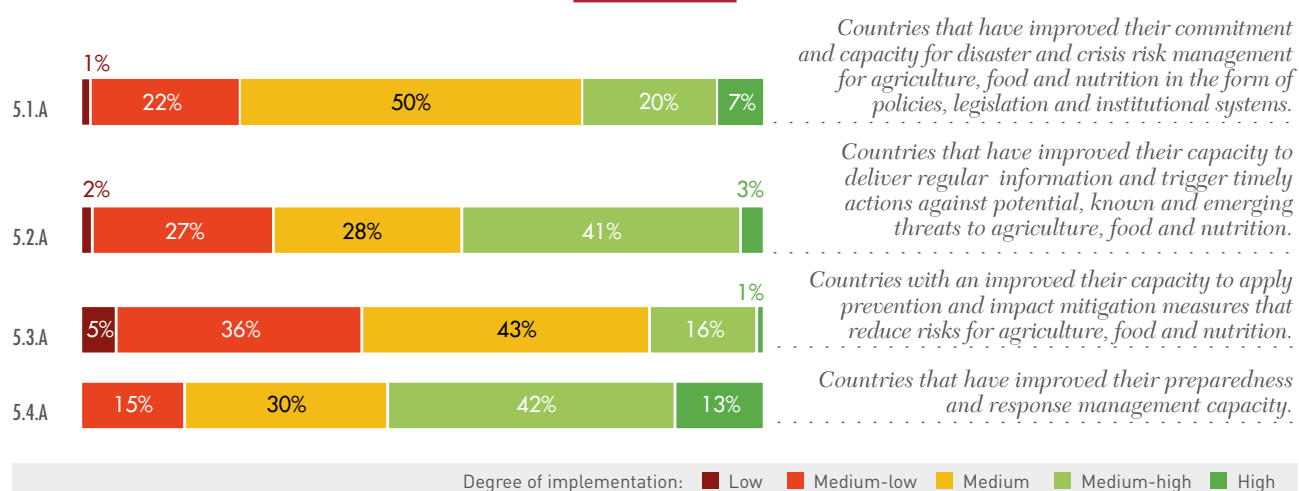
measures for risk prevention and mitigation have been implemented in 46 countries, thanks to the level of voluntary contributions mobilized.

Over half the countries where FAO works have high to medium high capacities to prepare and respond to crises. Some 76 countries benefited from FAO's support to put in place standards, guidelines and practices for hazard and emergency preparedness, though falling short of the target of over 100 countries. FAO's activities focused on support to training at national, sub-regional or regional level on the FAO Livestock Emergency Guidelines and Standards and Good Emergency Management Practices. FAO assisted countries in Africa and Asia with enhanced Avian Influenza crisis preparedness strategies.

The Organization played a leading role during emergencies that widely affected the agriculture sector. All countries that were in Level 3 emergencies (South Sudan, Central African Republic, Yemen, the Philippines) and 88 percent in Levels 1 and 2 benefitted from FAO's emergency response coordination support. FAO was able to achieve its resource mobilization target of USD 795 million for the biennium to support its work on strengthening resilience and emergency response. ■

## Outcome indicators measuring the contribution to increase the resilience of livelihoods to threats and crisis

Distribution of countries by degree of implementation in 2015



## Results achieved by FAO measured by Output indicators

INDICATOR REFERENCE	INDICATOR	TARGET (END 2015)	ACTUAL (END 2015)	ACHIEVED
5.1.1	Number of countries that formulated and institutionalized a strategy/plan for risk reduction and crisis management as a result of FAO support - Countries - (Sub)Regions	34 5	38 4	●
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 - Countries - (Sub)Regions	17 2	18 3	●
5.2.1	Number of threat monitoring mechanisms/systems supported by FAO to enhance delivery of early warnings	253	293	●
5.2.2	Number of countries that improved resilience/vulnerability mapping and analysis as a result of FAO support - Countries - Regions	49 3	39 2	● ◎
5.3.1	Number of countries/regions with improved application of integrated and/or sector-specific standards, technologies and practices for risk prevention and mitigation as a result of FAO support - Countries - Regions	34 1	46 2	●
5.3.2	Number of countries/regions 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 - Countries - Regions	17 1	45 1	●
5.4.1	Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness	107	76	◎
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 - L2/L1	100% 60-100%	100% 88%	●
5.4.3	Percentage of countries affected by a crisis impacting agriculture in which FAO provided timely and gender responsive crisis response	60-100%	82%	●

Achievement: ● Fully (→75%) ◎ Partially (50% to 75%) ○ Not achieved (←50%)

# IN FOCUS

## STATISTICS, CLIMATE CHANGE AND RESILIENCE AT COUNTRY LEVEL

FAO Early Warning Early Action System (EWEA) translates forecast-based warnings into actions at country level to reduce the impact of hazards. The system focuses on consolidating available forecasting information from FAO's early warning systems such as GIEWS, EMPRES and IPC into a quarterly Global EWEA report. FAO works with national authorities to establish early warning systems and to develop indicators and evidence-based triggers such as the Indicator of Price Anomalies or GIEWS Country Vulnerability Index for prompt action. Early action plans are prepared to be put in place as soon as a trigger level is reached. Strengthening appropriate statistical and information databases and systems and identifying data gaps are essential for reinforcing disaster risk monitoring systems, accounting for damages and losses and for evidence based analysis and recommendations. The Early Warning - Early Action System (EWEA) have bolstered the work of FAO related to risk assessment, early warnings, vulnerability mappings and related statistics. For instance, in 2015, four Global EWEA El Niño reports were published analyzing the evolving impact of El Niño on food security and agriculture, followed by missions in Mongolia, Papua New Guinea, Ethiopia, Zimbabwe and Indonesia to develop early action plans to mitigate and limit the destructive effect of El Niño on local livelihoods.

With INFORMED, an EU/FAO flagship programme, FAO has and will continue to support countries to improve evidence-based food security and resilience measurement and programming in risk-prone countries and regions. The programme includes a component for data analysis and related capacity development and a component aiming at the creation of a global knowledge platform on resilience.

## RESPONDING TO A CRISIS WHILE BUILDING LIVELIHOOD'S RESILIENCE IN SOUTH SUDAN

With a programme delivering USD 95 million over the 2014-15 period, FAO made a difference in

restoring the livelihood of 2.4 million vulnerable people and increasing their resilience. The programme was formulated and implemented in an extremely challenging and dynamic environment, seeking to respond to urgent humanitarian needs in the most crisis-affected areas, while continuing medium- to long-term interventions where the situation allowed and applying innovative solutions.

National seed production and local market economies were stimulated, promoting seed recollection from farmers in the Equatorial and Bahr el Ghazal regions for distribution to most vulnerable areas and adding USD 1.95 million to farmers' incomes. The national cold chain infrastructure was improved as part of the animal health intervention, expanding local capacity to store and despatch veterinary vaccines and medicines.

On the coordination side, FAO strengthened national technical working groups to deliver strategic and analytic work on food security, resulting in quarterly IPC updates informing programming across the humanitarian and development assistance community. Finally, FAO was an active initiator of the "survival kit" helicopter operation in collaboration with the International Organization for Migration, UNICEF, the logistics cluster and NGOs to provide specifically designed kits to conflict-hit populations in Unity State which fled to the bush and swamps without having any access to assistance for weeks.

In areas less affected by conflict, FAO is expanding and redesigning its development intervention with a greater emphasis on resilience building at the community level. Issues related to conflict over natural resources, climate change adaptation and disaster risk reduction are addressed through the farmer and pastoral field approach, where possible linking to other initiatives such as WFP's food for asset programme, village savings and loans groups. With a longer-term perspective, FAO is leading the work for the design of educational programmes which are suited for the agropastoral communities and promoting the development of market-based extension services and input delivery systems.



# 3. Gender mainstreaming in FAO's work

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## **GENDER EQUALITY IS CENTRAL TO FAO'S MANDATE TO ACHIEVE FOOD SECURITY**

by raising levels of nutrition, increasing agricultural productivity and natural resource management, and improving the lives of rural populations. FAO supports countries in closing the gender gaps that persist in access to productive resources, services and economic opportunities, for achieving a world free from hunger and malnutrition. Approaches and activities aimed at achieving gender equality through mainstreaming gender were incorporated into FAO's work in all the Strategic Objectives.

Contributing to hunger eradication (Strategic Objective 1), noteworthy results were achieved in addressing gender concerns in cross-sectoral and sectoral policy and legal frameworks for food security and nutrition through FAO support for example in addressing gender equality in the preparation of legal frameworks related to tenure security in Sierra Leone; and in Guatemala, in the development of a policy for gender equality and framework for its implementation.

Gender considerations and the inclusion of indigenous peoples have been essential to work carried out in Latin America and the Caribbean, where FAO supported the Special Women's Group of the CELAC *Adelanto Mujeres* led by El Salvador; and the Brasilia Declaration in 2014, between governments and civil society organizations, recognized for the first time the social and political inequalities faced by rural women and the need for actions to address them.

FAO supported the development and adoption of appropriate gender indicators related to food security and nutrition for producing *sex-disaggregated data* in countries such as the introduction of the Women's Dietary Diversity Score in the Philippines and Tajikistan. Other examples are the inclusion of gender-disaggregated reporting in the software for land registration in Nigeria, and the introduction of the Food Insecurity Experience Scale (FIES) in Angola, Ethiopia, Malawi, Niger, Kenya, South Africa and Cambodia.

As part of the work to make agriculture more productive and sustainable (Strategic Objective 2), Farmer Field Schools working with the Community Listeners Clubs were specifically tailored to rural women in Burundi, Mali, Mauritania, Niger and Senegal. The aim is to promote, through farmer experimentation and rural radio transmissions, local adaptation and adoption of sustainable agricultural methods through season-long, small-group non-formal training. In Brazil, Chile, Colombia, Mexico, Nicaragua, Costa Rica, Cuba, Panama, Paraguay and Uruguay, focus was given to *integrating women into technology transfer for family farming*, to support the extension services and assist in agro-environmental public policies and experience sharing.

With the aim of *reducing women's work burden*, over 100 *labour-saving technologies* and practices for improving food and nutrition security, productive family farming and conserving soils and water and adapting to climate change were analyzed and ►

► disseminated in East Africa and Latin America. Findings were disseminated at the Nairobi “Share fair”, through FAO social media, partner networks and specialized events. In the Near East and North Africa Water Scarcity Regional Initiative, a multidisciplinary assessment, looking at hydrogeology, *governance and gender*, through an in-depth gender analysis, helped identify the contribution of both women and men, highlighting challenges and opportunities for a more equitable, inclusive and participatory approach to groundwater governance.

Within the From Protection to Production (PtoP) programme contributing to reducing rural poverty (Strategic Objective 3), *gender analysis* was incorporated into studies on the impact of cash transfers. In collaboration with UN Women, a qualitative case study on the extent to which Malawi's social cash transfer can empower women economically was undertaken. The results were presented to the Commission of the Status of Women.

The Gender and Land Rights Database (GLRD) covers 83 countries, providing *sex-disaggregated data and indicators for agriculture*, among others, asset management and ownership. The GLRD developed the Legislation Assessment Tool (LAT) to provide prompt, targeted and effective policy advice and capacity development to FAO's member countries working towards gender equitable land tenure. The LAT was successfully applied in 10 countries, where FAO advised on changes needed to render legal frameworks more conducive to *gender-equitable land tenure*.

In partnership with the International Food Policy Research Institute (IFPRI) and the Bill & Melinda Gates Foundation, FAO adapted and validated a *measure of women's empowerment* to diagnose key areas where men and women have been disempowered in agricultural development projects, so as to design appropriate strategies to address deficiencies and monitor project outcomes related to women's empowerment.

Through the South-South Cooperation programme, FAO promoted exchange and learning among governments and civil society representatives from 10 countries at the Knowledge Share Fair on *Rural*

*Women's Economic Empowerment*, including, Ethiopia, Guatemala, Iraq, Kyrgyz Republic, Liberia, Nepal, Malawi, Niger, Rwanda and Uganda.

In India, FAO provided technical support to the Society for Elimination of Rural Poverty to empower 500 000 poor rural *women's self-help groups* in engaging in economic activities, strengthening their access to health and nutrition services. FAO supported Cambodia in developing its first Child Development Strategy and a National Action Plan for Gender Mainstreaming and Elimination of the Worst Forms of Child Labour in the Fisheries Sector.

Gender was explicitly addressed as a critical dimension of inclusiveness in food systems (Strategic Objective 4) through a number of technical reports and publications. Substantial support was provided to enhance *women's participation in agrifood value chains* related to roots and tubers, horticulture, fisheries, and dairy production and access to markets and agricultural services in Latin America, Africa and Asia, by providing inputs and *technologies for value addition*, technical training and business development.

Gender equality and the empowerment of women is an important part of FAO's work on resilience (Strategic Objective 5). Good practices that contribute to resilience and gender equality were compiled and disseminated. Guidelines on *Improving Gender Equality in Territorial Issues* were prepared to promote women's access to land and natural resources in the context of disasters and protracted crises, and similar country support was provided to Somalia and Kenya.

During the biennium, FAO supported efforts to reduce gender inequalities to increase community resilience, including savings and loans schemes for women in Liberia, Uganda, Guatemala and Honduras; support to women's cooperatives and producer associations in Pakistan, West Bank and Gaza Strip, Yemen and Vanuatu to improve access to financial services; the promotion of fuel-efficient stoves and practices to *reduce women's work burden and risk of gender-based violence* associated with fuel collection in Sudan and South Sudan; and the continuation and expansion of the Dimitra Clubs to facilitate *equitable and participatory community resilience building* ►

► in Niger, Burundi and Democratic Republic of the Congo, among others.

Significant results were also achieved in the biennium in *strengthening FAOs' institutional mechanisms* for effective gender mainstreaming, with a strong Gender team, a Technical Network comprising over 200 Gender Focal Points and experts working in all FAO offices.

FAO is showing steady progress in the creation of a conducive institutional environment for gender mainstreaming and women-specific targeted interventions through the FAO Gender Equality Policy, with 11 of 15 minimum standards achieved, and

the UN *System-wide Action Plan on Gender Equality and the Empowerment of Women* (UN-SWAP), with 13 out of 15 standards met or exceeded.

FAO's is now recognized at global level as the lead agency working for the empowerment of rural women and the reduction of gender inequalities in the agriculture sector, as demonstrated by the increasing interest of international and national partners in collaborating with the Organization. For example, in close collaboration with the World Bank and IFAD, FAO developed a training module on *gender in climate smart agriculture*, building on the lessons learnt and experiences of the Organization. ■

## 4. Statistics for decision-making

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High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty, and to promote the sustainable use of natural resources and increase 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 contributes by helping to create the enabling environment for the delivery and use of high-quality statistical products as global public goods.

New *norms and standards* have been developed to improve the quality of statistics produced by countries and to increase the comparability of data across countries and regions. For example, a first draft of the World Programme for the Census of Agriculture 2020 was completed, and 20 guidelines and technical reports were disseminated by the Global Strategy. Statistical data collected and disseminated by FAO have been widely used, from FAOSTAT, which

received about 2.5 million user visits - an increasing number from developing nations.

Technical support was provided to improve *national statistical capacities*. Key elements of success are due to partnerships and the strategic use of voluntary contributions, which support the implementation of the Global Strategy and CountrySTAT. Particular efforts were made to strengthen the coordination of statistical capacity building with the African Union's CAADP initiative and the United States Agency for International Development's capacity-building initiative, that support the harmonization, validation and dissemination of national data in sub-Saharan Africa and Asia.

Critically, 24 global indicators proposed by FAO for the *monitoring framework of the 2030 Agenda* for Sustainable Development were accepted by the Interagency and Expert Group on SDG Indicators. FAO was influential in coordinating and facilitating agreement among UN system statistical organizations. ■

# 5. Highlights of improved delivery

The 2014-15 biennium has witnessed far reaching changes in the way the Organization does business aimed primarily at responding better to the needs of its members and to evolving events in the global environment. FAO:

- ▶ **Improved financial delivery**, with 99.4 percent of net appropriation spent (USD 1 billion), 7 percent higher than estimated expenditure financed by voluntary contributions (USD 1.5 billion), and a 29 percent increase in delivery under the Technical Cooperation Programme (USD 126 million), in full compliance with IPSAS standards. (Figure 1)
- ▶ **Increased the proportion of expenditure in the field.** (Figure 2)
- ▶ **Increased the mobilization of extrabudgetary resources for current and future work increased by 6 percent to USD 1.8 billion**, of which about half at country level, and Operational Partners Implementation Modality launched to expand the national execution delivery modality.
- ▶ **Doubled the number of countries providing a financial contribution to South-South Cooperation to 16 since 2010-11**, with the value of funds mobilized similarly increasing, to USD 70 million in 2014-15.
- ▶ **Put in place new Strategic Programme management arrangements based on experience**, with a greater focus on country-level impact.
- ▶ **Achieved efficiency savings of USD 36.6 million** through the review of established posts in non-technical offices, the containment of staff costs and savings from travel, internal services and contracts.

*Figure 1: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2014-15, and breakdown of extrabudgetary expenditure by type. Figure 2: Regular Programme expenditure at headquarters and decentralized offices, 2014-15*

FIGURE 1

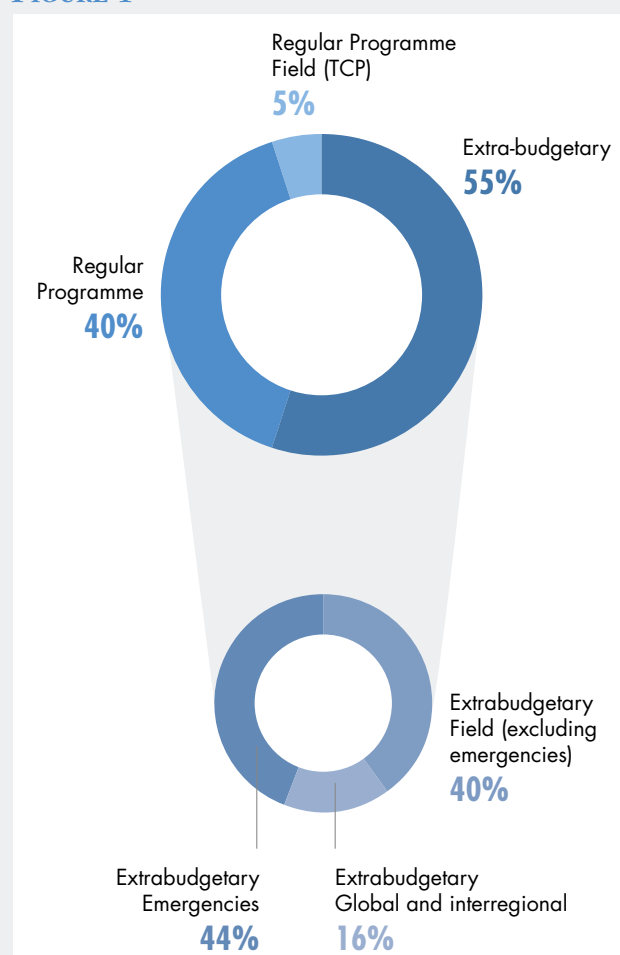


FIGURE 2

