



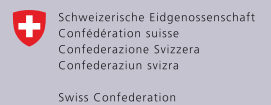
Food and Agriculture Organization
of the United Nations

Flexible Multi-Partner Mechanism



Annual
Report **2018**

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



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Acronyms and abbreviations

AAIN	African Agribusiness Incubator Network	CSA	Climate-smart agriculture
ACTIA	Association de coordination technique pour l'industrie agro-alimentaire (France)	CSF	Committee on World Food Security
AfDB	African Development Bank	CSO	Civil-society organization
AFD	French Agency for Development	CTA	Technical Centre for Agricultural and Rural Cooperation
AFRACA	African Rural and Agricultural Credit Association	DENR	Department of Environment and Natural Resources (Philippines)
AGA	Animal Production and Health Division (FAO)	DGSE	Direction Générale des Sénégalais de l'Extérieur (Senegal)
AGL	Land and Water Development Division (FAO)	DPI	Investment Centre (FAO)
AGP	Plant Production and Protection Division (FAO)	DPS	South-South Cooperation Division (FAO)
AGTER	Association of the Governance of Land, Water and Natural Resources	DOs	Decentralized Offices (FAO)
AMR	Antimicrobial resistance	DRE	Decent rural employment
AMU	Antimicrobial use	DVAS	Digital value added services
ANPEJ	National Youth Employment Agency (Senegal)	EAC	East African Community
APCAS	Asia and Pacific Commission on Agricultural Statistics	EBRD	European Bank for Reconstruction and Development
API	Application Programming Interfaces	ECOWAS	Economic Community of West African States
ATEN	Agricultural Trade Expert Network in Europe and Central Asia	ESA	Agricultural Development Economics Division (FAO)
AUC	African Union Commission	ESN	Nutrition and Food Systems Division (FAO)
BGI	Blue Growth Initiative	ESS	Statistics Division (FAO)
BMUB	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (Germany)	FAD	Fish aggregating devices
CABEI	Central American Bank for Economic Integration	FAO	Food and Agriculture Organization of the United Nations
CBC	Climate and Environment Division (FAO)	FAOSTAT	FAO Corporate Statistical Database
CBD	Convention on Biological Diversity	FENSUAGRO	Federación Nacional Unitaria Agropecuaria (Colombia)
CBL	Climate, Biodiversity, Land and Water Department (FAO)	FFEM	French Facility for Global Environment
CGP	Child Grants Programme	FFF	Forest and Farm Facility
CIFOR	Centre for International Forestry Research	FFPO	Forest and Farm Producer Organization
CIO	Information Technology Division (FAO)	FFS	Farmer Field School
CIRAD	Centre de coopération internationale en recherche agronomique pour le développement	FIAN	First Information and Action Network
CL-Hub	Climate and Land Hub	FIES	Food Insecurity Experience Scale
COAG	Committee on Agriculture	FLW	Food loss and waste
COFI	Committee on Fisheries	FLR	Forest and Landscape Restoration
COFO	Committee on Forestry	FLRM	Forest and landscape restoration mechanism
COMESA	Common Market for Eastern and Southern Africa	FMM	Flexible Multi-Partner Mechanism
COPECO	Permanent Contingency Commission of Honduras	FNS	Food and nutrition security
CPF	Country Programme Framework	FPMA	Food Price Monitoring and Analysis
		FSP	Food security pack
		FTT	Fish processing technology

GCF	Green Climate Fund	NAPSA	National Pension Scheme Authority (Zambia)
GEF	Global Environment Facility	NASS	National Agricultural Statistics Service (United States of America)
GIEWS	Global Information and Early Warning System	NDA	National Designated Authority
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	NDC	Nationally Determined Contribution
GLEAM	Global Livestock Environmental Assessment Model	NGO	Non-governmental organization
IAPRI	Indaba Agricultural Policy Research Institute	NLKDF	Nomadic Livestock Keepers' Development Public Fund
ICA	Integrated Country Approach	NORAD	Norwegian Agency for Development
ICRAF	World Agroforestry Centre	NSO	National Statistics Office
ICT	Information and communication technology	OED	Office of Evaluation (FAO)
IECD	Institut européen de coopération et de développement	OIE	World Organisation for Animal Health
IFAD	International Fund for Agricultural Development	OSH	Occupational safety and health
IFPRI	International Food Policy Research Institute	OSP	Office of Strategy, Planning and Resources Management (FAO)
IKI	International Climate Instrument (Germany)	PANVET	Pan American Association of Veterinary Sciences
ILM	Integrated landscape management	PCC	People Centered Conservation
ILO	International Labour Organization	PES	Payments for environmental services
ILS	International Labour Standards	PNRAD	National Program for the Recuperation of Degraded Lands (Peru)
INP	Institut national de pédologie (Senegal)	PoU	Prevalence of undernourishment
IOM	International Organization for Migration	PPP	Public-private partnership
IPC	Integrated Food Security Phase Classification	P-SPAFS	Pacific Strategic Plan for Agricultural and Fisheries Statistics
ITC	International Trade Centre	PSR	Business Development and Resource Mobilization (FAO)
IUCN	International Union for the Conservation of Nature	PWB	Programme of Work and Budget
IWMI	International Water Management Institute	RAF	FAO Regional Office for Africa
KFS	Korea Forest Service (Republic of Korea)	RAI	Responsible Investment in Agriculture and Food Systems
KOICA	Korea International Cooperation Agency	RAP	FAO Regional Office for Asia and the Pacific
LEG	Legal Office (FAO)	REU	FAO Regional Office for Europe and Central Asia
LDC	Least developed country	RLC	FAO Regional Office for Latin America and the Caribbean
LoA	Letter of Agreement	RNE	FAO Regional Office for Near East and North Africa
LPFN	Food and Nature Initiative	ROAM	Restoration Opportunities Assessment Methodology
M&E	Monitoring and evaluation	RUFSA	Rapid Urban Food Systems Appraisal Tool
MAEDI	Ministry of Foreign Affairs and International Development (France)	SADC	Southern African Development Community
MIJA	Modèle d'Insertion des Jeunes Agro-entrepreneurs	SAP	FAO Subregional Office for the Pacific Islands
MOSAICC	Modelling System for Agricultural Impacts of Climate Change	SDG	Sustainable Development Goal
MSP	Multi-stakeholder platform	SENASICA	Servicio Nacional de Sanidad, Inocuidad y Calidad Agroalimentaria (Mexico)
MTP	Medium-Term Plan	SER	Society for Ecological Restoration
NADHALI	Developing Sustainable Food Systems for Urban Areas		
NAIP	National Agriculture Investment Plan		
NAP	National Adaptation Plan		
NAP-Ag	National Adaptation Plan for the Agriculture Sector		

SEWA	Self-Employment Women's Association (Nepal)	UNDP	United Nations Development Programme
SFA	Sustainable food and agriculture	UNEP	United Nations Environment Programme
SFS	Sustainable food system	UNESCO	United Nations Educational, Scientific and Cultural Organization
Sida	Swedish International Development Cooperation Agency	UN-HABITAT	United Nations Human Settlements Programme
SIDS	Small island developing states	UNICEF	United Nations Children's Fund
SLM	Sustainable land management	UNIDO	United Nations Industrial Development Organization
SME	Small and medium-sized enterprise	UNITAR	United Nations Institute for Training and Research
SMAE	Small and medium agricultural enterprise	UNJP	United Nations Joint Programme
SO	Strategic Objective (FAO)	UN-REDD	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
SOFI	The State of Food Security and Nutrition in the World	USAID	United States Agency for International Development
SPC	Pacific Community	USDA	United States Department of Agriculture
SPRINGS	Sustainable Poverty Reduction through Income, Nutrition and Access to Government Services	VGGT	Voluntary Guidelines for Responsible Governance of Tenure of Land, Fisheries and Forests
SROS	Scientific Research Organization of Samoa	VoH	Voices of the Hungry
SSC	South-South Cooperation	VUME	Ventanilla Única Municipal de Empleo
SSF	Sustainable small-scale fisheries	WFP	World Food Programme
TCP	Technical Cooperation Programme (FAO)	WHO	World Health Organization
ToT	Training of trainers	WMO	World Meteorological Organization
TRAPCA	Trade Policy Training Centre in Africa	WRI	World Resources Institute
TRI	The Restoration Initiative	WTO	World Trade Organization
UAHEP	Ukrainian Association of Honey Exporters and Processors of Honey	WVA	World Veterinary Association
UN	United Nations		
UNCCD	United Nations Convention to Combat Desertification		
UNCDF	United Nations Capital Development Fund		
UNDAF	United Nations Development Assistance Framework		

Executive summary

1. The Flexible Multipartner Mechanism (FMM)¹ is the main global mechanism for partners willing to contribute to a flexible, pooled and less earmarked funding in support of FAO's Strategic Framework. The FMM work in 2018 was guided by the Programme of Work and Budget (2018–2019) approved by the Conference in July 2017 and the Adjustments to the Results Framework approved by the Council in December 2017.
2. The detailed achievements of all 32 projects funded in the previous phase (2014–2017) has been reported elsewhere.² This report covers 27 FMM-funded projects that implemented activities in 2018, directly contributing to the overall results chain of four out of the five FAO Strategic Objectives (SOs), namely, SO1, SO2, SO3 and SO4. The projects are linked to at least ten out of the 17 Sustainable Development Goals (SDGs).
3. In this annual report, the results achieved in these 27 projects, the lessons learned and challenges encountered in 2018 are briefly outlined. The FMM projects were supported by generous contributions to FAO from the governments of Sweden, the Netherlands, Belgium and Switzerland. This report does not include new contributions received in the new phase, except for a few bridging funds (2018–2021).

Main resource partners of the Flexible Multi-Partner Mechanism in 2018

The work reported here was largely an extension of the implementation of projects funded during the last phase (2014–2017), and some bridging funds supported by generous contributions to the FMM from the governments of **Sweden**, the **Netherlands**, **Belgium** and **Switzerland**.

4. In 2018, through two FMM projects (*Exclusive support to Voices of the Hungry*³ and *Support to Food Security Monitoring for Sustainable Development Goals - SDGs*⁴), FAO supported countries in comprehensive food security and nutrition analysis to inform SDG planning. Updated series of the "Prevalence of Undernourishment - PoU" (SDG indicator 2.1.1) and the "Prevalence of Severe Food Insecurity" based on the Food Insecurity Experience Scale (FIES)⁵ at country, regional and global levels were disseminated through FAOSTAT and FAO's flagship publication *The State of Food Security and Nutrition in the World 2018*.
5. The FMM launched an e-learning course on SDG indicator 2.1.2 (Prevalence of Moderate or Severe Food Insecurity) based on the FIES in early 2018. The course is composed of five lessons covering adaptation and inclusion of the FIES in national surveys, data analysis and communication of results. User-friendly tools have also been developed to assist countries to estimate SDG indicators 2.1.1 and 2.1.2.
6. The FMM also scaled up capacity development of national institutions to promote country ownership of the PoU and FIES methodologies through regional, sub-regional and national workshops and technical missions conducted in 2018.
7. An evaluation of "the Voices of the Hungry" project was carried out by the FAO Office of Evaluation and released in 2018 (available at www.fao.org/3/I9282EN/i9282en.pdf). The evaluation found that the FIES is a robust indicator to measure people's access to food. It is also considered to be more cost-effective and easier

Achievements of the Flexible Multi-Partner Mechanism in 2018

A total of 27 Flexible Multi-Partner Mechanism (FMM) projects were implemented, which directly contributed to the overall results chain of four of the five Strategic Objectives (SOs) of FAO, namely, SO1, SO2, SO3 and SO4, and directly addressed 10 out of the 17 Sustainable Development Goals (SDGs).

In addition, the FMM fulfilled its main principles consistent with its governance document.

- **Catalytic effect:** Most FMM projects achieved multiplier effects including mobilizing new funding, scaling-up of activities and garnering greater support from governments and donors;
- **Partnerships:** All projects consolidated existing partnerships and also developed new ones.
- **Capacity development:** Various capacity-building activities were implemented in nearly 70 countries.
- **Policy advice:** At least eight projects had a policy advice component with concrete results.
- **Gender mainstreaming:** Most projects have mainstreamed gender in their work. In total, 16 new country-level gender assessments were also finalized in 2018.
- **Innovations:** A number of FMM projects have piloted or demonstrated new products, approaches and ideas.

to include in national household surveys than other food and nutrition security (FNS) indicators.

8. The FMM also pursued the formulation of voluntary guidelines on FNS under the auspices of the Committee on World Food Security.⁶ The information base to support global policy discussions on sustainable food systems and healthy diets was expanded through the International Food Policy Research Institute (IFPRI) and the FAO Conference on Accelerating the End of Hunger and Malnutrition⁷, and the IFPRI-FAO Forum on Food Systems for Reducing Obesity and Overweight in Latin America and the Caribbean.⁸ Global political will and governance to leverage legislation, national budgets and improve policy implementation through the Global Parliamentary Summit were strengthened in 2018.⁹
9. The FMM project *Increase the Use of Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) among Civil Society Organizations (CSOs) and Grassroots Organizations*¹⁰ designed and developed a fully responsive mobile course in support of CSOs. An e-learning solution was designed according to a micro-learning strategy, one of the latest adult learning trends, that foresees the delivery of bite-sized contents that are manageable for the CSOs partners and easy to access from the field. The course has been published on the FAO e-learning platform and is available as a free public good.¹¹
10. The project supported a number of activities in 2018 to enhance the capacity of CSOs and grassroots organizations on the use of the VGGT. At the global level, the approach developed under the FMM was incorporated into several FAO programme activities such as the second phase of the VGGT Umbrella Programme

(for more information, please see <http://www.fao.org/3/a-i6820e.pdf>) and the Umbrella Programme for the Promotion and Application of the Sustainable Small-scale Fisheries (SSF) Guidelines.

11. In 2018, the project on *Sustainable Food and Agriculture (SFA)*¹² focused on national, regional and global level follow-up of activities including finalization of documents. One of the key outputs from this FMM project is the reference policy guide titled *'Transforming food and agriculture to achieve the SDGs: 20 interconnected actions to guide decision-makers'*, which was published in 2018 (available at <http://www.fao.org/3/I9900EN/i9900en.pdf>). This guidance document reinforced a common approach to integrated policy support, capacity building and strengthening partnerships to mainstream SFA in SDG implementation at the country level. It also underpinned FAO's support to the UN High-Level Political Forum on Sustainable Development in 2018.¹³
12. Another important spin-effect of FMM funding to the *Sustainable Food and Agriculture project* was the publication of the book *Sustainable Food and Agriculture: An Integrated Approach*, which was finalized in 2018 (available at <https://www.elsevier.com/books/sustainable-food-and-agriculture/campanhola/978-0-12-812134-4>). The analysis supported by FMM under the output on regional/global knowledge-sharing and learning draws upon leading experts from various disciplines to provide a comprehensive overview of the state-of-the-art thinking and proposals for sustainable food and agriculture.
13. In addition, the project provided support to the global event on 'Partnering and networking: Second International Symposium on Agroecology: Scaling up Agroecology to Achieve the SDGs'.¹⁴ A record 768 participants, including representatives from 72 governments, 350 non-state actors and representatives of six UN organizations attended the event. FAO presented the ten elements of agroecology as a guide to transitioning to sustainable agriculture and food systems.
14. Under the project *Integrated Landscape Management to Boost Food and Nutrition Security in Small Island Developing States (SIDS)*¹⁵, three demonstration plots were established in the selected schools in Samoa integrating conservation agriculture and improved sustainable land management (SLM) practices. The engagement of communities in the activities has resulted in community members joining the Samoa Farmers Association (SFA), guaranteeing support beyond the project.
15. Under the *Restoration of Degraded Lands*¹⁶ project, assessment of restoration opportunities was finalized in Cambodia in early 2018. This allowed creation of a shared vision on restoration options between the multiple stakeholders involved in the land-use sectors in Cambodia. In Guatemala, this project supported the government in the implementation of cross-sectoral dialogue mechanisms and raising awareness on the National Strategy for Restoration of Forest Landscapes. In Lebanon, a comparative analysis of barriers to large-scale implementation of forest and landscape restoration (FLR) was completed in 2018. This formed the basis for strengthening the capacities of the Lebanese Ministry of Agriculture to scale up FLR efforts in the country.
16. In the Philippines, the project organized a multi-stakeholder forum for knowledge sharing on forest landscape restoration for incorporation in the government's FLR action plan. In Rwanda, a cross-sectoral task force on sustainable agriculture and natural resources has been put in place as a think-tank mechanism for information sharing, advocacy, policy advice and coordination of different interventions aimed at enhancing sustainability of FLR efforts.

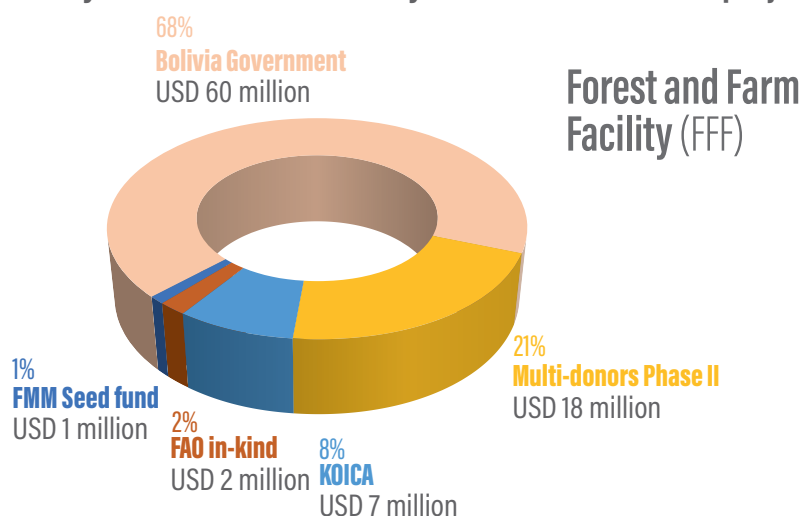
17. The project *Blue Growth Initiative in Support of Food Nutrition Security, Poverty Alleviation and Healthy Oceans*¹⁷ supported activities around four work streams: (i) development and implementation of methods, tools and policies for sustainable aquaculture development and intensification in Bangladesh, Sri Lanka and Viet Nam; (ii) identification of management options for water basins to coral reef ecosystems services in Kenya; (iii) improvement of the assessment and monitoring of fisheries resources and related policy advice in Cabo Verde, Madagascar and Seychelles; and (iv) development of seaweed farming and value chains in Kiribati, the Philippines and Saint Lucia. Communication materials were also produced to highlight the results of the FMM work including a booklet on *Achieving Blue Growth*, a briefing note on the inclusion of marginalized groups in Blue Growth (available at <http://www.fao.org/3/ca0268en/CA0268EN.pdf>).
18. Towards integration of agriculture in National Adaptation Plans (NAPs), three FMM projects (*National Adaptation Plans (NAPs) - CSA*¹⁸, *Building the Basis for Scaling up Climate Smart Agriculture*,¹⁹ and *Climate-Smart Agroforestry Systems for the Dry Corridor of Central America*²⁰) were implemented.
19. The *National Adaptation Plans* project, implemented in Malawi and Uganda contributed to the development of global knowledge products on climate change adaptation in agriculture. It also contributed to the final document entitled *Addressing Agriculture, Forestry and Fisheries in National Adaptation Plans (NAP-Ag) Supplementary Guidelines* (available at <http://www.fao.org/3/a-i6714e.pdf>). The NAP-Ag supports government commitments under the Paris Agreement on Climate Change and the SDGs.
20. Lessons learned from this project led to the development of a new FMM project titled *Integrated Nationally Determined Contributions (NDCs)–SDG implementation country support: Leveraging climate action and sustainable development through low-emissions and climate-resilient food and agriculture systems*. In Malawi, lessons and seed funding provided by this FMM project formed the basis for the **USD 17 million** NAP-Ag programme funded by the German Government under the International Climate Instrument (IKI) Initiative.
21. Uganda has successfully launched its National Adaptation Plan for the Agriculture Sector (NAP-Ag) in November 2018. The Uganda NAP-Ag framework presents 21 priority adaptation options in the key areas of crop production, livestock production, fisheries management, climate information, early warning and disaster preparedness, forestry, land and natural resources management, and research and knowledge management.
22. The project *Building the Basis for Scaling up Climate Smart Agriculture*, implemented in southern Africa and Viet Nam, provided the evidence-based information necessary to identify the set of packages appropriate for adopting CSA solutions. In 2018, two analyses of the potential for improving productivity, resilience and mitigation for livestock production intensification options were conducted in Zambia. In addition, a joint analysis of seasonality patterns in forages in Zambia and Western Africa was conducted to improve the representativeness of the assessments conducted with the Global Livestock Environmental Assessment Model. This feeds into the joint analysis of climate impact on pastures and livestock.

23. In 2018, two FMM projects (*Integrated Country Approach for Decent Rural Youth Employment*²¹ and *Enabling rural youth between 15 and 17 years of age to access decent work*²²) contributed to decent rural employment (DRE). In Guatemala, 500 youths benefited from access to agriculture support services and entrepreneurship opportunities through the Rural-Friendly Window model. Similarly, in Senegal a dedicated training package on rural entrepreneurship has been developed and used in six *Modèle d'Insertion des Jeunes Agro-entrepreneurs (MIJA)* platforms. The package includes tools for the development of business plans and guidance on rural entrepreneurship. As a result, 60 young agripreneurs have learned how to enhance their businesses. In addition, 90 other youths have been trained in agricultural production through the Farmer Field Schools approach.
24. Under the DRE scheme, the FAO Guidance note *Child Labour in Agriculture in Protracted Crises, Fragile and Humanitarian Contexts* was translated into French in 2018. The guidance note was designed to inform the broader development and humanitarian community. The FAO e-learning on child labour prevention and youth employment promotion was further developed, adapted and promoted in 2018.²³
25. In Lebanon, the joint FAO–United Nations Children’s Fund (UNICEF) study on ‘Child labour in agriculture’ was finalized in 2018. A qualitative study titled ‘Child labour in the Bekaa’ assessed the supply side of child labour in agriculture by Syrian refugees. In early 2018, the findings of these two studies were presented and endorsed during a session of the National Steering Committee to combat the Worst Forms of Child Labour in the implementation of the National Action Plan by the Ministry of Labour.
26. In Mali, the ‘Protect Children from Pesticides’ visual facilitator’s guide, originally developed in French was translated into the local language of Bambara in Mali (please see <http://www.fao.org/3/a-i3527f.pdf>). Similarly, in Uganda awareness has been raised and the capacity of national stakeholders was developed on preventing hazardous child labour. A visual guide focusing on the main risks children and youth are exposed to in the agricultural sector and how to mitigate these risks was developed in 2018 (please see <http://www.fao.org/3/a-i3527e.pdf>).
27. Under the project *Productive Investments to Create Decent Rural Youth Employment in Migration-Prone Areas in Senegal*²⁴ seven studies were conducted to collect information on migration, agriculture and rural livelihoods in 2018. The studies also identified all technical and financial support mechanisms for migrants in Senegal and provided a diagnosis of their organization, performance and impact.
28. Under the DIMITRA project: *Reduce Rural Poverty through Information, Participatory Communication and Social Mobilization for Rural Women, Men and Youth*²⁵ an impact study and stocktaking reports were completed. Results of the stocktaking study undertaken in the Democratic Republic of the Congo, the Niger and Senegal were published in 2018.
29. Between January and May 2018, the number of DIMITRA Clubs increased from 1 900 to 2 500. This dramatic increase is directly related to the decision made by country and regional projects to use the clubs as an empowerment, gender and community mobilization tool in their projects. More than 25 FAO country projects have incorporated the DIMITRA Club approach in several sub-Saharan African countries, working on different technical areas.

30. In 2018, the FMM project *"Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors"*²⁶ completed installation of electricity to operationalize three tomato processing units in Tigray, Ethiopia. In Ghana, the project installed a fish-smoking platform in Dzemeni, while in Côte d'Ivoire coaching and capacity development activities were completed. An e-learning training package on gender-sensitive value chains was also developed together jointly with the United Nations Institute for Training and Research (UNITAR) and made available online by March 2018.²⁷
31. The project *Global Initiative on Food Loss and Waste Reduction*²⁸ supported activities under the umbrella of Save Food. In 2018, the project held a training workshop on food loss assessment in Kenya, and developed indicators and a monitoring and evaluation (M&E) framework with the aim of helping the country to develop policies and strategies for food loss and waste reduction. Food loss assessment were also conducted in Zambia and Zimbabwe, contributing to the evidence on which to base the formulation of policies and strategies. A regional training of training on food loss assessment was also conducted in Cameroon with participants from Burkina Faso, Cameroon, Côte d'Ivoire and the Democratic Republic of the Congo.
32. Under the project *Developing Sustainable Food Systems for Urban Areas* (also called NADHALI)²⁹ implemented in Bangladesh, Kenya and Peru, the Rapid Urban Food Systems Appraisal Tool (RUFSA) (for more on the tool, see <https://edepot.wur.nl/468037>) was developed and tested in Nairobi, Dhaka and Lima. The project also established the food systems multi-stakeholder platform (MSP) in all three countries to support the RUFSA methodology. Workshops involving various stakeholders in food-related issues were organized to develop a common vision for the food systems strategy. The project developed the Food Charter in Lima, which was signed by the MSP members in 2018 (available at <http://www.fao.org/3/BU650es/bu650es.pdf>). The Development of the Food Systems Strategy has started in Lima and Nairobi. As at the end of 2018, in Nairobi a complete draft of the document had been developed. The FAO publication titled 'Sustainable Food Systems: Concept and Framework' was also completed in 2018 (available at <http://www.fao.org/3/ca2079en/CA2079EN.pdf>).
33. Through the project *Linking SDGs 1 and 2 through Pro-Poor Inclusive Value Chain Development in the Context of SIDS*, 10 Pacific Island countries were made aware of the World Programme for the Census of Agriculture 2020.³⁰ A workshop titled 'Planning and Conduct of Agricultural Census' was held in March 2018 in Fiji to build the capacity of experts from Fiji, Papua New Guinea and Samoa. The capacity of National Statistics Offices of Solomon Islands and Tonga were also strengthened to monitor SDG Target 2.1.
34. A section on 'Pacific Food Systems and Fisheries' was developed for the 2018 FAO State of Fisheries and Aquaculture (please see <http://www.fao.org/3/I9540EN/i9540en.pdf>). Case studies on the contribution of nearshore fish-aggregating devices to food security in the Marshall Islands and Samoa were completed, together with associated socio-economic surveys. Case studies were also developed and capacities built in Fiji, Samoa, Solomon Islands, Tonga and Vanuatu on contract-farming opportunities and instruments.

35. Through four FMM projects, namely (1) *Trade-Related Capacity Development in Eastern and Southern Africa*³¹, (2) *Trade-Related Capacity Development in Eastern Europe and Central Asia*³², (3) *Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean*³³, and (4) *Strengthening capacities, policies and national action plans on aquatic AMR*³⁴, FAO ramped up efforts to strengthen capacity of governments to design policies and programmes to facilitate trade.
36. Beyond the delivery of concrete results contributing to progress toward the realization of the SOs, the FMM has fulfilled its main functions in terms of catalytic effects, building partnerships, capacity development, policy advice, gender mainstreaming, innovation and cross-sectoral work consistent with its governance document.
37. FMM projects had strong catalytic and spin-off effects; relatively small projects led to complementary or wider projects and attracted additional financing from national or international sources. The *Forest and Farm Facility (FFF)* project is an excellent example of the snowballing effects of the FMM as a small “seed fund” (approximately USD 1 million), which helped to remove critical barriers and leveraged larger resources (**Figure 1**). As a result of the successful implementation of the pilot phase, the Forests and Farm Facility project secured an additional **USD 18 million** for Phase II (2018–2022). In Guatemala, FFF helped the FAO Country Representation to secure **USD 7 million** from the Korean International Cooperation Agency (KOICA) for three years (2019–2021).

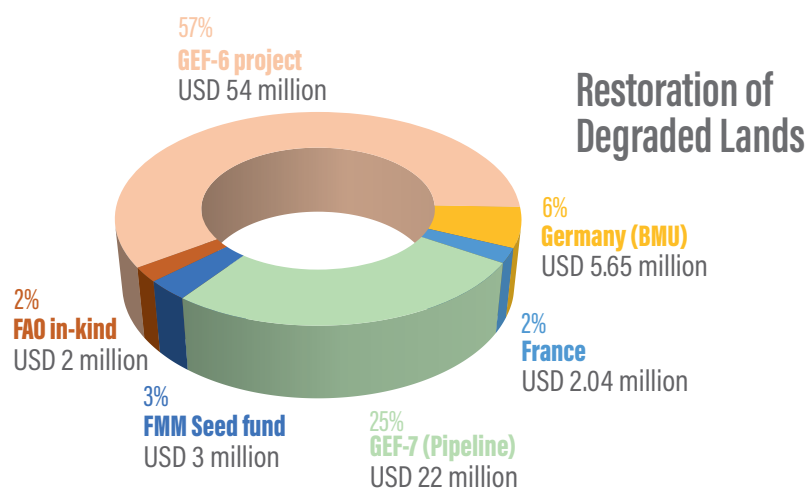
Figure 1.
Catalytic effect of seed money from FMM to the FFF project.



38. In like fashion, the **Restoration of Degraded Lands** project is a further excellent example of catalytic effect of FMM funding. FMM allocated USD 3 million as seed money to the **Restoration of Degraded Lands** project, which served to trigger important dynamics and as catalyst to leverage additional funds from both bilateral and multilateral donors (**Figure 2**). Such efforts led to the approval of the Global Environment Fund (GEF)-6 Thematic Program “The Restoration Initiative”

(TRI) in partnership with the International Union for the Conservation of Nature (IUCN) and UN Environment for a total amount of **USD 54 million** with “child projects” in ten countries. The Forest and Landscape Restoration Mechanism (FLRM) project supported the preparation phases of five national child projects submitted to the GEF Secretariat in December 2017 (for a total amount of **USD 24 million** in the Central African Republic, the Democratic Republic of Congo, Kenya, Pakistan and Sao Tome and Principe). In addition, the FMM supported the inception phase of the project funded by the French Facility for Global Environment (FFEM) for a total amount of **EUR 1.8 million** on “Restoration of Forests and Landscapes and Sustainable Land Management in the Sahel”. An additional **EUR 5 million** was mobilized from the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMUB) in support of the Paris Agreement in six countries. Additional pipeline resources from GEF-7 on restoration and food systems amounted to nearly **USD 22 million**.

Figure 2.
Catalytic effect of seed money from FMM to the Land Restoration project.



39. *Developing Sustainable Food Systems for Urban areas (or NADHALI)* is another example of a project with very good catalytic effects. Besides increasing interest among stakeholders, it has helped in mobilization of additional financial resources. In Dhaka (Bangladesh), a follow-up proposal based on NADHALI raised **USD 12.5 million** for a five-year project from the Dutch Government. In Nairobi (Kenya), a further project will start in 2019 with Italian government funding that will put in operation many of the actions recommended in the food system strategy. In addition, a three-year project worth **USD 2.1 million** was developed to include Kisumu in Kenya.
40. Several FMM projects consolidated the existing partnerships and also built new ones in 2018. Examples of FMM projects that have been particularly successful in building new partnerships include the *Blue Growth Initiative*, the *Integrated Country Approach for Decent Rural Youth Employment*, the *DIMITRA Clubs*, the *Agribusinesses and Agri-Food Chains* project and the *Global Initiative on Food Loss and Waste Reduction*.

41. In 2018, various capacity building activities were implemented in more than 70 countries empowering a wide range of stakeholders with skills and knowledge. New training materials, guidance documents and e-learning tools were developed or those developed in earlier years were adapted and made available to a wider audience.
42. At least eight FMM projects had a policy advice component with concrete results. Some projects also produced information and guidance products useful to inform policy-making.
43. Over the years, most projects have mainstreamed gender in their work, and a number of the projects implemented in 2018 had an explicit gender equity component. FMM projects also continued to support the generation and dissemination of gender-disaggregated data. In total, 16 country-level gender assessments were finalized in 2018, providing governments and development partners with an updated gender profile of agriculture and rural livelihoods. The FAO publication *Gender and ICTs – Mainstreaming gender in the use of information and communication technologies (ICTs) for agriculture and rural development* was also produced in 2018 (please see <http://www.fao.org/3/i8670en/i8670EN.pdf>).
44. One of the most significant impacts of the FMM-supported projects was the introduction of innovations. A number of FMM projects piloted or demonstrated new products, approaches and ideas in the implementing countries. Outstanding examples of innovations achieved by FMM projects in the reporting period are briefly described in section 4.1.6.
45. In conclusion, the FMM delivered on the results planned for 2018 and helped in demonstrating the value of a pooled funding mechanism. Some resource partners already renewed their commitments in the new phase of FMM. These include the governments of Belgium (2018–2020), Sweden (2018–2021) and Switzerland (2018–2019), and new partners have joined, namely France (2019) and Italy (2019). Other resource partners are also preparing or negotiating their new commitments. Accordingly, the FMM has been redesigned and repositioned as a more flexible funding instrument.

Introduction

46. The Flexible Multipartner Mechanism (FMM)³⁵ was launched in 2010 as the first instrument for a programmatic support to FAO's Programme of Work and its Members to achieve their development agendas. The FMM is FAO's main global mechanism for partners willing to contribute to a flexible, pooled and less earmarked funding in support of FAO's Strategic Framework. The governments of Sweden (2010–2021), the Netherlands (2010–2017) and Belgium (2013–2020) are the core contributors to the FMM and have continued to renew their commitments. The government of Flanders (region of Belgium) also funded the FMM during the first phase (2011–2013), and modest contributions were received from Switzerland in 2016 and 2018. The total contribution to the FMM from all resource partners during 2010–2017 was USD 75 million, of which 47 million was received for the last phase (2014–2017). To date, USD 27.5 million has been committed by FMM resource partners for the new phase (2018–2021). More countries are negotiating their commitments in the new phase.
47. The main objectives of the FMM are: (i) to support FAO's Programme of Work consistently, with the Organization's priorities including Corporate Areas for Resource Mobilization and Regional Initiatives; and (ii) to allow flexible and catalytic responses to agricultural, forestry and fisheries development priorities at global, regional and national levels, while establishing strong linkages between these levels. The FMM also has a number of other important roles, including (i) scaling up successful programmes and projects to replicate or expand their scope; (ii) reducing transaction costs; (iii) promoting capacity development, policy advice and partnerships; and (iv) providing support to country-level activities fully aligned with the United Nations Development Assistance Framework (UNDAF) and the Country Programme Framework (CPF).
48. The FMM was designed to enable FAO partners to make contributions that are less earmarked to a specific programme, but rather to priority programmes, thus giving FAO greater flexibility to allocate the funds where they are most needed. In particular, FMM provides funds to support the implementation of the Strategic Framework to achieve its Strategic Objectives (SOs) in support of the 2030 Agenda on Sustainable Development Goals (SDGs).
49. This pooled funding approach has stimulated cross-sectoral work within FAO, as well as synergies and more integrated work. Cross-sectoral work is a prerequisite to addressing global and multifaceted challenges, such as poverty, unemployment, climate change and sustainability in agriculture. In addition, the pooled funding approach adopted in the FMM has allowed FAO to support new programmes or projects, which the Organization believes are necessary but underfunded, show potential for transformative impacts.
50. Over the years, the FMM has supported 32 projects in over 75 countries and five regions, benefitting hundreds of thousands of people around the world. Taken together, the FMM has not only delivered substantial results in countries, but has also helped make FAO a more strategic organization, better equipped to support the SDGs and answer today's global challenges. In the 2014–2017 medium-term final report (please see <http://www.fao.org/3/ca2716en/CA2716EN.pdf>) and

the evaluation produced by FAO's Office of Evaluation (OED) it has been shown that the FMM has worked very well during its existence, and it has proven crucial to advance work in areas such as hunger eradication, poverty reduction, climate change and sustainability in production – areas all at the heart of FAO's work and the SDGs.

51. In this annual report, the progress made since the 2014–2017 medium-term final report, results achieved, lessons learned and challenges encountered in 2018 are briefly outlined. It must be noted that during this reporting period, most of the projects were on no-cost extensions and focused on wrapping up the activities, disseminating results and finalizing evaluations and analyses that were not completed in 2017. In some cases, the projects also helped in catalyzing resource mobilization and scaling up of some activities. In preparation of this report, great care was taken not to duplicate information presented in the 2014–2017 medium-term final report and also not to miss out on activities that were carried out in 2017 but not reported in the 2014–2017 report. FAO is pleased to present the results achieved in 2018 through this uniquely flexible funding mechanism in this report.

Overview of achievements in 2018

3.1. Contribution of the Flexible Multi-Partner Mechanism to corporate results

52. FAO's work in 2018 was guided by the Programme of Work and Budget (2018–2019) approved by the Conference in July 2017 and the Adjustments to the Results Framework approved by the Council in December 2017, as outlined in the Mid-Term Review Synthesis Report (2018). Building on the lessons learned during the Medium-Term Plan (MTP) 2014–2017, the results framework for the MTP 2018–2021 was further strengthened through the incorporation of SDG targets and indicators and through refinements at outcome and output level. The structure of this report follows this revised results framework.
53. The results framework comprises five SOs with indicators, outcomes with indicators and targets for the medium term (2018–2021), and outputs with indicators and annual and biennial targets for the 2018–2019 biennium. In 2018, a total of 28 FMM-supported projects (see **Annex 1** and **Annex 2** for details) were on-going in over 73 countries globally (**Annex 3**), directly contributing to the overall results chain of FAO's four Strategic Objectives, namely SO1, SO2, SO3 and SO4.
54. The first Strategic Objective (SO1) is **Contribution to Eradication of Hunger, Food Insecurity and Nutrition**. SO1 has four outcomes. The essence of the FAO strategy through SO1 is strengthening the commitment of all stakeholders to a food-secure world and supporting them in turning commitment to action.
55. Under SO1, the FMM supported three projects (see **Annex 1**). The first project, *Exclusive support to Voices of the Hungry*³⁶, contributed to Outcome 1.3, while the second project, titled *Support to Food Security Monitoring for SDGs*³⁷ contributed to Outcome 1.2. The third project, entitled *Increase the use of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests among CSOs and grassroots organizations*³⁸ contributed to Outcome 1.1.
56. SO2 (**Make agriculture, forestry and fisheries more productive and sustainable**) addresses the sustainable improvement of productivity in agriculture, forestry and fisheries and related services in the context of an increasingly stressed natural resource base due to increased competition for natural resources, environmental degradation and climate change. Under SO2, a total of seven FMM projects were implemented in 2018 (see **Annex 1**). Three FMM projects, namely *Sustainable Food and Agriculture*, *Building the basis for scaling up Climate Smart Agriculture* and *Climate-Smart Agroforestry Systems for the Dry Corridor of Central America* contributed to Outcome 2.1. Two FMM projects, namely *Integrated landscape management to boost food and nutrition security in SIDS* and *Blue Growth Initiative in Support of Food and Nutrition Security, Poverty Alleviation and Healthy Oceans* contributed to Outcome 2.1. The project *Restoration of Degraded Lands* contributed to Outcomes 2.2 and 2.4. The project *National Adaptation Plans* also contributed to Outcome 2.2.

57. SO3 (**Reduce rural poverty**) focuses on addressing the political economy of rural poverty reduction through a major emphasis on policy work, advocacy, stakeholder participation and partnerships through four outcomes³⁹. A total of 8 projects were implemented in 2018 under SO3 (see **Annex 1**). The project *Integrated Country Approach for Decent Rural Youth Employment (ICA)* and *Enabling Rural Youth between 15 and 17 Years of Age to Access Decent Work* contributed to Outcome 3.2. The project *Productive investments to create decent rural youth employment in migration-prone areas in Senegal* contributed to Outcome 3.1, 3.2, 3.3 and 3.4. The *DIMITRA* project and *Agricultural Services and Digital Inclusion in Africa* contributed to Outcome 3.1, while the project *Boosting the Decent Rural Employment* and *DIMITRA* work contributed to Outcomes 3.1 and 3.2. Similarly, the project *Strengthening Forest and Farm Producer Organizations (FFPOs) through Forest and Farm Facility* contributed to Outcome 3.2. The last project, *Expansion of Social Protection Coverage to the Rural Poor*, contributed to Outcome 3.3.

Highlights of main achievements

In 2018, a total of 27 Flexible Multi-Partner Mechanism (FMM) projects were on-going in 73 countries globally, directly contributing to the overall result-chain of FAO's four Strategic Objectives (SOs), namely, SO1, SO2, SO3 and SO4.

- The FMM projects directly addressed at least ten of the 17 Sustainable Development Goals.
- The FMM has been instrumental to the generation of several of FAO's global knowledge products and flagship publications including *The State of Food Security and Nutrition in the World 2018*.
- Some of the projects have resulted in catalytic effects including mobilization of additional resources million for scaling-up of FMM results.
- The FMM projects have also helped in consolidating existing partnerships and building new ones at the global regional and country levels in 2018.

58. SO4 (**Enable more inclusive and efficient agricultural and food systems**) has four outcomes⁴⁰. Agri-food systems are shaped by the way in which the involved actors, public-sector institutions and private sector enterprises respond to the challenges and opportunities created by changes in consumer demand. Through various FMM projects, FAO is working towards ensuring the transition to inclusive and efficient food systems through the sustainable use of available resources and engagement of smallholders and economically small countries to enhance the inclusiveness of the agri-food systems.

59. In 2018, a total of nine FMM projects were implemented under SO4 (see **Annex 1**). A total of seven projects, namely *Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS*, *Inclusive value chain development in Africa*, *Agribusinesses and Agri-Food Chains that are More Inclusive and Efficient are Developed and Implemented by the Public and Private Sectors*, *Developing Sustainable Food Systems for Urban Areas*, *Global Initiative on Food Loss and Waste Reduction*, *Strengthening capacities, policies and national action plans on aquatic AMR* contributed to Outcome 4.2. Three projects, namely *Trade-related Capacity*

Development in Eastern and Southern Africa, Trade Related Capacity Development in Eastern Europe and Central Asia and Support to the development of National Action Plans on AMR in Latin America and the Caribbean contributed to Outcome 4.1.

3.2. Thematic report of key achievements

60. In total, 27 FMM projects were ongoing in 2018, and all of them focused on finalizing pending activities for which commitments had been made. The results reported in this section were distilled only from individual FMM projects that had reported results in 2018, contributing to achievements of thematic areas under SO1-SO4.

3.2.1. Contribution to eradication of hunger, food insecurity and nutrition (SO1)

In 2018, the FMM Use the “Insert Citation” button to add citations to this document.

61. supported three projects under SO1 (see **Annex 1** for details), namely, *Exclusive Support to Voices of the Hungry*⁴¹, *“Support to Food Security Monitoring for SDGs”*⁴² and *“Increase the use of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) among CSOs and grassroots organizations”*⁴³.

3.2.1.1. ‘Voices of the Hungry’ and food security monitoring for SDGs

62. Assessing the levels of hunger and food insecurity is essential for developing and monitoring policies aimed at addressing this issue. Because no single indicator can account for the many dimensions of food and nutrition security, efforts to measure them have progressively led to the development of a variety of different indicators. As FAO’s new Strategic Framework was introduced in 2013, work began on the “Voices of the Hungry” (VoH) project as an effort to develop a global indicator that could be implemented by all member countries. The project name points to the Food Insecurity Experience Scale (FIES) methodology of asking people directly about their own assessment of their food security, but it also reflects the advocacy dimension of giving the food-insecure a voice.
63. The VoH project was implemented with the overall goal of improving policy and programme response to food insecurity through an improved monitoring of food insecurity by establishing a global standard for measuring the severity of food insecurity based on people’s self-reported experiences and applying the FIES at national levels to produce comparable indicators on the prevalence of food insecurity.
64. In 2018, this FMM project supported countries in comprehensive food security and nutrition analysis to inform national SDG planning. Updated series of the “Prevalence of Undernourishment” (SDG indicator 2.1.1) and the “Prevalence of Severe Food Insecurity” based on the FIES, at country, regional and global levels were disseminated through FAOSTAT and FAO’s flagship publication *‘The State of Food Security and Nutrition in the World 2018’* (SOFI) (please see <http://www.fao.org/3/i9553en/i9553en.pdf>). The report was launched in September 2018, but a substantial part of the work contributing to the SOFI 2018 was elaborated between January and May 2018 jointly with the International Fund for

Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and the World Health Organization (WHO).

65. The project also launched an e-learning course on SDG indicator 2.1.2 (Prevalence of Moderate or Severe Food Insecurity based on the FIES in early 2018. The course is composed of five lessons covering adaptation and inclusion of the FIES in national surveys, data analysis and communication of results. This tool was designed to build capacity development in member countries on the FIES methodology. The development of an e-learning course on the Prevalence of Undernourishment (PoU) was also launched in early 2018.⁴⁴ User-friendly tools were developed to assist countries to estimate SDG indicators 2.1.1 and 2.1.2.
66. The project also scaled up capacity development of national institutions to promote country ownership of PoU and FIES methodologies. In 2018, regional, sub-regional and national workshops and technical missions were conducted. In Zambia, a sub-regional advocacy and technical workshop was held in February 2018 for participants from 14 countries (Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, United Republic of Tanzania and Zimbabwe) plus the SADC office. Similarly, in Bangladesh a sub-regional advocacy and technical workshop was held in March 2018 for participants from six countries, including Bangladesh, Bhutan, Maldives, Nepal, Pakistan and Sri Lanka. For the Sahel region a sub-regional advocacy and technical workshop was held in April 2018 in Burkina Faso, and participants from Benin, Burkina Faso, Cabo Verde, Chad, Côte d'Ivoire, the Gambia, Guinea-Bissau, Guinea, Mali, Mauritania, the Niger, Senegal, Chad and Togo attended. Country-level workshops and technical meetings were also held in January 2018 in Viet Nam, in May 2018 in El Salvador, Pakistan and Panama, in August 2018 in Côte d'Ivoire, between October and December 2018 in Afghanistan, Cabo Verde, Colombia, Nepal and Thailand. In the Sudan and Tunisia, exploratory and technical missions were held between July and August 2018 to support the Arab Organization for Agricultural Development in building the capacities of the Maghreb countries for reporting on Food Security within the context of the SDGs. Exploratory and technical missions were also held in Bahrain in October 2018.
67. *The evaluation of the Voices of the Hungry (VoH) project*, carried out by FAO's Office of Evaluation, was released in the first quarter of 2018 (please see www.fao.org/3/I9282EN/i9282en.pdf). The main purpose of this evaluation was to assess the quality and relevance of the VoH project design and progress towards results in order to (i) provide accountability to FAO, its members, donors and other stakeholders; and (ii) provide evidence-based recommendations for improving project implementation. The evaluation was conducted with the objective of (i) assessing the relevance, soundness and effectiveness of project interventions; and (ii) identify opportunities and challenges for its continuation.
68. The evaluation found that (i) FIES is a robust and cost-effective indicator to measure people's access to food; (ii) FEIS is a household-level indicator for monitoring access to food based on people's experience; (iii) discrepancies between FIES and PoU require clarification, and questions remain about what the moderate end of the scale actually measures in some countries; (iv) VoH has been very effective in achieving its desired results, especially at the output and

outcome levels. By 2018, 22 countries had already incorporated FIES into their national household surveys.

69. One of the challenges identified is insufficient communication, especially with non-statisticians, which limits broad political acceptance and policy uptake of FIES. The evaluation recommended that FAO should adopt a corporate strategy to better communicate FIES in policy circles and among the general public.

3.2.1.2. Voluntary Guidelines on the Responsible Governance of Tenure

70. The project *Increase the use of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) among CSOs and grassroots organizations*⁴⁵ was implemented between 2014 and 2018. The objectives of the project were to (i) increase understanding on the VGGT among CSOs and grass roots organizations to boost their contribution to the multi-stakeholder platforms; (ii) strengthen partnerships for the wider application and implementation of the VGGT at all levels; (iii) test the technical guide on the “People’s Manual”; (iv) assemble and build on the feedback received on the above technical guide; and (v) raise awareness, and train CSOs on materials complementary to the VGGT, such as the technical guide for gender-equitable governance of land tenure.
71. The VGGT provided countries with a framework for best practices in tenure-related policies, laws, regulations, strategies and practices. For example, the VGGT helped ensure gender-sensitive implementation in the context of food security in Liberia and Sierra Leone.
72. In terms of capacity building tools on the use of VGGT, many of the activities were finalized in 2017. For dissemination of the learning guide and information, a handout was printed in 2018. The capacity development material was also shared with the Bringing Organizations & Network Development, Oxfam Novib in Chad, the *Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel*, the European Union Land Governance Programme, the Responsible Investment in Agriculture and Food Systems (RAI) team at FAO headquarters, the Forest and Farm Facility, participants of the VGGT/SSF Stocktaking Meeting and the Association of the Governance of Land, Water and Natural Resources (AGTER) in 2018.
73. This project also designed and developed a fully responsive mobile course in support of CSOs to enhance capacities on the VGGT. The e-learning solution was designed according to a micro-learning strategy, one of the latest adult learning trends, that foresees the delivery of bite-sized content nuggets that are manageable for the CSO partners and easy to access from the field.⁴⁶ This solution allows the course materials to be accessible through personal computers, tablets and smart phones and readily available for the target audience.
74. In addition, a number of activities were supported in 2018 in each region. In West Africa, support for policy dialogue related to the governance of tenure of natural resources between CSOs and the regional institutions continued in 2018 with additional funds from the FAO regular programme. Specifically, four Training-of-Trainer (ToT) events were carried out in four countries, including the

Niger and Nigeria, and one regional dialogue in West Africa was implemented involving CSOs and representatives from the Economic Community of West African States (ECOWAS). In Asia, Village Focus International from the Lao People's Democratic Republic carried out a presentation on the VGGT to the Lao Forest Law Enforcement, Governance and Trade CSO network. In Central Asia, a sub-regional workshop for CSOs was organized to further develop the capacity of CSOs and grassroots organizations and to intensify and foster VGGT dissemination and an exchange of experiences. The workshop was held in 2018 in Kyrgyzstan with FAO Regular Programme Funds. A total of 48 CSOs representatives from Armenia, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkey, Turkmenistan, Ukraine and Uzbekistan participated. The workshop also resulted in the development of a sub-regional platform of CSOs willing to continue working together.

75. In Kyrgyzstan, capacity building was carried out by the Nomadic Livestock Keepers' Development Public Fund. In Mongolia, additional funds were secured in order for the project to adapt the Learning Guide to the pastoralist context and carry out four ToTs at local level to test and finalize the guide in 2018. A total of 133 people from four regions participated in the ToTs. Furthermore, requests were made for simplified material related to pastoralism. In Nepal, a capacity-development workshop was held in November 2018 by the Self-Employment Women's Association to lead a five-day VGGT for 20 women community-forestry users. In Sierra Leone, the Organization Culture Radio FM104.5 produced and broadcast four radio programmes on understanding the New Land Policy of Sierra Leone, registration of land right, land use planning and the VGGT. Culture Radio also produced a documentary on the VGGT and the New Land Policy for two television stations. The documentary and the radio programmes were broadcasted in 2018, reaching an estimated 2.5–3 million people.
76. In Colombia, one ToT was carried out in January 2018 on the VGGT in Viotá – Cundinamarca with the participation of 25 representatives of social organizations. One sensitization workshop was held for 25 participants with government entities on the opportunities of the VGGT for institutional management in the context of conflicts over land use and tenure rights in Bogotá. One sensitization workshop involving 40 participants was also held in February 2018 for communities and CSOs representatives in El Cocuy and La Paya national parks.
77. The document *Capitalization on activities conducted under the Belgium project 1st phase* and the *Case Study Template* were also finalized in 2018. In addition, 17 country factsheets were published online in Colombia, Côte D'Ivoire, Guatemala, Guinea, Indonesia, Kyrgyzstan, Liberia, Malawi, Mali, Mauritania, Mongolia, Myanmar, Nepal, the Niger, the Philippines, Senegal, Sierra Leone, South Africa and Uganda. These factsheets provide background information focusing on the activities undertaken in the country and the impact of these activities on the overall national processes for tenure security, as well as links to other important initiatives taking place in the country on VGGT and tenure issues in general.
78. In terms of supporting national multi-stakeholder platforms, the following activities were achieved: in Mali, FMM support to CSOs and multi-actor initiatives has proven successful in ensuring VGGT-guided inputs to national debates for the implementation of the newly promulgated Agricultural Land Law that

introduced innovations inspired by VGGT principles and also for the current National Land Reform process. The FMM supported the activities of the working group of the multi-actors platforms focused on implementing decrees on the land commissions that were adopted by the Cabinet in March 2018.

79. In Mongolia, the People Centered Conservation PCC facilitated the working group functions and identified their needs in order to mainstream the VGGT in the country. A three-day multi-stakeholder workshop was held in April 2018 to increase the multi-stakeholder platform engagement. The meeting saw the participation of 53 participants from the national and local government, CSOs, research institutes, international organizations and projects and private sector.
80. In Colombia, ToTs were conducted for CSOs and sharing of experiences undertaken in order to improve local-level land governance processes for planning and enhance CSO knowledge and engagement in ongoing national tenure processes.

Lessons learned from SO1-related FMM projects

81. The awareness-raising activities were effective in capacitating government departments and CSOs in the use of the voluntary guidelines. In addition, the capacities gained were key to ensuring an inclusive dialogue in the multi-stakeholder platforms and other ongoing processes. The strengthening of CSO networks on governance of tenure also empowered CSOs in engaging in dialogue with the government and providing meaningful inputs to tenure policies and legislation.
82. The capacity built during the FMM project had a multiplier effect leading to new activities and dissemination of knowledge at country level. The capacity development workshops also resulted in increased collaboration between organizations attending national and regional capacity-development activities. Direct exchange of concerns, experiences and possibilities for solutions among the participants also created the need and desire to create spaces where the collaboration between organizations could continue after the workshops.

Challenges faced

83. The FIES and PoU methodologies are technically challenging for many statistics professionals to learn, wherefore follow-up, remote assistance and good training materials are needed.
84. Given the highly political nature of hunger and food security data, countries are sometimes reluctant to disseminate figures.

3.2.2. Making agriculture, forestry and fisheries more productive and sustainable (SO2)

85. In 2018, a total of seven projects were implemented under SO2. These projects fall under five broad areas: (1) Sustainable Food and Agriculture; (2) Integrated Landscape Management; (3) Blue Growth; (4) Land Conservation and Restoration; and (5) Climate Change Adaptation.

3.2.2.1. Sustainable food and agriculture

86. In 2014, FAO launched the common vision on “*Sustainable Food and Agriculture*” (SFA) to address sustainable development in agriculture, forestry and fisheries. The SFA has identified five interconnected principles for integration of sustainability in food and agriculture and for integrating different subsectors (available at <http://www.fao.org/3/a-i3940e.pdf>). The five SFA principles are (i) Increase productivity, employment and value chain in food systems; (ii) Protect and enhance natural resources; (iii) Improve livelihoods and foster inclusive economic growth; (iv) Enhance the resilience of people, communities and ecosystems; and (v) Adapt governance to new challenges. These principles balance the social, economic and environmental dimensions of sustainability in agriculture, and provide a basis for developing policies, strategies, regulations and incentives to guide the transition to sustainability, while promoting resilience through an adaptive response to shocks and opportunities.
87. The SFA offers ways to explicitly address the trade-offs and synergies that are associated with sustainability. Over the years, SFA has helped to facilitate multi-stakeholder policy dialogues, understanding and application at country-level of adopting integrated and multisectoral approaches at ecosystem level. The SFA implementation was piloted in Bangladesh, Morocco and Rwanda through the project *Sustainable Food and Agriculture*⁴⁷ between August 2014 and May 2018.
88. In 2018, work under this project focused on national, regional and global-level follow-up of activities, including finalization of the reference/guidance document on “*Transforming food and agriculture to achieve the SDGs: 20 interconnected actions to guide decision-makers*” (for the full document, please see <http://www.fao.org/3/I9900EN/i9900en.pdf>). Presented in the context of the Council, the Committee on Fisheries (COFI), the Committee on Forestry (COFO) and the Committee on Agriculture (COAG), this reinforced a common approach to integrated policy support, capacity building and strengthened collaborative partnerships, so as to mainstream sustainable food and agriculture in SDG implementation at country level. It also underpinned FAO’s support to the UN High-Level Political Forum on Sustainable Development 2018.
89. 89. The development of the book “*Sustainable Food and Agriculture: An Integrated Approach*” was also finalized in 2018. The analysis was supported by FMM under the output on regional/global knowledge sharing, and learning draws upon leading experts from various disciplines to provide a comprehensive overview of the state-of-the-art thinking on proposals for sustainable food and agriculture.
90. The FMM provided support to the global event on “Partnering and networking: Second International Symposium on Agroecology: Scaling up Agroecology to Achieve the SDGs”⁴⁸. A record 768 participants, including representatives from 72 governments, 350 non-state actors and representatives of six UN organizations attended the event. FAO presented the ten elements of agroecology as a guide to transitioning to sustainable agriculture and food systems. In addition, UN partners jointly launched the Scaling Up Agroecology Initiative, to be implemented with multi-stakeholder partners over the next ten years (available at <http://www.fao.org/3/I9049EN/i9049en.pdf>). In preparation for the Symposium, FAO conducted an analysis of its work plan and projects.

The analysis showed that eight percent of FAO's results planned for 2018–2019 are directly contributing to agroecological transitions at one or multiple levels. Even more significantly, a further 47 percent of FAO's work could be shaped or modified in some way to contribute directly to scaling up agroecology.

3.2.2.2. Integrated landscape management

91. Integrated landscape management (ILM) is the management of production systems and natural resources in an area large enough to produce vital ecosystem services and small enough to be managed by the people using the land and producing those services.⁴⁹ Integrated landscape management is an innovative approach to land management that reduces land use conflicts, empowers communities, and achieves development objectives at the landscape scale. The ILM approach is built on the principles of participation, negotiation and cooperation. As such, it requires long-term collaboration among diverse groups of land managers and stakeholders to achieve their multiple objectives and expectations within the landscape for local livelihoods, health and well-being.
92. The FMM project *"Integrated landscape management to boost food and nutrition security in SIDS (Fiji and Samoa)"*⁵⁰ was implemented under ILM between September 2015 and May 2018. Small Island Developing States (SIDS) generally struggle with high levels of unemployment and poverty and rely heavily on food imports. Because people's livelihoods in SIDS depend heavily on fisheries, tourism and crop production, climate change has the potential to increase vulnerabilities and derail the development progress made over recent years. Recognizing the disproportionate burden that climate change places on SIDS, this FMM project was implemented in Fiji and Samoa in 2014–2018 with the objectives of improving land management and land-use practices in the context of increasing access to food security and nutritious food. The project also aimed to increase awareness on importance of nutritious food and building capacities of key government departments and farmers on best integrated land management practices that support food security and promote nutritious food.
93. In 2018, three demonstration plots were established in selected schools in Samoa integrating conservation agriculture and improved SLM practices. Activities were not implemented in Fiji following a budget revision and a revised accelerated delivery plan. The engagement of communities in the activities resulted in community members joining the Samoa Farmers Association, thus guaranteeing support beyond the project.

3.2.2.3. Land conservation and restoration

94. Deforestation and landscape degradation is a problem worldwide. Around 13 million hectares of forest were converted to other land uses or lost through natural causes each year from 2000 to 2010. Continued landscape degradation constitutes a serious obstacle to eliminating poverty and hunger, maintaining biodiversity, and to the ability of farmers and local communities to adapt to the impacts of climate change. This process of land degradation is also increasing competition for scarce natural resources, and it threatens people's livelihoods, well-being, food, water and energy security and the resilience capacity of both people and natural ecosystems.

95. FAO established the Forest and Landscape Restoration (FLR)⁵¹ mechanism during the 22nd Session of the Committee on Forestry in June 2014. The FLR aims to help countries meet their ambitious pledges to restore degraded lands made under the Bonn Challenge⁵² (a global commitment to restore 150 million hectares of degraded land by 2020) and related regional processes. The FLR Mechanism is built on the advantages of FAO as a UN agency with expertise and experience in several of the land-use sectors and its extensive network of country, sub-regional and regional offices. The FLR mechanism aims to contribute to scaling-up, monitoring and reporting on FLR activities to the level needed to meet the Bonn Challenge and Aichi Biodiversity targets, particularly Target 15.
96. From 2014 to 2018, the project *Restoration of Degraded Lands*⁵³ was implemented with the objectives of (1) facilitating the planning and implementation of large-scale FLR programmes at country-level and in pilot areas in Cambodia, Guatemala, Jordan, Peru and Rwanda; (2) supporting resource mobilization for the financing of FLR projects; and (3) developing monitoring, assessment and evaluations tools and guidelines for FLR projects and programmes and encourage their use. The project feeds into FAO's Umbrella Programme titled **Implementation of the FLR Mechanism**, and most of its activities were developed in partnership with key global initiatives on FLR such as the Global Partnership on Forest and Landscape Restoration.
97. In the above context, the FMM-funded project facilitated the planning and implementation of large-scale national programmes in Cambodia, Guatemala, Lebanon, Peru, the Philippines and Rwanda. It also supported the development and implementation of restoration and sustainable landscape-management efforts at the global and regional levels through knowledge management, outreach, resource mobilization and the development of monitoring and evaluations tools and guidelines for FLR projects and programmes.
98. In Cambodia, the assessment of restoration opportunities was finalized in early 2018 with the support of the FLR, based on an integrated and multisectoral approach named Restoration Opportunities Assessment Methodology. This allowed creation of a shared vision on restoration options between the multiple stakeholders involved in the land-use sectors in Cambodia. The comparative analysis of policies and legislations also allowed Cambodian partners to clarify the role and responsibilities of the different stakeholders for the implementation of FLR efforts both at national and landscape levels.
99. In Guatemala, the FMM project supported the government in the implementation of cross-sectoral dialogue mechanisms through the organization of workshops aimed at raising awareness on the National Strategy for Restoration of Forest Landscapes.
100. In Lebanon, a comparative analysis of barriers to large-scale implementation of FLR was conducted in 2018. This allowed to strengthen the capacities of the Ministry of Agriculture to scale up FLR efforts in the country. Field actions on the ground in pilot sites also allowed showcasing innovative restoration models at local level during the first semester of 2018.

101. In the Philippines, a multi-stakeholder forum was co-organized by the Department of Environment and Natural Resources (DENR) Forest Management Bureau, which provided a forum for knowledge sharing on forest landscape restoration for incorporation in the government's FLR action plan.
102. In Rwanda, a cross-sectoral task force on sustainable agriculture and natural resources has been put in place as a think-tank mechanism for information sharing, advocacy, policy advice and implementation and coordination of different interventions aimed at strengthening and enhancing sustainability of FLR efforts in Rwanda. The Rwandan Government has committed to restoring two million hectares of degraded land by 2020 as its pledge for the Bonn Challenge.



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3.2.2.4. Blue Growth Initiative

103. The Blue World – the world’s marine and freshwater ecosystems – provides essential ecosystem services, biodiversity, food and livelihoods for hundreds of millions of people. The concept of a “blue economy” came out of the 2012 Rio+20 Conference, and it is based on the premise that healthy ocean ecosystems are more productive and a must for sustainable ocean-based economies. The goals of the Blue Growth Initiative (BGI) are to maximize economic and social benefits while minimizing environmental degradation from these sectors. These goals are closely aligned with the 2030 Agenda for Sustainable Development, particularly SDG 14.
104. Between January 2015 and December 2018 the FMM project “*Blue Growth Initiative in Support of Food Nutrition Security, Poverty Alleviation and Healthy Oceans*”⁵⁴ was piloted in Barbados, Cabo Verde, Madagascar, Seychelles, and Sao Tome and Principe. The project supported activities around four streams of work: (i) development and implementation of methods, tools and policies for sustainable aquaculture development and intensification in Bangladesh, Sri Lanka and Viet Nam; (ii) identification of management options for water basins towards coral reef ecosystems services in Kenya; (iii) improvement of the assessment and monitoring of fisheries resources and related policy advice in Cabo Verde, Madagascar and Seychelles; and (iv) development of seaweed farming and value chains in Kiribati, the Philippines and Saint Lucia. In 2018, a Blue Growth Dialogue was conducted in Madagascar with a range of stakeholders, including the aquaculture sector, who agreed to continue the dialogue.
105. Efforts for aquaculture intensification including seaweed farming were scaled up and expanded in the Caribbean through a workshop targeting small and medium-sized enterprises, which was well received by participants in terms of improving practices and product quality. Workshops were held in the Caribbean and Pacific to improve fisheries and aquaculture ministries’ access to Green Climate Funds. As a result, one proposal from each region is being formulated.
106. In the present reporting period, communication materials were also produced to highlight the results of the FMM work, including a booklet on *Achieving Blue Growth*, a briefing note on the inclusion of marginalized groups in Blue Growth (available at <http://www.fao.org/3/ca0268en/CA0268EN.pdf>). Presentations on Blue Growth were made at various meetings and events, including the Blue Week in Sao Tome and Principe and the Brussels Seafood Forum in Belgium, to engage the private sector. Preparatory meetings for a Blue Growth Dialogue with relevant line ministries of Bangladesh were also negotiated to take place in early 2019.

3.2.2.5. Climate change adaptation

107. The Plan of Action of the FAO Climate Change Strategy is an integral part of the Strategic Framework and Medium-Term Plan (available at <http://www.fao.org/3/a-i7175e.pdf>). Agriculture’s role in adapting to and mitigating climate change has gained prominence in recent years. The FAO Climate Change Strategy guides the Organization’s actions towards achieving three mutually reinforcing outcomes: (a) enhanced national capacity on climate change through

provision of technical knowledge and expertise; (b) improved integration of food security and nutrition, agriculture, forestry and fisheries-related considerations within the international agenda on climate change; and (c) strengthened coordination and delivery of FAO's work.

108. FAO has been supporting countries to ensure the achievement of the Paris Agreement through climate action in the agriculture sectors, giving emphasis to the Nationally Determined Contributions (NDCs) of member states. The integration of agriculture in National Adaptation Plans (NAPs)⁵⁵ requires significant efforts in terms of capacity building and policy advice. Towards that end, three FMM projects were implemented during 2014–2018. These were the *National Adaptation Plans (NAP) – CSA*⁵⁶, *Building the Basis for Scaling up Climate Smart Agriculture*,⁵⁷ and *Climate-Smart Agroforestry Systems for the Dry Corridor of Central America*⁵⁸.
109. The *National Adaptation Plans* project was implemented in Malawi and Uganda from Aug 2014 to May 2018. In both countries national policy dialogues have been established to identify the main issues of the agricultural sectors to be integrated into NAPs. FAO provided policy advice and crucial support to ensure that agriculture is part of the processes for adaptation to climate change.
110. In 2018, the above-mentioned FMM project contributed to the development of global knowledge products on climate-change adaptation in agriculture. It also contributed significantly to the final document titled *Addressing agriculture, forestry and fisheries in National Adaptation Plans (NAP-Ag) Supplementary Guidelines* (available at <http://www.fao.org/3/a-i6714e.pdf>). This project also developed and launched a user guide for the Knowledge Tank for agriculture sectoral adaptation to climate change, now containing over 140 serialized information materials.⁵⁹
111. In 2018, lessons learned from the original FMM project gave rise to the development of a new FMM project titled *Integrated NDC-SDG implementation country support: Leveraging climate action and sustainable development through low-emissions and climate-resilient food and agriculture systems*.
112. Activities in Malawi were wrapped up with a development of a case study titled *Strengthening capacities for climate change impact assessment and modelling on the agricultural sectors: Applying MOSAICC methodology for national adaptation planning in Malawi*. This case study will be formally launched in 2019 and provides a bridge to the NAP-Ag case-study series. The USD-17-million NAP-Ag programme, funded by the German Government under the IKI initiative and jointly implemented by FAO and the United Nations Development Programme (UNDP), was built on the seed funding and early lessons provided by this project.
113. With support from the FMM programme, and the larger NAP-Ag programme, Uganda successfully launched its National Adaptation Plan for the Agriculture Sector (NAP-Ag) in November 2018. The Uganda NAP-Ag framework presents 21 priority adaptation options in the key areas of crop production, livestock production, fisheries management, climate information, early warning and disaster preparedness, forestry, land and natural resources management, and research and knowledge management. The NAP-Ag strongly links to government commitments under the Paris Agreement on Climate Change and the SDGs.

114. The project *Building the Basis for Scaling up Climate Smart Agriculture* was implemented from December 2014 to May 2018 in southern Africa and Viet Nam. This project provided the extended evidence base necessary to identify the set of packages most appropriate for adopting CSA solutions, including crop, trees and other agroforestry-related options and livestock practices. Part of the project focused on understanding the trade-offs and synergies between crop diversification and livestock intensification strategies under climate change, and barriers and drivers of adoption.
115. In 2018, two analyses of the potentials for improving productivity, resilience and mitigation for livestock production intensification options were conducted. Field trials on crop–livestock integration at the University of Zambia have been carried out for a second season. The trials were designed to provide evidence on synergies between crops and livestock and how to avoid competition for the use of crop residues while improving use of manure as fertilizer. In addition, a joint analysis of seasonality patterns in forages in Zambia and Western Africa was conducted to improve the representativeness of the assessments using the Global Livestock Environmental Assessment Model.⁶⁰ This feeds into the joint analysis by FAO’s Animal Production and Health Division (AGA) and the Climate and Environment Division (CBC) of climate impact on pastures and livestock. Analysis of the impact of climate change on agriculture was also conducted using the Modelling System for Agricultural Impacts of Climate Change (MOSAICC).⁶¹
116. In Malawi, a half-day technical workshop was held to share with national stakeholders the results of future climate scenarios and crop yield. In Zambia, support was provided to the national climate and crop team (University of Zambia, Mulungushi University, Zambia Meteorological Department and Zambian Ministry of Agriculture) for completing the analysis and advancing the technical report on crop yield projection under future climate scenarios. The team consolidated the crop production data for all the crops, and completed the analysis of the historical yield trend in 2018.
117. The FMM project *“Climate-Smart Agroforestry Systems for the Dry Corridor of Central America”*⁶² was implemented in Mesoamerica, Guatemala and Honduras from November 2014 to May 2018. The objective of the project was to support the scaling-up of the *Kuxur rum* and *Quesungual* systems and sustainable natural resources management practices in the dry corridor of Guatemala and Honduras.
118. A revised manual titled *‘Silvopastoral systems in Honduras as an alternative to improving livestock’* was produced. Capacity-building workshops were held in Choluteca, Honduras, with participation of 30 people from public and academic institutions, municipalities and producers’ guilds. A total of 39 ferro-cement water harvesters were built, 25 *banqueo* systems were installed for drip irrigation and 200 *ecofogones* were built in Honduras. A total of 491 families planted orchards and received training in best practices in agroforestry, and soil and water management. A total of 425 participating families were trained in integrated management of orchards and agroforestry practices.

Lessons learned from SO2-related projects

119. Among the key lessons learned in 2018, supporting countries on NAPs has been instrumental in defining how FAO can support countries in medium to long-term policy formulation, adaptation planning and budgetary aspects. Another important lesson was that implementation of SFA can be easier to initiate at sub-national level around issues of sustainability that are already identified and where a clear willingness of the local authority to address them exists.

Challenges faced

120. One of the greatest challenges faced in 2018 was the coordination of the multiple ongoing climate and development planning processes, in particular related to NAPs, SDGs and NDCs. The NDC and SDG agendas were generally defined and advanced separately or under distinct national coordination frameworks and led by different institutions. As a result of this separation between planning and implementation tracks, there is relatively limited alignment and synergy between the specific climate actions supporting the NDCs and the national targets underpinning the SDGs. Countries face three main challenges when moving from NDC planning to implementation: (i) lack of available data and evidence to support decision-making; (ii) weak institutional capacity to integrate climate and agriculture priorities within national policy frameworks and budgeting processes; and (iii) limited technical capacity to identify and prioritize climate mitigation and adaptation options and to monitor the progress of their implementation.
121. Similarly, the country-driven approach of the 2030 Agenda presents new planning and monitoring challenges in the agriculture sectors when national and sub-national information systems and approaches are not harmonized and human and technical resources are limited in handling the weight of 230 indicators.
122. In the case of FLR, the duration and the total amount of funds available were not sufficient to implement the planned actions. For example, the funds available for each country did not allow for the development of large-scale restoration efforts in the selected pilot areas.

3.2.3. Reducing rural poverty (SO3)

123. A total of eight projects were implemented under SO3 in 2018. These projects fall under the following broad areas: (1) Decent Rural Employment; (2) Productive Investment on Migration; (3) Women Empowerment and Social Mobilization; (4) Forest Farm and Farmer Organization; (5) Social Protection; and (6) Digital Inclusion. The key results recorded in 2018 under each broad area are briefly presented below.

3.2.3.1. Decent rural employment

124. Over three quarters of the world's poor live in rural areas and many of them depend on agriculture to make a living. More and better employment opportunities will need to be created for rural populations to fight against hunger and poverty and for creating more prosperous livelihoods for the

population at large. Workers with insecure jobs and those subject to hazardous working conditions tend to be less productive and risk their health, which may trap them and their families in poverty. FAO defines decent rural employment (DRE) as work that provides a living income and reasonable working conditions.⁶³ DRE being central to its mission, FAO actively supports countries to promote decent employment in agriculture and in rural areas.

125. In 2018, two FMM projects contributed to DRE. These were (1) *Integrated Country Approach for Decent Rural Youth Employment*⁶⁴ and (2) *Enabling rural youth between 15 and 17 years of age to access decent work*⁶⁵.
126. Through its Integrated Country Approach (ICA)⁶⁶, FAO supports member states in the restructuring of the agricultural sector and the diversification of the rural economy to become more effective in creating better jobs in rural areas, with a particular focus on the youth as beneficiaries. At the global and regional levels, ICA contributes to development and sharing of knowledge, lessons learnt and good practices, as well as to influencing regional and global initiatives on agricultural development. At the country level, the main objective of ICA is to enhance the employment content and youth focus of policies and programmes for agricultural and rural development. In particular, ICA contributes to increasing global knowledge about the differentiated needs of rural youth and how the rural transformation process can create pathways out of poverty.
127. The ICA project supported by FMM is the second phase of a project implemented from 2011 to 2014 in Malawi and the United Republic of Tanzania. The ICA project aimed to provide strategic support to member states in this regard. Lessons learned from the previous phase have been documented in a case study focussing on the need to: (i) identify selected entry points for policy advice; (ii) conduct careful scoping exercises and map champions, including youth organizations; and (iii) invest in more cost-effective modalities such as e-learning courses (for more information, please see <http://www.fao.org/3/CA2165EN/ca2165en.pdf>). The project directly supported the development and implementation of the FAO Regional Office for Africa (RAF) Special Programme on *Youth Employment: enabling decent agriculture and agri-business jobs*. While the majority of the activities under ICA were carried out in 2017, activities continued and products were finalized and disseminated in 2018. Therefore, only the key results achieved in 2018 are summarized below.
128. In Guatemala, following the launch of the Rural-Friendly Window model, 500 youth benefited from access to agriculture support services and entrepreneurship opportunities (for more information, please see <http://www.fao.org/3/a-i7674e.pdf>). Of these, 20 percent accessed labour orientation or direct training support, 50 percent received external training offered by partners, 5 percent found a job and 14 percent are receiving technical support to start or strengthen their business. Following the launch of **ChispaRural**, a virtual hub where rural youth can access up-to-date information on opportunities and resources offered by different suppliers, as well as practical tools and inspirational stories of young agripreneurs, the project continued testing the service that responds to the needs of more than 1 500 young people and rural service providers in the department of San Marcos. Factoria del emprendimiento, a business laboratory helping youth to start up community-centred small and medium enterprises was launched with a territorial development approach (Box 1).

Box 1.

Success story

Factoria del Emprendimiento, a business laboratory in Guatemala

FMM/GLO/100/MUL

Recent out-migration from Guatemala is one of the dramatic examples of decades of human movement. A variety of factors are driving this migration. For example, in Quetzaltenango, a region with one of the country's highest rates of outward migration, the lack of jobs and low coffee production have crippled employment opportunities. San Marcos, Huehuetenango and Totonicapán are migration-prone departments of the Quetzaltenango region.

Factoria del Emprendimiento is a business laboratory and initiative supported by the Flexible Multi-Partner Mechanism to help youth with starting up community-centred small and medium enterprises. It was launched with a territorial development approach. In 2018, the initiative has provided a three-month training programme on entrepreneurial skills and local development to 75 young men and women, between 20 and 30 years of age, from San Marcos, Huehuetenango, and Totonicapán. The Factoria has also supported the youth in assessing local markets, defining alliances and formulating financially-viable project proposals. All projects show a strong agriculture and livestock base and explore the potential of niche markets and green entrepreneurship. Each of the youth-led enterprises engages 50 to 100 families from the respective communities.

129. In Senegal, the ICA project continued supporting the MIJA platforms, small rural hubs for proximity agribusiness support, where rural youth learn about agricultural production, aggregation, transformation and service provision. A dedicated training package on rural entrepreneurship has been developed and used in six MIJA platforms. The package includes tools for the development of business plans and guidance on rural entrepreneurship. As a result, 60 young agripreneurs have learned how to enhance their businesses, while another 90 youth have been trained in agricultural production, using the Farmer Field Schools approach. The MIJA initiative has ensured guidance and support not only to the young women and men participating in the platforms, but also to other youths in neighbouring areas. Overall, the six MIJA pilots are expected to generate 1 500 direct and indirect on-farm and off-farm jobs and to positively impact the livelihoods of 12 800 households. The MIJA model has generated growing interest in Senegal as an effective approach to supporting the engagement of rural youth in agribusiness. The Senegalese National Youth Employment Agency (ANPEJ) has already committed more than USD 500 000 for the infrastructure work needed to maintain and strengthen the platforms, guaranteeing the long-term sustainability of the initiative.
130. In Uganda, the ICA project continued supporting the implementation of the five-year Strategy for Youth in Agriculture, developed by the Ministry of Agriculture, Animal Industries and Fisheries, with the aim of re-engaging youth in agriculture and creating more and better jobs along agricultural value chains. Specific activities included trainings of youth in farming as a business and the identification of rural youth champions who can act as role models for their peers. The Strategy aims at strengthening the legal and institutional framework

for youth employment in agriculture, ensuring the provision of youth-sensitive agricultural extension services and creating national information centres that will serve as innovation hubs. It also promotes safety and health standards at work and the utilization of funds targeting youth for enterprise development.

131. 131. A study focusing on rural youth between 14 and 17 years of age was carried out in order to shed light on the education level and employment status of an age group which is neglected in many policy interventions (for more information, please see <http://www.fao.org/3/a-i7484e.pdf>). The study revealed that the majority of youth in this age cohort dropped out of school at an early age, most of them before having finished primary school. Moreover, the majority are unemployed or employed in low-pay jobs in the informal sector. Over 96 percent of them are contributing to family farmers and are involved in agricultural activities, but they have limited or no access to decent jobs opportunities. In addition, the project undertook an analysis of ongoing initiatives aimed at boosting youth employment in agriculture in the country, assessing their strengths and weaknesses, as well as innovation and replication potential. Both studies resulted in a series of recommendations towards the replication and scaling up of successful interventions, which informed and will inform national strategic discussions on youth engagement in agriculture and food systems.
132. The FMM project *Enabling rural youth between 15 and 17 years of age to access decent work* was piloted between November 2016 and May 2018 in Cambodia, Lebanon, Mali and Uganda. This project aimed to support the targeted countries to have policies and programmes that better address the challenges faced by rural youth between 15 and 17 years of age in preparing for and accessing decent work in agriculture and rural areas. It also aimed to bring together the work programmes on youth employment promotion and child labour prevention and address this age group that is often neglected.
133. In 2018, increased attention was given to promoting healthy generations in agriculture, reduce hazardous child labour and promote safe work for rural youth between 15 and 17 years of age amongst all agricultural sub-sectors. The FAO Guidance note *Child Labour in Agriculture in Protracted Crises, Fragile and Humanitarian Contexts*, which was developed and launched on the World Day Against Child Labour in 2017, was translated into French in 2018 (available at <http://www.fao.org/3/a-i7403e.pdf>). The guidance note was a joint effort of SP3, SP4 and SP5 aimed at supporting the integration of child labour and youth employment issues for 15-to-17-year-olds in FAO's emergency programmes. This guidance note was also designed to inform the broader development and humanitarian community.
134. The FAO e-learning on child-labour prevention and youth-employment promotion was further developed, adapted and promoted in 2018.⁶⁷
135. In Lebanon the joint FAO–UNICEF–International Labour Organization (ILO) study on “Child labour in agriculture” was finalized in 2018 (available at <http://www.fao.org/3/a-i7721e.pdf>). The study sheds light on the nature and the extent of young people's work in agriculture, and the institutional framework to address the phenomenon. The study also evaluated how the labour market has been impacted by the Syrian crisis and highlighted child-labour trends over the last

decade. A qualitative study titled “Child labour in the Bekaa”, which assessed the supply side of child labour in agriculture by Syrian refugees was undertaken by the American University of Beirut with support from FAO, the Lebanese Ministry of Labour, ILO and UNICEF, and its draft report was finalized. In early 2018, the findings of these two studies were presented and endorsed during a session of the National Steering Committee to Combat the Worst Forms of Child Labour in the implementation of the National Action Plan by the Ministry of Labour.

136. In Mali, the “Protect children from pesticides” visual facilitator’s guide (please see <http://www.fao.org/3/a-i3527f.pdf>) originally developed in French in Mali was translated, publicly released and printed into the local language of Bambara. An awareness campaign was also implemented in the circle of Bandiagara by the DIMITRA listeners’ clubs on the topic of child labour in agriculture. The campaign involved 30 clubs in six communes. The strategy on the integration of younger youth is being implemented to enable them to be part of the community, to express themselves, and for their aspirations to be heard. A series of recreational/socializing activities were identified (for example through theatre).
137. In Uganda, awareness was raised and the capacity of national stakeholders developed for preventing hazardous child labour while promoting safe employment for youth. A visual guide focusing on the main risks children and youth are exposed to in the agricultural sector and how to mitigate these risks was developed in 2018 (please see <http://www.fao.org/3/a-i3527e.pdf>). The tool focuses on children and younger youth for all major risks in the priority value chains identified, and will also illustrate mitigation techniques.

3.2.3.2. Productive investment on migration

138. Migration can be an engine of economic growth and innovation, and it can greatly contribute to sustainable development and the reduction of inequalities both within and between countries. The drivers and impacts of migration are intimately linked to FAO’s global goals of eradicating hunger, food insecurity and malnutrition, eliminating poverty and promoting the sustainable management and utilization of natural resources.
139. In this context, the FMM project *Productive investments to create decent rural youth employment in migration-prone areas in Senegal*⁶⁸ was implemented between December 2016 and May 2018 globally and piloted at the country level in Senegal.
140. Senegal has traditionally been an important travel destination in the West Africa region and has recently become a country of emigration and transit migration. Therefore, the objective of the project was to promote investments in agriculture and rural development in migration-prone areas, in order to address rural out-migration and harness the potential of migration for rural development.
141. The expected results of the project were as follows: (i) knowledge dissemination and awareness-raising among key stakeholders about migration and rural employment, as well as the linkages between migration, social protection and rural development; (ii) support mechanisms for migrant economic initiatives are identified and their capacities strengthened; (iii) increased policy coherence across different areas, particularly among policies for agriculture and agro-

industry, migration, employment, youth, rural finance and social protection; (iv) a multisectoral and inclusive policy dialogue among all key stakeholders in the migration sector, both public and private, is promoted; (v) a roadmap is developed in consultation with key stakeholders; and (vi) a framework for consultation among migration and rural development actors is promoted.

142. The results achieved in 2018 under three outputs of this project are synthesized below. Under Output 1, FAO and the Senegalese National Statistics Agency implemented a household survey to collect information on migration, agriculture and rural livelihoods. The final data was delivered in January 2018. Using the dataset, six studies were finalized in 2018. The first study titled *“Characteristics, dynamics and drivers of rural migration in Senegal”* sheds light on the characteristics, patterns and drivers of rural migration from the Kaolack and Matam regions of Senegal (available at <http://www.fao.org/3/CA0277EN/ca0277en.pdf>). This study helped to inform territorial youth employment and rural development policies. The second study was titled *“Assessment of the labour absorption capacity of rural areas in sub-Saharan Africa: A Computable General Equilibrium analysis for Senegal and Kenya”*. Social Accounting Matrices (SAMs) and Computable General Equilibrium (CGE) models were developed to estimate the demand for and supply in rural labour markets as well as to determine rural-to-urban migration trends in Kenya and Senegal.
143. The third study titled *“Characteristics and Impacts of Migrant Remittances and Skills Transfer”* involved an analysis of the structure of remittances and their impacts on households’ living conditions in rural areas. In addition, the study analysed the contribution of migrants and diaspora on productive investment, job creation and entrepreneurship in on- and off-farm activities. It also identified good investment practices by migrants and a proposition of innovative financing mechanisms to channel migrants’ remittances to more productive investments. The fourth study entitled *“Impact of public social protection programmes in Senegal on the decision of beneficiary households to migrate”* included an analysis of the functioning of the *Bourse de sécurité familiale*, its impacts on the livelihood of beneficiary households and its effects on their propensity to migrate.
144. The fifth study titled *“Male Out-migration and Women’s Work and Empowerment in Agriculture: The Case of Nepal and Senegal”* analysed the linkages between migration and women’s work and empowerment in agriculture (for the full study, please see <https://bit.ly/3aK0t20>). The study found that male out-migration from rural, primary agricultural areas was strongly and significantly linked to changes in women’s roles in agriculture in both countries. The sixth study titled *“Rural migrations in the dynamics of the Senegalese migration”* extended and developed the CIRAD–FAO Atlas *“Rural Africa in motion. Dynamics and factors of migrations south of the Sahara”*, published in English in November 2017 (for the full study, please see <http://www.fao.org/3/i7951en/i7951EN.pdf>) and released in early April 2018 in its French version (please see <https://bit.ly/2W5dbV1>).
145. Under Output 2, two studies were completed in 2018. The first study titled *“Diagnosis of technical support schemes for migrant initiatives”* identified all technical support mechanisms for migrants in Senegal and provided a diagnosis of their organization, performance and impact, with a view to proposing recommendations that could improve their intervention. The second study titled

"Mapping of financial support mechanisms for businesses and migrant initiatives and the valuation of remittances" identified all financial support mechanisms for migrants in Senegal and provided a diagnosis of their performance and impact.

146. A capacity development workshop was also organized jointly with the *Direction Général des Sénégalais de l'Extérieure* in April 2018 in the city of Thiès, Senegal. This four-day technical workshop aimed at empowering the facilitators of the Target Support Mechanisms for Migrant Initiatives, including enhancing their knowledge on migration and rural development. The 30 participants and content were selected based on the diagnostic study, which identified the support structures, their activities and their needs for capacity building. Apart from building capacity, the encounter between the different initiatives enabled them to share experiences and good practices.
147. The final closing and validation workshop of the project was held on 26 April 2018 in Dakar, Senegal. The workshop brought together 100 stakeholders actively involved in the field of migration. During the workshop, the analytical results of project were shared and the key messages and recommendations of the roadmap validated.

3.2.3.3. Women empowerment and social mobilization

148. Women make significant contributions to the rural economy in all regions of the world. In developing countries, women make up about 40 percent of the agricultural labour force, ranging from 20 percent in Latin America to 50 percent or more in certain parts of Africa and Asia (for more information, please see <http://www.fao.org/3/a-at890e.pdf>). Women's roles range from being cultivators (as unpaid or paid workers), employers or employees to being wage-labourers in on-farm or off-farm enterprises, alongside their key role as providers of unpaid care work in their households and communities. However, in many settings women face more constraints than men in accessing key productive resources such as land and services such as credit, extension and social protection. They also face wage discrimination in rural labour markets and often work without remuneration on family farms. This limits their capacity to contribute to agricultural production and take advantage of new opportunities.
149. The FMM project *DIMITRA: Reduce rural poverty through information, participatory communication and social mobilization for rural women, men and youth*⁶⁹ was implemented between July 2014 and May 2018 with global, regional and country-specific elements piloted in the Central African Republic, the Democratic Republic of Congo, Mali, the Niger and Senegal.
150. The goal of this project was to improve rural people's livelihoods and gender equality, and to reduce rural poverty. Its specific objectives were to: (i) improve access to information by rural populations; (ii) enhance their organizational capacities so that they are able to participate in decision-making and take ownership of their own development; and (iii) increase the use of gender-sensitive participatory approaches such as the DIMITRA Clubs to contribute to economic and social empowerment of rural populations, in particular women and youth. The results achieved in 2018 under the different outputs of the project are presented briefly below.

151. Under Output 1, a number of documents were finalized in 2018. The first draft of the Impact Study Report of the DIMITRA Clubs in terms of poverty reduction and gender equality was completed. A Stocktaking Report of FAO and external publications showcasing the DIMITRA Clubs approach were also completed, covering a variety of thematic areas. Results of the stocktaking study undertaken in the Democratic Republic of the Congo, the Niger and Senegal were published in 2018. Key study areas included the functioning of the clubs, concrete achievements and domains of impact. The study targeted 25 percent of existing DIMITRA Clubs selected through randomization in the three countries concerned.
152. The different sections on the DIMITRA Clubs in the FAO report titled '*2017 Results, Partnerships – Impact 2018*' were also finalized in 2018 (for the full report, please see <http://www.fao.org/3/i9057en/i9057EN.pdf>). Talking points were further developed on the DIMITRA Clubs in relation to ICT, gender and social cohesion. A presentation of good practices, titled FAO DIMITRA Clubs, was also made. The DIMITRA Clubs approach and its results were also presented at the seventh Africa Day International Conference in May 2018 in Ljubljana, Slovenia

Box 2.

Success story from Dimitra Clubs

Collective action for erosion control in Senegal

Erosion has intensified in recent years around the village of Saré Boubou, Tambacounda, Senegal, resulting in collapsed roads, degraded fertile top soil and gullied croplands. While the community would have once contracted workers to undertake a 'quick fix', Dimitra Clubs identified the need to address the problem in a more sustainable way. They decided to reach out to the Institut National de Pédologie (INP) to discuss erosion control measures and a medium-to-long-term restoration project. Villagers worked collectively and voluntarily under the supervision and guidance of an INP expert to build stone defences. These erosion control measures have proven successful, demonstrating the support that the Dimitra Clubs approach can give communities, with a focus on women's voices and their participation, with regard to taking collective decisions and action.

153. Under Output 2: Between January and May 2018, the number of DIMITRA Clubs increased from 1 900 to 2 500. It is estimated that this dynamic process positively impacts more than two million people. This dramatic increase is directly related to the decision made by country and regional projects to use the clubs as a gender empowerment and community mobilization tool in their projects. The new elements that have evolved in 2018 include: (i) gender-based violence has been addressed in the majority of DIMITRA Clubs, resulting in specific discussions and actions; (ii) ICTs increasingly emerge as a key driver to facilitate communication and improve the results; (iii) the use of the clubs is growing in all kinds of projects with community activities and collective action (Box 2). Its use as a tool for peace-building and social cohesion has been highlighted as crucial in post-conflict situations and refugee camps. The DIMITRA Clubs helped members' voices to be heard (Box 3).
154. Under Output 3, more than 25 FAO country projects were using/ planning the DIMITRA Club approach by May 2018 in several sub-Saharan

Impact of Dimitra Clubs: an example from the Niger

A study was carried out in the Niger to understand the impact of the Dimitra Clubs approach using a sample of villages chosen from Tillabery, Maradi and Zinder regions. The findings show that the Dimitra Clubs helped in the following areas:

- **Created an enabling environment for women's voices to be heard:** The clubs allowed a social space for women not just to gather and discuss but also to elaborate questions, posit issues publicly, ask for collective solutions and for proposing alternatives to the whole community to the current unsatisfying situations.
- **Exercise of participation and collective decision-making:** The participatory process constitutes an effective medium for public opinions to be created, heard and valued in decision-making.
- **Changed attitudes and reduction in harmful practices:** Different age groups of both female and male club members claim that the initiative led to changes in key behaviors that contribute to the reproduction of gender-inequality patterns. Notably, early marriage and forced marriage are now considered detrimental to girls' development. Domestic violence is morally sanctioned and claimed to be significantly reduced, while a culture of reciprocal respect between spouses is being fostered.
- **Developed mechanisms for increasing economic resilience and food security:** The experience of savings groups co-evolved with Dimitra Clubs and is now providing a mechanism for individuals, households and community resilience, while also fostering social cohesion. Collective action in agriculture is leading participating women to additional income and men to better management of resources.
- **Construction of infrastructures for agriculture and services:** The Clubs represent a responsive mechanism capable of quick self-organization and collective action. Some management interventions are found to be agreed upon and built by the clubs. Basic services such as education and health are improved by the clubs' will and availability to construct housing facilities for teachers or health agents.
- **Proactive attitude towards local institutions.** The Clubs have developed significant connections with local institutions at village as well at municipal level. Municipal institutions know the existence of the Dimitra Clubs, consult them often, and take issues and requests raised by the clubs into consideration during territorial planning.

countries, working on different technical areas, sometimes in partnership with other UN agencies. Partnership within FAO is increasing, starting from the countries where the DIMITRA Clubs approach has been implemented and outstanding results obtained. There was a 40-percent increase of new partnerships at country-level between June 2017 and May 2018. This increase translated into an additional 1 000 new DIMITRA Clubs by January 2018.

155. The DIMITRA project was due to end on 31 December 2017, but an extension until 31 May 2018 was approved without additional cost. After the closing

Box 3.

Voices from the field

Becoming a community leader: the story of Bineta Diao

"I am 27 years old and a mother of four children – three girls and a boy. Married at the age of fifteen, I left my village in 2005 to live in my marital home in Sinthiou Elhadji (Senegal). I was in my last year of primary school when my older sister died, leaving a new-born baby. My mother had herself just given birth and could not take care of two babies on her own at the same time. It was then that my family decided to end my schooling, so that I could look after my sister's child. I never had the chance to return to my studies.

When I moved to the marital home in Sinthiou Elhadji in 2005, I immediately joined the village women's group, so as to take part in their activities and help me settle in to this new environment. For twelve years, I remained a simple group member, quiet and extremely shy, no doubt due to my previous experiences. Evaluation meetings held for the women's group's tontine did nothing to change my character or to help me overcome my shyness.

In January 2017, the Dimitra Clubs were launched in my village and, very reluctantly, I found myself being chosen as leader of the women's club. I was seized by panic at the very thought of letting down the people who had appointed me to represent them. It was thanks to training and to taking the floor during village assemblies and other club meetings that I gradually managed to overcome my stage fright and speak in public with a calm, clear voice. These days I am able to express my ideas in public without fear and with a great deal of confidence and self-control, whether or not the audience is made up exclusively of women, or whether men are also present, as is sometimes the case.

My greatest source of pride is the way that the villagers, and especially the women, consult me on a regular basis, seeking my advice on issues that concern them and put me in the foreground when a community decision needs to be taken. The esteem and trust shown towards me by both men and women mean that my standing has now risen considerably within the village. And that has brought out leadership qualities in me that I never dreamed I will have. With all that I have been through in my life, this development of my personality comes as a reward and a great comfort, which I owe to the Dimitra Clubs."

of the project, FAO decided to pursue the activities under an FMM bridging project (FMM/GLO/122/MUL) to ensure international support for advocacy, supervision, coordination, training, quality control, knowledge management and methodological support in the area of work of the DIMITRA project.

156. The bridging phase will enable FAO to maintain core capacities in the DRE and DIMITRA teams in the Social Policies and Rural Institutions Division to coordinate these work streams until new funding is confirmed. It will also be instrumental to support ongoing resource mobilization efforts and mainstream the approaches in the programmes to be developed under the new FMM facility.

Forest and Farm Facility: impacts and catalytic effect

The Forest and Farm Facility's work with governmental institutions, regional, national and global partners has leveraged over USD 130 million to support forest and farm producer organizations (FFPOs) activities. While the impact of Forest and Farm Facility (FFF) activities extends around the globe, the following highlight selected impacts and catalytic effects:

- In the Plurinational State of Bolivia, with the active participation of FFPOs, the government allocated over **USD 60 million** to strengthening producers of cacao, coffee and non-wood forest products from the Amazon.
- In Guatemala, FFF helped mobilize **USD 7 million** from the Korea International Cooperation Agency for the period 2019–2021.
- The FFF has also secured an additional **USD 18 million** for Phase II from 2018–2022.
- In the Gambia, 77 community forestry groups secured land tenure.
- In Guatemala, the Probosque law provides one percent of the national budget over 30 years for restoration work.
- The FFF has facilitated changes to 26 policies.

3.2.3.4. Forest farm and farmer organizations

157. Forest and farm producers often plant trees to diversify saleable products such as fruits, nuts, spices, gums and resins, dyes, medicines, timber and fuel-wood. This diversity gives them resilience to fluctuations in prices, because there will always be market gluts or shortfalls that bring risk to those selling only one product. This diversity also increases resilience to climate change, as varied trees not only improve soil and water conservation but also act as alternative source of income or food when other annual crops fail (e.g. fruit trees, and other products for cash). Increased tree planting also acts as carbon sink by reducing atmospheric carbon dioxide and storing in its biomass.
158. The Forest and Farm Facility (FFF) is part of an umbrella multi-donor funded project⁷⁰, with the other projects, including the Carlowitz Project⁷¹ and the FMM project *Strengthening Forest and Farm Producer Organizations (FFPOs) through Forest and Farm Facility*⁷². The FMM project is a partnership between FAO, the International Institute for Environment and Development, IUCN and AgriCord, and it was implemented in Plurinational State of Bolivia, Guatemala, Kenya, Myanmar, Viet Nam and Zambia. This project aims to strengthen smallholder, women, community and indigenous peoples' producer organizations towards livelihoods and policy engagement. It helps poor rural people enhance their business skills, build their own enterprises, increase access to markets, services, knowledge and technologies and improve access to, control over and sustainable management of natural resources. In addition, it aims to empower the rural poor and strengthen producers' organizations, to enable them to participate in national decision-making processes that affect their livelihoods.

159. All major activities supported by the FMM project were completed by December 2017. The no-cost extension to May 2018 provided an opportunity to consolidate and share the results of the FFF Phase I and help to promote key elements from the lessons learned for scaling up.

160. The travel funding provided by FMM enabled team members to participate in a final workshop in February 2018 in the Market Analyses and Development training cycle that had earlier been supported in Plurinational State of Bolivia, leading to several enterprise development plans for forest and farm producer organizations (FFPOs). Support was provided by FMM for travel for participation of FFF team members in a series of international meetings to highlight lesson-learning and share the impacts from FFF Phase I and the FMM funding.
161. 161. The FFF has been able to secure funding to build on the work done in Phase I (2017–2018) through a follow-on programme (Phase II) titled *Climate Resilient Landscapes and Improved Livelihood*. Phase II (2018–2022), launched in July 2018, will build on past successes and scales up its unique approach to increase links to complimentary programmes and accelerate impacts in 25 countries (for more information, please see <http://www.fao.org/3/b-i7231e.pdf>). The project will also deliver technical support and knowledge exchange in a wider network of countries.
162. Phase II sharpens its focus on gender equality, youth engagement and FFPO value chains that reduce poverty at the core of climate-resilient landscapes. The intention of FFF Phase II is to mainstream FFPO engagement in climate responses, linking them to NDCs and large-scale landscape restoration and territorial development efforts. In addition, it will scale up FFPO contributions to landscape-scale mitigation, adaptation and resilience to address climate change (SDGs 13, 15 and 16), food security (SDG 2) and nutrition and poverty reduction (SDG 3), and gender equality (SDG 5), as well as contribute to a wide set of additional SDGs. At the time of writing this report, USD 19.5 million had been secured and work is beginning in nine core countries and seven network countries.

3.2.3.5. Social protection

163. Social protection is a set of interventions, the objective of which is to reduce social and economic risk and vulnerability, and to alleviate extreme poverty and deprivation. Social protection includes three types of programmes⁷³: (i) social assistance: publically provided conditional or unconditional cash or in-kind transfers, or public works programmes; (ii) social insurance: contributory programmes that cover designated contingencies affecting the welfare or income of households; and (iii) labour market protection providing unemployment benefits, building skills and training workers. Social protection is a key aspect in a strategy for rural poverty reduction.
164. FAO provides countries with evidence-based policy support to design inclusive nutrition-sensitive, risk-informed social protection programmes. In this regard, the FMM project “*Expansion of social protection coverage to the rural poor*”⁷⁴ was implemented between January 2017 and May 2018 in Lebanon, Lesotho, Mali and Zambia. The project was aimed at generating evidence to support participating countries as they progress towards reaching SDG 1.3 in three specific areas of work: (i) identifying the key barriers to access social protection in rural areas, and propose costed options for expansion, and (ii) generating solid evidence to build an economic case for expansion including on the economic impact of social protection, and (iii) “Social Protection PLUS” programmes aimed at boosting the livelihoods and productive capacities of poor and vulnerable households, while improving their nutritional status.

165. In 2018, the project was able to support the development of knowledge and assess innovative approaches to contribute to building a strong economic case to expand social protection to rural areas across the four countries. In Lebanon, the FMM supported the creation and implementation of a pilot farmer registry in collaboration with the Ministry of Agriculture. In addition, the project organized a workshop in February 2018 under the patronage of the Ministry to present the results of the 2017 pilot, the legal and institutional proposal for the register establishment, including the definition of farmers/fishers, and their inclusion in the National Social Security Fund. A total of 57 participants from relevant ministries and UN organizations attended and contributed to the discussions. This activity paved the way for the organization of a high-level workshop to occur during 2019 in partnership with ILO and decision-makers of line ministries on the expansion of Social Protection to rural areas.
166. In Lesotho, the FMM complemented the ongoing evaluation of the Child Grants Programme (CGP) and the Sustainable Poverty Reduction through Income, Nutrition and Access to Government Services (SPRINGS) programme, with additional data collection focused on anthropometric indicators and qualitative analysis (for more information on this programme, please see <https://unc. live/3aHALEV>). The integrated approach of CGP and SPRINGS was an innovative intervention, led by FAO in partnership with UNICEF and the Government of Lesotho. In September 2018, a workshop was organized by FAO to present the results of the study in Maseru, and a total of 50 participants from relevant ministries and UN organizations attended and contributed to the event.
167. 167. In Mali, FMM advocated for greater linkages of social protection with resilience and productive interventions. The activities were tailored to specific requests from the Ministry of Solidarity and Humanitarian Action to provide options for the expansion of social protection coverage to rural populations combined with productive support. The initiative is part of the support to the National Plan of Expansion of Social Protection. In collaboration with the *Commissariat Sécurité Alimentaire* and WFP, a study was conducted on improving coordination between existing safety nets and crises response. To complete the study, a two-day workshop was held in Bamako in May 2018 with the attendance of 26 participants. The FMM also supported an evaluation of a Cash+ programme in Mali and Mauritania led by the FAO Emergency Office for West Africa, which aimed to provide information for designing similar programmes and strengthening the livelihoods of chronically poor households or those affected by one-off or recurrent shocks (for more information on this programme, please see <https://bit.ly/39Ep73X>).
168. In Zambia, key activities undertaken in the country on social protection have allowed FAO to be recognized as a critical actor in the national social protection sector and among development partners. FAO has since been formally included as one of the members of a United Nations Joint Programme (UNJP) on social protection where it is leading the support to the Livelihoods and Empowerment pillar of the programme. Through the FMM and as part of the joint programme, FAO supported a qualitative assessment of the national Food Security Pack programme in 2018. The results of this assessment are being used as a basis for developing a pilot project and some of the findings have been incorporated in the draft revised Food Security Pack programme, policies and procedures.

169. In addition, FAO finalized a Livelihoods Profiling study jointly with Indaba Agricultural Policy Research Institute to inform the roll-out of social protection and agricultural programmes based on the varying livelihoods profiles and characteristics of farmers (for more information on this study, please see <https://bit.ly/3cKY8FX>). The FMM supported the Impact Evaluation of the Home Grown School Feeding programme and market access programmes and the results were shared and validated through a national stakeholder workshop organized by FAO in June 2018 (for the full evaluation study, please see <http://www.fao.org/3/CA2800EN/ca2800en.pdf>). Consequently, a follow up qualitative study was planned to answer some of the questions generated by the quantitative study.

3.2.3.6. Digital inclusion

170. The 2030 Agenda recognizes information and communication technologies (ICTs) as catalysts for accelerating human progress, equality and sustainable development. In this context, FAO is convinced that increased attention is needed to reducing the gender gap across all areas of its work, including ICTs. FAO and its partners are involved in the development and implementation of digital inclusion initiatives and the scaling up of innovative digital services. In that regard, the FMM project *“Agricultural Services and Digital Inclusion in Africa”*⁷⁵ was implemented in 2017–2018 in Rwanda and Senegal. This project is part of a broader initiative that leverages the knowledge of FAO and its strategic partners in the mobile world, promoting digital inclusion for smallholders and family farmers. A particular emphasis was put on the needs of young, self-employed entrepreneurs, female-headed households, breaking down the barriers for access and use of information through digital technologies. The objective of this project was to provide the rural poor better and more equitable access to information, productive resources, services and markets.
171. Four Digital Value Added Services (DVAS), namely Weather and Crop Calendar, Cure and Feed Your Livestock, AgriMarketplace and E-Nutrifood were developed for smallholders and family farmers in Rwanda and Senegal through mobile applications.⁷⁶ The Weather and Crop Calendar combines information on weather forecasts and crop calendars. The Cure and Feed Your Livestock provides real-time information on animal disease control and animal feeding best practices. The AgriMarketplace connects producers and traders to facilitate trade and access to price information. The E-Nutrifood provides information on production, conservation and consumption of nutritious foods. The services were designed with the users through the Human Centred Design Approach.
172. The FMM project is working with local software developers in close collaboration with the government focal points, focal points of strategic partners in the regions, local leaders and associations besides the extension agents. In Rwanda, teachers and students from the Tumba Technology College are following and participating in the project as local accelerators and incubators.
173. From a gender perspective, the project aims at increasing the access of women to relevant, reliable, timely and actionable information to take better decisions about their lives, the management of their assets and their families. In the pilot phase, the test groups were constructed guaranteeing that 50 percent of the test users would be female.

174. The project ensured integration of the Progressive Web App, Text/SMS (RapidPro) and Web Services (APIs) linked to existing FAO data products like the FAO Global Information and Early Warning System (GIEWS)⁷⁷ price tool, the FAO Earth Observation⁷⁸ and the FAO Water Productivity Portal.⁷⁹ All data services of the apps are published and stored as open APIs.
175. Sustainability is one of the aspects that this project has strongly promoted. For this, a series of actions, commitments and identification of value for small farmers, as well as for different organizations has been discussed, negotiated and accepted. This is one of the important characteristics in terms of the business model that has been developed in this project.

Lessons learned

176. One of the useful lessons learned is the importance of getting youth beneficiaries on board at the beginning, as partners, champions and service providers. The innovation potential of direct engagement of the youth is huge, not only to ensure results sustainability, but also to push forward the modernization of communication strategies and approaches and tools, with potential extended benefits for the broader FAO work programme. Another important lesson is FAO's comparative advantage at country level in the facilitation of a more programmatic approach for youth-inclusive food systems. While the topic has become a high priority issue, especially in sub-Saharan Africa, and many interventions are flourishing, coordination remains an issue that hinders the achieving of scale and lasting impact.
177. Following the good lessons learnt, the DIMITRA Clubs is fully integrated in FAO's Community Resilience Strategy, its *Caisses de resilience* approach and increasingly as a support to the Farmers Field Schools (FFS) approach.
178. Another key lesson learnt from the projects implemented under SO3 is the supplementary support from FFM to ongoing programmes to ensure successful completion. For example, the FMM funding has been instrumental in taking the first Phase of the forest and farm facility programme to a successful conclusion. The FMM funds were critical to show the proof-of-concept of this pilot phase was vital and an important acknowledgement of the work as a priority, especially under SP3 Output 3.1.1. The work was made more effective by the close collaboration and support across the organizations, especially with the South-South Cooperation Division (DPS) teams on strengthening producer organization and cooperatives, the Indigenous Peoples Liaison Office, and the Communications for Development and SP3 management teams.

Challenges

179. Some challenges were encountered in the implementation of social protection programmes. For example in Lebanon, the integration of social protection considerations into the agriculture sector by itself and building linkages with external partners was challenging, and this delayed the design phase. In Zambia, adverse weather conditions and low farmer attendance delayed the data collection. Accessing auxiliary information for evidence generation purposes has also been a challenge.

180. With regard to Digital Inclusion, the limited experience of FAO's Information Technology Division (CIO) and the core working group, the complexity of the digital translation of contents in a pedagogical format for easy understanding by the main client was a key challenge. Another such challenge was the commitment and involvement of local institutions, and the limited participation of the focal points designated by each ministry. Lack of data and information was yet another challenge, as assumed at the inception of the project. Making these data from teams and national partners available for direct use by farmers as digital services was a considerable challenge.

3.2.4. Enabling inclusive and efficient agri-food systems (SO4)

181. The ten FMM projects implemented by SO4 in 2018 fall under the following broad areas: (1) Investment in Agribusiness; (2) Food Loss and Waste; (3) Sustainable Food Systems; (4) Value Chain Development; and (5) Capacity Development in Trade and AMR.

3.2.4.1. Investment in agribusiness and agro-industry

182. Small-scale producers provide over 70 percent of the world's food needs while agribusinesses are important generators of employment and income worldwide. The agribusiness sector, which comprises the business activities performed from farm to fork, is a major generator of employment and income worldwide. The importance of the agribusiness sector has grown significantly as agricultural development strategies shifted from a pure production-oriented approach to a broader systems perspective that emphasizes agri-food chain coordination, value creation and the institutional setting under which such chains operate. Seen as an engine for growth, agribusiness and its related industries are receiving increased attention in policies and strategies that aim to promote investments in agro-enterprises and agro-based value chain development.
183. In 2018, the FMM project *"Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors"*⁸⁰ was implemented. This project aimed to (i) increase awareness on the causes, impact and approaches to reduce food losses; (ii) enhance collaboration and synergy of initiatives on food loss and waste (FLW) reduction; and (iii) increase adoption of good practices to reduce food losses in specific value chains. The project continues to do so by providing a platform for centralizing and sharing information through the Save Food website⁸¹ and associated products, developing analysis, creating necessary coordination mechanisms and supporting capacity building on FLW Reduction.
184. In 2018, the project completed installation of electricity to operationalize three tomato processing units in Tigray, Ethiopia. The last training in the use of equipment, good manufacturing practices and hygiene was also delivered by the French Network of Food Technology Institutes (ACTIA) experts to the women associations involved in tomato processing in Ethiopia (Box 4). In Ghana, the FAO-Thiaroye fish processing technology (FTT-Thiaroye) was installed in Dzemeni.⁸² In Côte d'Ivoire, the *Institut européen de coopération et de développement* (IECD) coaching and capacity development activities were completed (Box 5). The e-learning training package on gender-sensitive value chains was developed together with UNITAR and has been available online

since March 2018.⁸³ The *'Developing gender-sensitive value chains – Guidelines for practitioners'* was also published in hard copy (for the full guidelines, please see <http://www.fao.org/3/I9212EN/i9212en.pdf>).

3.2.4.2. Food loss and waste

185. Food waste is part of food loss and refers to the discarding or alternative (non-food) use of food that is safe and nutritious for human consumption along the entire food supply chain (for more information, please see <http://www.fao.org/3/a-i7657e.pdf>). Food loss takes place between production and distribution, while food waste takes place mainly at the consumer level, in the retail and food service sectors. Food losses and waste represent a serious depletion of technical, financial and natural resources invested in land preparation, production, harvesting, handling, processing and packaging of food. Measures for reducing food loss and waste must, therefore, be environmentally sustainable while contributing to the efficiency and sustainability of food supply chains and fostering food and nutrition security.
186. Through its Global Initiative on Food Loss and Waste Reduction,⁸⁴ FAO promotes a holistic and multidisciplinary approach to addressing FLW reduction. This approach prioritizes the food-use-not-waste-hierarchy, which gives precedence to reduction at source, followed by recovery and redistribution, and uses components such as animal feed and compost or energy recovery in the last stages of disposal.
187. The FMM project *"Global Initiative on Food Loss and Waste Reduction"*⁸⁵ was implemented between 2016 and 2018 in Cameroon, Colombia, the Dominican Republic, Egypt, Jamaica, the Lao People's Democratic Republic, Morocco, Myanmar, Zambia and Zimbabwe to support activities and projects under the umbrella of Save Food.
188. In 2018, the project held a training workshop on food loss assessment in Kenya, and developed indicators and M&E framework for FLW. This was aimed at assisting the country in developing policies and strategies for food loss and waste reduction. In Zambia and Zimbabwe, residual activities on food loss assessment were conducted, contributing to the evidence on which to base the formulation of policies and strategies.
189. A regional training of trainers (ToT) on food loss assessment was conducted in Cameroon with participants from Burkina Faso, Cameroon, Côte d'Ivoire and the Democratic Republic of the Congo, building capacity in these countries for food loss assessment.

3.2.4.3. Sustainable food systems

190. A sustainable food system (SFS) is a food system that delivers food security and nutrition for all in such a way that the economic, social and environmental bases to generate food security and nutrition for future generations are not compromised (for more information, please see <http://www.fao.org/3/ca2079en/CA2079EN.pdf>). In order to be sustainable, the development of the food system needs to generate positive value along three dimensions simultaneously: economic, social and environmental (**Figure 2**).

Box 4.

A success story from Ethiopia (FMM/GLO/103/MUL)

In Ethiopia, the project focuses on supporting women associations and cooperatives already engaged in the production and marketing of fruits and horticulture products in the Tigray region. The tomato value chain was selected as one of the most promising ones in view of the significant engagement of women, the potential local market demand for semi-processed and processed products – taking into consideration the dietary patterns – as well as the positive impact on.

Five women associations established under the umbrella of an Irrigation Scheme Association were initially identified for FMM support and three were then selected for being engaged in tomato processing. These were 'Tekien and Askual' association, 'Tadalech and Roman' association and 'Almaz and Zenebu' association, with a total of 100 members. FAO's role was to facilitate partnership and collaboration between public institutions and a service provider called Women in Self Employment, the establishment of the three processing units, facilitating access to equipment, and capacity building for women associations and service providers in several areas.



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Box 5.

Innovative fish smoking transforms women's lives in Côte d'Ivoire

Smoked fish is a vital source of food, nutrition and income for many African coastal communities. In Côte d'Ivoire, smoked fish is hugely popular and widely sold in markets. However, the traditional smoking method requires large amounts of wood, letting off choking clouds of smoke. Research showed that over 60 percent of the women who smoked fish had suffered symptoms including respiratory and eye problems. Their children also suffered health consequences, as they were often present as the women worked, either bundled up on their backs or playing by their sides. The women often have no other options for better working conditions. "If you have kids, and you don't do this, how will you feed them or send them to school?" "This is hell!" said Tia Florence, a fish smoker in Guessabo.

Working in four pilot communities, the FMM project developed a user-friendly and clean technology, known as Thiaroye fish processing technology (FTT-Thiaroye) oven for use by women's cooperatives. For each kilo of smoked fish produced, the ovens use only 0.8 kg of wood instead of 5 kg with the traditional smoking method. "Here, once you put your fish in the oven, you can rest until the fish is cooked and then you can go sell it in the market," explained Blé Odile, who started smoking fish at the pilot site in Guessabo.

The improved quality and taste of the fish brought in higher selling prices, increasing the women's income. It also allowed them to save and get bank IDs, and pay school fees for their children. Many of the women in the pilot area also used the extra time for literacy and mathematics classes, which allowed them to better calculate their profits. "We are organized women aware of our impact on the national economy," said Micheline Dion, President of the Cooperative for Fishery Products, Traders and Processors in Abobodoume, Abidjan. "Thanks to the scale of our activities, we contribute to job creation and food security at the national level."

191. From December 2016 to May 2018, FAO implemented the FMM project *“Developing Sustainable Food Systems for Urban Areas (also called NADHALI)”*⁸⁶ in Bangladesh, Kenya and Peru, aiming at building the foundation for supporting local decision makers in food-systems planning for cities. The NADHALI project (named after its pilot cities, Nairobi, Dhaka and Lima) aimed to support local governments in their work to achieve sustainable food systems in their municipalities.
192. In 2018, the project completed the development of the Rapid Urban Food Systems Appraisal Tool (RUF SAT) and tested it in Nairobi, Dhaka and Lima. Spatial analysis was added as part of the RUF SAT in two of the three countries.⁸⁷ The project also established the food systems Multi-Stakeholders Platform (MSP) in all three countries to support the RUF SAT methodology with qualitative information. The MSPs have been created with the leadership of the municipalities in the case of Nairobi and Lima, and of the Ministry of Local Government in the case of Dhaka.
193. Workshops involving various food systems stakeholders (producers association, retail market representatives, private sector and non-governmental organizations) involved in food-related issues have been organized to develop a common vision for the food systems strategy. Awareness-raising workshops were organized on food-systems planning including RUF SAT, the establishment of the Food Systems MSP and the prioritization of actions. A training course was also organized at the World Urban Forum with participation of stakeholders from Dhaka.
194. The Food Charter in Lima was developed and signed by the MSP members (for the full document, please see <http://www.fao.org/3/BU650es/bu650es.pdf>). The Development of the Food Systems Strategy has started in Lima and Nairobi. As at the end of 2018, a complete draft of the document was developed in Nairobi with support of FAO. The FAO publication titled *“Sustainable Food Systems: Concept and Framework”* was completed in 2018 (for the full publication, please see <http://www.fao.org/3/ca2079en/CA2079EN.pdf>).

3.2.4.4. Value chain development

195. Agricultural markets are rapidly globalizing, generating new consumption patterns and new production and distribution systems. Agricultural value chains grow and become more sophisticated as countries industrialize and strengthen their position in global markets. Traditional agricultural value chains are generally governed through spot market transactions involving a large number of small retailers and producers. On the other hand, modern value chains are characterized by vertical coordination, consolidation of the supply base, agro-industrial processing and use of standards throughout the chain. Modern value chains, often controlled by multinational or national firms and supermarkets, are capturing a growing share of the agri-food systems in developing regions.
196. FAO takes a holistic approach to enhancing the development of inclusive crop and livestock value chains. In that regard, two FMM projects were implemented in 2017. These were *“Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS”*⁸⁸ and *“Value chain development in support of sustainable intensification in Africa”*⁸⁹.

197. From November 2016 to May 2018, the FMM project *“Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS”* was implemented in Cook Islands, Fiji, Samoa, Solomon Islands, Tonga and Vanuatu. The project aimed to establish an enabling environment for the development of pro-poor inclusive food systems in Pacific Small Island and Developing States (SIDS) through knowledge and evidence generation and dissemination, and capacity development for inclusive and efficient nutrition-sensitive value chains.
198. Nationals from ten Pacific island nations were made aware of the World Programme for the Census of Agriculture 2020⁹⁰ for the implementation of their agricultural censuses in the 2016–2025 period and four countries have already indicated their commitment to carrying out the Census in the next two years; preparatory work is presently under way with technical support from FAO. Another workshop on Planning and Conduct of Agricultural Census in partnership with the National Agricultural Statistics Service (NASS) of the United States Department of Agriculture (USDA) was organized in March 2018 in Fiji to build the capacity of three countries – Fiji, Papua New Guinea and Samoa. Experiences were shared, leading to a discussion on a standardized agricultural census for Pacific island nations.
199. The capacities of the National Statistics Offices (NSOs) of Solomon Islands and Tonga were developed to monitor SDG Target 2.1 and report on the SDGs by 2019 through the Voluntary National Review, as well as address needs to align the national development goals to SDGs.
200. The first estimate of SDG 2.1.1 Prevalence of undernourishment (PoU) for Tonga and the first for the region based on food data collected from national survey was obtained. After the presentation on the Food Insecurity Experience Scale (FIES), the Tongan NSO immediately decided to include the module in the forthcoming national labour force survey.
201. The 27th session of the Asia and Pacific Commission on Agricultural Statistics (APCAS 27) was organized in March 2018 in Fiji.⁹¹ The FMM provided support to the 11 participants to attend the session. The main topics discussed were monitoring SDGs, the Strategy to Improve Agricultural and Rural Statistics, Developing an Integrated System of Agricultural Census and Surveys, Status of Agricultural Statistics in the Pacific Island States. This session also launched the Pacific Strategic Plan for Agricultural and Fisheries Statistics (P-SPAFS), which was co-developed by FAO and the Pacific Community (SPC), with a focus on the specific issues faced by Small Island Developing States (SIDS) (for the full plan, please see <http://www.fao.org/3/I8344EN/i8344en.pdf>).
202. A section on “Pacific Food Systems and Fisheries” was developed for the 2018 FAO State of World Fisheries and Aquaculture (for the entire publication, please see <http://www.fao.org/3/I9540EN/i9540en.pdf>). A set of journal articles on food systems of the Pacific were published.
203. Capacities of government staff from the Ministry of Agriculture and the Scientific Research Organization of Samoa (SROS) through study tours to Fiji and New Zealand were built for best practices in breadfruit production, harvesting and value addition and scoping out potential outlets for breadfruit products from Samoa. Skills of selected farmers and women groups were enhanced in Samoa

through training on post-harvest losses management, value addition and marketing techniques for breadfruit. A breadfruit commercialization feasibility study was produced for the Samoan Government, which identified opportunities and weaknesses in various value chains and made recommendations for both public and private investment.

204. Case Studies on the contribution of nearshore fish aggregating devices (FADs) to food security in Marshall Islands and Samoa were completed together with associated socio-economic surveys. Communications materials were produced from the surveys, which included posters to communicate results to communities. A report was produced on key constraints and opportunities in the value chain for small-scale tuna fisheries based on a regional expert meeting. Case studies were also developed and capacities built in Fiji, Samoa, Solomon Islands, Tonga and Vanuatu on contract farming opportunities and instruments. The Government of Tonga agreed to develop a Contract Farming bill. Extension officers in Vanuatu agreed to work as mediators and persons of capacity for Contract Farming agreements. Private-sector actors in Fiji expressed interest in signing contracts with potential farmers.
205. The project supported participation of Pacific SIDS representatives to attend a side event on the '*Regional Framework for Accelerating Action on Food Security and Nutrition in Pacific SIDS*' as the Pacific regional implementation framework for the Global Action Programme on Food and Nutrition Security in SIDS in October 2017 in Port Vila, Vanuatu, as part of the wider Pacific Week of Agriculture Event.
206. The project also supported a study tour and mini "talkshop" for small-scale tuna fishers to share experiences and explore opportunities for improving profitability of fishing operations including: (i) FAD design, operation and maintenance; (ii) performance of cooperatives; (iii) small scale fisheries management issues; (iv) best practices for fisheries management, (v) policy and sector development, (vi) investment in cooperatives for job creation and economic growth and (vii) "leading and championing sector growth". This peer-to-peer exchange of FAD fishers in the Pacific and Caribbean produced new partnerships and the basis for a regional FAD fisher project.
207. A video "Voices from the Pacific" featuring the small-scale fleet fisheries sector was produced to emphasize the importance of community engagement (Box 6). The film was promoted in international and regional conferences and events.
208. The FMM project "*Value chain development in support of sustainable intensification in Africa*"⁹² was implemented in Benin, Cameroon, Chad, Côte d'Ivoire, the Democratic Republic of the Congo, Ghana, Kenya, Mali, Mozambique, Rwanda and Zambia in 2017. The objectives of the project were to: (i) strengthen capacity of the small-and-medium-scale agro-enterprise sector to add value to and commercialize smallholder production; (ii) increase opportunities for income generation, employment and transfer of technologies and business skills; and (iii) strengthen capacities of ministries of agriculture and trade and industry to align their sectoral policies and improve the enabling environment for trade and agribusiness development.
209. A total of 39 extension officers and lead farmers from 11 countries attended a three-week practical training programme at the Songhai Centre in Benin

in March 2018, with a view toward building their capacities in integrated agricultural systems.

210. An assessment was conducted on the impact of FAO-funded training courses offered by Songhai from 2016 to 2018 in order to identify ways to render the trainings more effective and cost-efficient.
211. A mentorship programme for small and medium agricultural enterprises was conducted following the agribusiness training courses implemented in 2017. The 50 SMAEs underwent a mentorship programme implemented in partnership with the African Agribusiness Incubator Network.
212. In response to the request from the African Union Commission (AUC) for FAO to support the development of a framework to guide African governments on the design, implementation and monitoring of public-private partnerships (PPPs) in the agricultural sector, appraisals of PPPs were completed in Côte d'Ivoire, Ghana, South Africa and Zambia, and a regional workshop was held to validate the findings and agree on next steps.

Box 6. Voices from The Pacific

Over half of the Pacific Island population rely on coastal fisheries as the main source of food and income. However, the people of the Pacific face increasing threats to their marine resources due to growing populations, overfishing, pollution, and climate change.

With the support of fisheries agencies, community-based fisheries management efforts in Fiji, Samoa and Tonga empowers these coastal fishing communities to take control of marine resources that ensure their food security and livelihoods. And importantly, it protects the environment as well as preserves the social, cultural and traditions of Pacific Islanders.

A video supported by the Flexible Multi-Partner Mechanism was produced documenting the voices of fishing communities and stakeholders in Fiji, Samoa and Tonga. Two versions of the film can be viewed by clicking on the following link: <http://www.fao.org/asiapacific/news/detail-events/en/c/902724/>

3.2.4.5. Capacity development in trade

213. Through FMM projects, FAO ramped up efforts to strengthen capacity of governments to design policies and programmes to facilitate trade. The following four FMM projects were implemented under the broad area of Capacity Development in Trade: (1) *"Trade related capacity development in Eastern and Southern Africa"*⁹³; (2) *"Trade Related Capacity Development in Eastern Europe and Central Asia"*⁹⁴; (3) *"Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean"*⁹⁵; and (4) *"Strengthening capacities, policies and national action plans on aquatic AMR"*⁹⁶
214. The FMM project *"Trade related capacity development in Eastern and Southern Africa"* was implemented in Mozambique, the United Republic of Tanzania and Zambia in 2017. The overall objectives of the project were (i) to increase capacity of the East and Southern African Region to effectively design sub-regional and national strategies that provide adequate solutions to trade related issues; and (ii) to support Mozambique, the United Republic of Tanzania

and Zambia for evidence-based policy-making, and enhanced cross-sectoral coordination in the design and implementation of agricultural trade policies, strategies and agreements.

215. The project facilitated two e-Learning courses in 2017 for participants from Eastern and Southern African countries. The project also organized one regional dialogue for 18 participants combining the e-Learning with face-to-face training. Following up on these activities, a second regional dialogue was held in 29 January 2018.
216. In 2017, four studies were conducted on the coherence of agricultural and trade policies in Mozambique, the United Republic of Tanzania, Zambia and Zanzibar (United Republic of Tanzania) and national dialogues were held to validate these reports with the participation of stakeholders from the government, the private sector, academic institutions, and donors from both trade and agriculture. During these dialogues, priority areas were identified for the preparation of project proposals and concept notes in Mozambique, the United Republic of Tanzania and Zambia. In 2018, the project proposals were completed and were presented to the national stakeholders both in bilateral meetings and in dialogue events. Dedicated meetings were held for government stakeholders in Zambia in March 2018, and in Mozambique and the United Republic of Tanzania in April 2018, and the project proposals were validated.
217. The project *“Trade Related Capacity Development in Eastern Europe and Central Asia”* was implemented in Georgia, Kyrgyzstan and Ukraine between February 2017 and May 2018. The project aimed to strengthen the enabling environment for the implementation of multilateral trade agreements and to support export development in line with the FAO Regional Initiative for Improving Agri-Food Trade and Market Integration in Europe and Central Asia.
218. In 2018, FAO continued to provide support to the Agricultural Trade Expert Network in Europe and Central Asia (ATEN). The ATEN network brings together experts who conduct research, carry out training programmes and advise governments and the private sector on issues related to agricultural trade and trade policy, including participation in regional and multilateral trade agreements. The aim of ATEN is to promote dialogue on agricultural trade policy issues, and support broader capacity development in this area.
219. Flour producers from Central Asia participated in the KazGrain conference held on 16 March 2018 in Astana, Kazakhstan,⁹⁷ and World Mill Tech⁹⁸, a global milling machinery and technology fair in Istanbul, Turkey, held from 29 March to 1 April 2018. Both events served to exchange industry-specific knowledge and establish business relations for imports and exports.
220. The FMM project *“Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean”*⁹⁹ was implemented in Plurinational State of Bolivia, Cuba, Dominican Republic, Ecuador, El Salvador and Honduras. The objective of the project was to contribute to global efforts to contain AMR by adopting coherent, collaborative, multidisciplinary and inter-programmatic approaches based on “One Health” to facilitate trade and achieve the objectives of the 2030 Sustainable Development Agenda.

221. The official publication of the *Guidelines for the design of awareness and advocacy strategies for AMR* was launched in March 2018 and is hosted in the FAO repository (for the full guidelines, please see <http://www.fao.org/3/i9234es/i9234ES.pdf>). While the English version was developed, it was not officially published.
222. Baselineing of the institutional capacities of the ministries of agriculture for the awareness and advocacy on AMR: through a survey tool this is the first diagnosis made in the region on this subject. It is essential to identify national gaps and then define and support an intervention in risk communication.
223. Multisectoral analysis on antimicrobial resistance and its use in the livestock, hydrobiological and agricultural production sectors: during 2018, one regional and six national reports were finalized. The documents have been officially delivered to national authorities of each country.
224. Preparation of two Concept Notes for regional projects on AMR risk assessment was completed. The importance of AMR risk assessment in the food production sector¹⁰⁰ and the innovative tool developed by the project triggered the interest of other countries in the region for technical assistance from FAO. It was possible to define strategies for a TCP project and a project financed by the Norwegian Agency for Development (NORAD), which include the application of the risk assessment tool.
225. A Regional and Interagency Event on Gaps in Governance, Surveillance and Containment of AMR was organized, with participation of the six beneficiary countries, four invited countries and three international reference organizations. Based on the assessed risk, the existing priority gaps were identified to mitigate AMR in each sector. A preliminary analysis of the feasibility of the mitigation measures was made.
226. Through a working agreement with the Pan American Association of Veterinary Sciences (PANVET), an event was organized with leading international experts, including the President of the World Veterinary Association (WVA). At this event, it was possible to identify and prioritize the constraints and priorities for the adoption of good practices for AMR in the agri-food systems of the region. During 2018, a report of the meeting was mentioned at FAO's 39th Session of the Codex Alimentarius Commission by FAO (please see http://www.fao.org/fao-who-codexalimentarius/sh-proxy/en/?lnk=1&url=https%253A%252F%252Fworkspace.fao.org%252Fsites%252Fcodex%252FMeetings%252FCX-804-06%252FWD%252Famr06_03e.pdf).
227. A Regional Meeting of Experts on the use of Antimicrobials in Aquaculture in Latin America was held with the participation of the eight main aquaculture producers in the region. The sanitary status of the animal populations, the use of antimicrobials and the generation of resistance of those food systems were analysed. A technical report of the activity was produced.
228. In May 2018, the activity was organized by the FAO project and *Servicio Nacional de Sanidad, Inocuidad y Calidad Agroalimentaria* (SENASICA) in Mexico, with the participation of the responsible officers for AMR in the agricultural health services of 12 countries of the region. An evaluation of the advances in the

design and implementation of the National Action Plans on AMR was conducted. The definition of recommendations was based on the technical design of FAO's global strategy for AMR.

229. The project *"Strengthening capacities, policies and national action plans on aquatic AMR"*¹⁰¹ was implemented in Bangladesh, China, Cambodia, India, the Lao People's Democratic Republic, Malaysia, the Philippines, Singapore, Thailand and Viet Nam. The objective of this project was to strengthen capacities, policies and national action plans on prudent and responsible use of antimicrobials in fisheries, and develop and/or enhance the knowledge, skills and capacity, as well as the development and implementation of policies and national action plans, on prudent and responsible use of antimicrobials of Competent Authorities on Fisheries and Aquaculture.
230. In 2018, seven regional workshops were carried out. For Component 1 on Aquaculture Biosecurity, guidance was provided in the following aspects: (i) development of the aquaculture component of countries' National Action Plans on AMR within the One Health platform; (ii) detailed steps in the design of antimicrobial use and AMR survey. For Component 2 of Food Safety, guidance was provided on the following aspects: (i) inspection systems to include AMR in fish product sampling; (ii) fish product waste management; and (iii) utilization of fish silage to reduce the need for antimicrobials for treatment.
231. Under Output 1, several documents were drafted and/or compiled in 2018, including (1) Performance of antimicrobial susceptibility-testing programmes relevant to aquaculture and aquaculture products; (2) Review of alternatives to antimicrobials in aquaculture (vaccines, phage therapy, quorum sensing, prebiotics, probiotics, plant therapy); (3) Fisheries and Aquaculture Technical Paper on Understanding AMR in Aquaculture; and (4) Best practice guidance for carp, tilapia and shrimp.
232. The FMM project also contributed to increased awareness and capacity building of participating countries and other stakeholders. A total of 164 delegates from competent authorities and other stakeholder groups from 11 countries had improved awareness, enhanced knowledge, better understanding of AMR, AMU, food safety and quality aspects, as well as policy, laboratory and farm-level considerations. Communication campaigns were also carried out targeting aquaculture professionals, producers and the general public.

Lessons learned from SO4-related projects

233. Building ownership at political and technical level and promoting multi-stakeholder engagement is key for the success and sustainability of the interventions in sustainable food systems. Even if the local governments are recognized crucial players, there are contexts where the decentralization process is weak and therefore the national government needs to be considered as the key player.
234. The programmatic approach to project formulation and implementation that fosters synergies with ongoing FAO activities has proven to be highly effective.

235. In the containment of AMR, it is crucial to continue the technical support in the beneficiary countries, as well as in the rest of the region. The FMM project was successful in this respect. However, it requires continuity of actions to achieve results in a more sustainable way. FAO's work in the field is the main mechanism to maintain and increase its presence and leadership as a technical cooperation agency.

Challenges

236. In most projects, the major challenge were time constraints for the implementation of activities. This was especially the case for island nations where implementation is extremely slow due to geographical distances between islands. The time it took to discuss and agree on roles and responsibilities among partners was considerable.
237. 237. Another related challenge was reliance on a large number of partners, which carries some risks and drawbacks. It also takes time to build trust, buy-in and ownership by stakeholders and beneficiaries. Some partners proved to be more reliable and effective than others.

General experiences, lessons and spin-off effects

4.1. Technical experiences and lessons

- 238. Some important technical lessons were learned during implementation of the various FMM projects in 2018. One of the key lessons learned highlighted the importance of building capacities at various levels. The capacity building events supported by the FMM projects had a multiplier effect in leading to new activities and dissemination of knowledge. For example, there is evidence that the capacity development workshops resulted in increased collaboration between organizations attending national or sub-regional capacity development activities. Direct exchange of concerns, experiences and possibilities for solutions among the participants created the desire to create spaces in which collaboration between organizations could continue after the workshops.
- 239. Another key lesson was learnt in the area of partnerships. Stakeholders acknowledge the value of regional collaboration and exchange as a good way to transfer knowledge, sensitize policymakers and mutualize tools and approaches. However, significant investments are required, both in terms of time and financial resources, to facilitate these multi-country processes.
- 240. A third useful lesson learned is the importance of getting youth beneficiaries on board at the beginning of projects, as partners, champions and service providers. The innovation potential of direct engagement of the youth is huge, not only to ensure sustainability, but also to push forward the modernization of communication strategies and approaches and tools, with potential extended benefits.
- 241. In most projects, the major challenge were time constraints for the implementation of activities. There were also some challenges specific to implementation of certain thematic areas. For example, significant challenges exist in the coordination of the multiple ongoing climate and development planning processes, in particular those related to NAPs, SDGs and NDCs. The NDC and SDG agendas were generally defined and advanced separately or under distinct national coordination frameworks and led by different institutions in a country. This separation between planning and implementation tracks results in relatively limited alignment and synergy between the specific climate actions supporting the NDCs and the national targets underpinning the SDGs. This often led to duplication of effort and separation of information, capacity and policy-making into silos. The challenges related to NDC implementation are particularly pronounced in the agriculture sector.

4.1.1. Catalytic effects and leveraging

- 242. One of the main tenets of the FMM is its catalytic investments in strategic priorities, initiatives and activities that can drive transformative change, innovation and value-for-money in areas that are not adequately funded through regular programmes and projects. Most FMM projects had catalytic or multiplier

effects, such as the mobilization of investment funds or scaling-up of activities, and galvanized greater support from governments and donor. This section highlights such effects focussing more on outstanding examples.

243. The inventory of 500 FAO knowledge products on climate change action in the agricultural sector undertaken as part of the *National Adaptation Plans* project supported by FMM, now serves as the basis for a public platform known as the “*Climate and Land Hub*”. Drawing on further funding from the Government of Germany, a beta version of this platform has now been launched. This platform presents a one-stop shop for guidance and tools for planners, policymakers and climate-change negotiators working on scaling up climate action in the agricultural sector. An additional **USD 5 million** has been made available from the Provincial Government of Quebec to work on climate change adaptation in Haiti and Senegal through the project “Strengthening National Adaptation Planning capacities for Food Security and Nutrition”¹⁰².
244. Under the *Sustainable Food and Agriculture* project, the FMM allowed FAO to develop a coherent, integrated approach across FAO’s technical units and sectors. At the 26th Meeting of the Committee on Agriculture (COAG) 2018, member states requested FAO to continue its support to countries in mainstreaming sustainable food and agriculture in the 2030 Agenda in an integrated way (for the official declaration, please see <https://bit.ly/3367rMg>).
245. 245. developed in Sao Tome and Principe and Côte d’Ivoire leveraging on African Development Bank resources. Similarly, fisheries and aquaculture Green Climate Fund Readiness proposals were formulated in the Caribbean and Pacific.
246. The *Restoration of Degraded Lands* project helped the mobilization of additional financial resources with a project agreement signed with France in January 2018. The Restoration Initiative thematic programme was launched in 2018, and is awaiting for the final phase of clearance of the proposal by IKI. Additional resource mobilization efforts were under way to prepare GEF-7 projects in Guinea and Madagascar, and a GCF grant in Uganda. The national Work Plans in Cambodia, Lebanon and the Philippines have also included financial resources mobilization for national FLR initiatives from the diaspora, the private sector, and the climate finance mechanisms.
247. As a result of the success of the project *Integrated Country Approach for Decent Rural Youth Employment*, a third phase was prepared for implementation by 2019. The new project will build on the results achieved in Guatemala, Senegal and Uganda and replicate the experience in Kenya and Rwanda.
248. The FMM work spurred increased regional uptake of country outputs of the *Enabling Rural Youth between 15 and 17 Years of Age to Access Decent Work* project. For example, the Arabic version of the guidebook on child labour in agriculture developed in Lebanon is being disseminated in other Arab countries, addressing the issue of child labour. The RNE regional initiative on small-scale family farming also contributed funding for a regional study on child labour in agriculture. FMM work under this project is also being scaled up by UN partners. The pesticide visual guide was translated into a storybook for children together with UNICEF. Additional visual tools for promoting occupational safety and health for young workers in the age group of 15-to-17-year-olds are also being developed by ILO.

249. Different stakeholders have acknowledged the importance of the *DIMITRA Clubs* approach for community mobilization, gender equality and empowerment. The FMM mechanism continues to be crucial to trigger tangible social, economic and environmental transformations in rural areas of sub-Saharan Africa. The DIMITRA Clubs approach is being increasingly used as an entry point for other activities in larger programmes, and as such has catalyzed mobilization of additional resources. More than 25 FAO country projects used or were planning to use the DIMITRA Club approach as at May 2018 in several Sub-Saharan African countries.
250. With regard to the *Decent Rural Employment* project, a third phase of the ICA programme was finalized. Furthermore, collaboration between the ICA programme and new project proposals in the area of youth employment and rural migration is under way. In Senegal, the MIJA platforms will likely be adopted as implementation model for vulnerable youth in the forthcoming adaptation of the AfDB Enable Youth programme titled “*Projet de Développement de l’Entreprenariat des Jeunes dans l’Agriculture et l’Agroalimentaire au Sénégal*”. To streamline this process, a new Technical Cooperation Facility project has been created.
251. Because of the successful implementation of the pilot phase, the *Forest and Farm Facility* project secured an additional **USD 18 million** for Phase II (2018–2022). In Guatemala, FFF has helped the FAO Country Representation to secure **USD 7 million** from the Korean International Cooperation Agency (KOICA) for a three-year integrated programme (2019–2021) with FFPOs as primary actors.
252. The project *Expansion of Social Protection Coverage to the Rural Poor in Lebanon, Mali, Lesotho and Zambia* has also had important catalytic effects. In Lebanon, the government is now prepared to scale up the farmer registry at national level through a recently approved European Union-funded project titled Regional Trust Fund in response to the Syrian crisis (named MADAD), with a total funding of EUR 25 million (EUR 1.2 million dedicated to scaling up) for 24 months starting from January 2019. In Lesotho, there is a discussion among the Government and other stakeholders about the Community Development Model and its implementation via Livelihood Programme funded with a World Bank loan. In Zambia, FAO joined the UN Joint Programme (UNJP) in March 2018 and is currently leading the work to support the Livelihoods and Empowerment pillar of the programme. FAO is supporting the development of a management and information system called the Zambia Integrated Social Protection Information System under the Ministry of Community Development.
253. The activities under the *Global Initiative on Food Loss and Waste Reduction* stimulated complementary funding from the Rockefeller Foundation and the regular programme through RAF’s Regional Initiative 2. This helped to create a linkage between country-level food loss reduction strategies and programmes of the African Union’s Malabo Declaration and the target of halving of post-harvest losses by 2025.
254. The *Developing Sustainable Food Systems for Urban areas* (or NADHALI) is another example of a project with very good catalytic effects. It has led to increased interest among stakeholders and resulted in mobilization of more resources. In Dhaka, a follow-up proposal based on NADHALI raised **USD 12.5 million**

for a five-year project from the Dutch Government. In Nairobi, a project will start in 2019 with Italian government funds that will put in operation many of the actions recommended in the food system strategy. In addition, a three-year project worth **USD 2.1 million** was developed to include Kisumu. In Lima, additional funds were sourced through a technical cooperation programme (TCP) at the end of 2018, which will also promote good local food governance mechanisms based on experiences of NADHALI. An agreement was signed at the end of 2018 between FAO and the World Bank for **USD 350 000** to develop the first-phase study for generating knowledge that will guide selection of cities where good local food governance will be promoted.

255. Under the *Trade Related Capacity Development in Eastern Europe and Central Asia* project, opportunities for working with the industry association in developing new markets was explored. FAO's Investment Centre Division (DPI) developed and signed a new technical assistance project on export-market development in Ukraine with the European Bank for Reconstruction and Development (EBRD) in 2018.
256. The project *Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean* has also generated formal requests for FAO technical assistance on AMR from Plurinational State of Bolivia, Costa Rica, Guatemala, Paraguay, Peru and Uruguay – countries that were not beneficiaries of the project. Likewise, the six beneficiary countries have requested FAO for the continuity of the actions, considering that the work maintained high quality standards. The intervention on AMR awareness-raising established the basis for the formation of a regional communications network for AMR. The professionals trained in the project have replicated the knowledge acquired among their national counterparts, using the tools designed by the project. The creation of National AMR Committees and the formulation of National Action Plans are outstanding examples of catalytic effects derived from the project.

4.1.2. Partnerships

257. Over the years, the FMM had established fruitful partnerships at the global, regional and country levels, with multiple partnerships from government ministries, universities, other UN organizations, the private sector and CSOs. During the reporting period (2018), all projects supported by the FMM have consolidating partnerships built in earlier years (reported in the 2014–2017 mid-term final report) while also building new ones.
258. Examples of FMM projects that were particularly successful in building new partnerships include the *Blue Growth Initiative*, the *Integrated Country Approach for Decent Rural Youth Employment (ICA)*, the *DIMITRA Clubs*, the *Agribusinesses and Agri-Food Chains* project and the *Global Initiative on Food Loss and Waste Reduction*.
259. The *Blue Growth* Initiative developed partnership with the Blue Innovations Centre based in Grenada, Spain, in 2018. It also built a partnership with the African Development Bank, which is collaborating, with FAO to secure funding for the development of Blue Growth project portfolio in Sao Tome and Principe and Côte d'Ivoire.

260. The *ICA* project partnered with the Young Farmers Champions Network in Uganda. It also partnered with the Federación Nacional de Cafeteros de Colombia, which engaged in a South–South Cooperation (SSC) exchange with Guatemala for the adaptation of their successful initiative “New Coffee Generation”. In Senegal, a collaboration was established with UNIDO and CTA, and among several FAO technical units, to enhance the MIJA platform model in terms of its business approach and use of ICT.
261. The *DIMITRA Clubs* project expanded partnerships in a number of countries. Indeed, there was a 40-percent increase of new partnerships between June 2017 and May 2018. This translated in the first months of 2018 into an additional 1 000 new DIMITRA Clubs.
262. The main partnerships established under the *Agribusinesses and Agri-Food Chains* project in 2018 include the United Nations Institute for Training and Research (UNITAR) and the *Association de Coordination Technique pour l'Industrie Agro-alimentaire* (ACTIA) of France.
263. The Global Initiative on Food Loss and Waste Reduction expanded the range of partners beyond the ministries responsible for primary production in the agriculture, fisheries and livestock sectors, to include others covering post-production issues and aspects such as trade, infrastructure, finance and investments. Partnerships were developed with these ministries, universities and value-chain actors, including farmers, traders and processors. A strong partnership was developed with the African Union Commission because this project is providing assistance in the assessment of food-loss reduction against the Malabo Declaration targets.

The Developing Sustainable Food Systems for Urban Areas (NADHALI) Project: an exemplary catalytic effect

- In Bangladesh, the NADHALI project led to mobilization of USD12.5 million from the Dutch government for a five year project.
- In Kenya, a project proposal for funding by the Italian government will put into operation many of the actions recommended in the food system strategy in Nairobi. In addition, a three year project worth USD 2.1 million was developed to include Kisumu.

4.1.3. Capacity development

264. Capacity development is a core function in FAO's strategic framework, and it is a key to sustainable results at country-level and ensures that FAO's efforts lead to lasting changes. FAO Members place a strong emphasis on FAO enhancing delivery in this area, as endorsed by the Corporate Strategy on Capacity Development. In 2018, most of the FMM projects successfully implemented capacity development activities, including the development of training materials, the organization of training workshops and training-of-trainers. In this section some of the outstanding results achieved in 2018 are reported.
265. In the *VGGT* project, 243 people were trained at country-level and 53 were sensitized to the VGGT through the regional activities. A Learning Guide was adapted to the VGGT and the Voluntary Guidelines for Securing Sustainable

Small-Scale Fisheries in the Context of Food Security and Poverty Eradication. Training workshops on the VGGT and SSF-G were organized in Argentina, Brazil, Honduras, Peru, South Africa, Sri Lanka, Uganda and the United Republic of Tanzania, and a total of 280 people were trained. The Learning Guide was also adapted to the pastoralist context and tested in Mongolia. The VGGT project also developed a fully responsive mobile course designed and developed in support of CSOs to enhance capacities on the VGGT.

266. The *Restoration of Degraded Lands* project implemented a comprehensive set of capacity development activities at local, national, regional and global scales in 2018. At the Global level, online tools were provided on concepts and infrastructure for an FLR knowledge platform, online Community of Practice on FLR monitoring and SFM toolbox. At the national level, a one-week training was provided on ROAM in Manila in the context of the implementation of FLR work plan in the Philippines. Collect Earth Open Foris training was organized in Lebanon, Rwanda and the Sahel region.
267. Under the *Integrated Country Approach for Decent Rural Youth Employment*, at the global level, the DRE toolbox was produced in 2018 as an online repository of all FAO guidance materials, case studies and good practices.¹⁰³ The DRE Policy database has been expanded with over 1 000 entries, and now acts as an online repository for DRE policies.¹⁰⁴
268. The project *Enabling rural youth between 15 and 17 Years of Age to Access Decent Work* developed, adapted and promoted an e-learning tool on child labour prevention and youth employment promotion. In addition, two modules on financial literacy and education for rural youth were developed. One module for formal education was tested in the seven agricultural high schools of Lebanon. Another module for informal education and school dropouts was finalized and is planned to be tested.
269. Under the project *Fostering Productive Investments to Create Decent Farm and non-Farm Jobs for Rural Youth in Migration-Prone Areas in Senegal* a four-day capacity development workshop was jointly organized by FAO and the Directorate responsible for migration. This workshop was attended by 30 facilitators working in different support mechanisms for migration initiatives. The participants received training to understand the linkages between migration and rural development and the existing government initiatives.
270. Under the *Agricultural Services and Digital Inclusion in Africa* project, a training workshop was organized in March 2018 in Senegal. The workshop aimed to test with around 50 participants in each country the first version of the application to show how it works, test its usability and gather a first set of feedbacks.
271. A total of 65 people were trained in food loss assessment in Kenya, Zambia and Zimbabwe under the *Global Initiative on Food Loss and Waste Reduction*. These included extension staff, students, farmers and other value chain actors and NGOs.
272. Under the *NADHALI* project, more than 120 officials and stakeholders were trained in both Lima, Peru, and Nairobi, Kenya, on the importance of integrating food systems in local policy, plans and actions. Knowledge generated on

RUFSAT methodology and its use for planning in both Lima and Nairobi was also disseminated.

273. A number of capacity development activities were also implemented under the project *Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS* in 2018. Training activities were conducted for a total of 143 farmers, extension workers and private business representatives on planning and implementing contract-farming operations in Fiji, Solomon Islands, Tonga and Vanuatu. The understanding of the 21 SDG indicators were enhanced through a regional training workshop involving 26 representatives of national statistics offices and ministries of agriculture from 10 member countries in the Pacific and representatives of regional organizations.
274. Under the *Inclusive Value Chain Development in Africa* project, 39 extension officers and lead farmers from eleven countries attended a three-week practical training at the Songhai Centre in Benin in March 2018. Business mentorship was also provided to 50 SMAEs.
275. The *Trade Related Capacity Development in Eastern and Southern Africa* project facilitated two e-Learning courses and a regional dialogue in Arusha, Kenya, where 17 course participants from countries in Eastern and Southern Africa took part. The dialogue covered issues relevant to agriculture in international trade agreements.
276. The project *Trade Related Capacity Development in Eastern Europe and Central Asia* supported a number of events leading to capacity development. A workshop on export promotion held in Moscow, the Russian Federation, was attended by 36 participants. The workshop provided participants with information on the best practices of agri-food export promotion of several European and Central Asian countries. Honey producers from Kyrgyzstan, Moldova and Tajikistan also benefited from the one-day training, where they learned about global honey market developments, sanitary barriers to trade, preparation for European Union food-safety audits and developing honey traceability system. Through FMM support, the Union of Millers of Ukraine organized two training sessions in cooperation with Grain Processors Union of Kazakhstan, the Committee of Millers of the Union of Entrepreneurs of Kyrgyzstan in 2018. Technical support was provided to the Ministry of Agriculture of Georgia for the installation of the FPMA Tool. Participants from the Ministry of Agriculture, the National Statistics Agency, and the International School of Economics at Tbilisi State University attended the training.
277. Under the project titled *Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean*, a total of 167 trainers were trained in the containment of AMR under the One Health approach.

4.1.4. Policy advice

278. FAO promotes, facilitates and supports evidence-based policy dialogue at the global, regional, and national levels. The FAO policy vision is shaped by the Organization's work at the national and regional levels. A number of FMM projects have provided policy advice during this reporting period.

Some projects also produced information and guidance products useful to inform policy-making. For example, the *VGGT* served as a reference tool at the multi-stakeholder level when drafting tenure policies or legislation. Similarly, projection of future climate and crop production produced under the *Building the Basis for Scaling Up Climate Smart Agriculture* project were shared among the relevant stakeholders to support the implementation of the National Agriculture Policy and other relevant policy instruments. Policy advice was also provided on the development of Blue Growth strategies and programmes to Bangladesh, Côte d'Ivoire, Madagascar, and Sao Tome and Principe through meetings and dialogues.

279. Some FMM projects have also contributed to the creation of platforms for policy dialogue. For example, the *Restoration of Degraded Lands* project facilitated the cross-sectoral working group for agriculture and natural resources in Rwanda. This resulted in the preparation of a national cross-sectoral strategy and action plan for agroforestry in Rwanda. The project also facilitated four thematic working groups for the preparation of the National Program for the Recuperation of Degraded Lands in Peru. In Lebanon, the project provided a comparative analysis of legislation aiming at identifying barriers to FLR investments and adapting the policy and legal frameworks.
280. The *Integrated Country Approach for Decent Rural Youth Employment* project influenced high-visibility policy processes in the beneficiary countries, leading to the development of youth-specific policies and strategies. These include the Youth in Agriculture Strategy in Guatemala, the Axis 3 of the National Decent Work Policy in Guatemala and the National Strategy for Youth Employment in Agriculture in Uganda.
281. Under the project, *Fostering Productive Investments to Create Decent Farm and Non-Farm Jobs for Rural Youth in Migration-Prone Areas in Senegal* a mapping of all the policies and programmes related to migration and agriculture and rural development, as well as the main institutions and actors was produced. Policy recommendations are structured around four main work areas: analysis, capacity development, partnerships, and advocacy. The consultations held in the 14 regions of Senegal also resulted in a continued policy dialogue and inputs to the implementation of the new migration policy.
282. The results of the project *Expansion of Social Protection Coverage to The Rural Poor in Lebanon, Mali, Lesotho and Zambia* are also feeding into policy discussions. For example, in Lesotho the main messages and policy advices were distilled in a policy brief. Similarly, in Mali, a policy brief on an integrated social protection and productive support package was written. In Zambia, the project developed a concept note describing an approach to facilitating policy dialogue on the role of agriculture in reducing poverty. This concept note will inform advocacy work on the policy reform options.
283. Policy advices was the core element of the national-level activities of the project *Trade related capacity development in Eastern and Southern Africa* implemented in Mozambique, the United Republic of Tanzania and Zambia. The project supported the beneficiary countries to improve implementation of the trade agreements including the WTO agreement on agriculture and agreements pertinent to COMESA, EAC and SADC.

284. The project *Strengthening Capacities, Policies and National Action Plans on Prudent and Responsible Use of Antimicrobials in Fisheries* helped in establishing governance and policy dialogue mechanisms including creation of a task force, working group and steering committee, and initiated multisectoral coordination meetings. It also contributed to more explicit contribution of the aquatic component to the country NAP, formalization of the NAP on AMR and review of AMR-relevant legislation in this reporting period.

4.1.5. Gender mainstreaming

285. Women, youth and indigenous people tend to be disadvantaged in terms of access to land and resources, education and opportunities to participate in development processes. Therefore, eliminating gender inequalities in agriculture and empowering rural women is crucial to achieving FAO's mandate of food security and nutrition, in line with the pledge to 'leave no one behind' of the Agenda 2030 for Sustainable Development. Accordingly, FAO provides technical advice to member countries and strengthens their capacities to formulate, implement and monitor policies and programmes that provide women and men with equal opportunities to benefit from agricultural and rural development. As a central theme of FAO's mandate, gender is addressed as a cross-cutting theme in the Strategic Framework.
286. Generating knowledge on good practices, institutional mechanisms and policy options for strengthening women's participation and leadership in rural institutions and organizations, and shaping policies, programmes and investments in agriculture and food security, are some of the priority areas of FAO's Rural Women's Economic Empowerment initiative. The Policy Guidance Note on Gender Equality, developed by FAO together with the European Union, has been used to promote the integration of gender equality issues in national food security and nutrition (FSN) policies and strategies by strengthening the capacities for gender analysis in most projects (for the full document, please see <http://www.fao.org/3/a-i7218e.pdf>).
287. Analysing gender disparities in rural employment and promoting approaches for advancing rural women's economic empowerment and decent employment, through policies and programmes is a further priority area of FAO's Rural Women's Economic Empowerment initiative. In 2018, FAO continued to support the generation and dissemination of gender-disaggregated data to document the situation of rural women around the world and build the evidence-base for policy-making and programme formulation. In total, 16 new Country Gender Assessments were finalized in 2018, providing governments and development partners with an updated gender profile of agriculture and rural livelihoods.¹⁰⁵
288. A number of FMM projects implemented in 2018 also had an explicit gender equity component. Outstanding among these is the *DIMITRA Clubs* project. The *DIMITRA Clubs* approach combined the use of ICTs with gender transformative and community-driven processes. In this dynamic, ICTs are enablers for women's empowerment, social inclusion and improved dialogue in rural areas. By making use of ICTs in support of a transformative process led by rural communities, the *DIMITRA Clubs* ensure inclusive participation and ownership of the actions undertaken and, thus, sustainability. The FAO publication *Gender and ICTs - Mainstreaming gender in the use of information and communication technologies*

(ICTs) for agriculture and rural development produced in 2018 is an examples that illustrates the DIMITRA Clubs as a good practice in the areas of communication for development and ICTs (for the full publication, please see <http://www.fao.org/3/i8670en/I8670EN.pdf>).

289. While significant progress has been made in mainstreaming gender in various FMM projects, there is still scope for doing more and doing it better. In order to reduce gender inequalities and achieve greater women's economic empowerment in rural areas, FAO will strengthen coordination mechanisms within and continue to work jointly with different partners. FAO is building on activities under way in the countries covered by the UN Joint Programme (FAO-IFAD-WFP-UN Women) on Rural Women's Economic Empowerment. FAO will also develop strategic partnerships with key institutions working on gender issues, including: (i) UN Agencies (ILO, UN Women, IFAD, WFP, World Bank) for all matters related to the promotion of rural women's economic empowerment; and (ii) CGIAR (especially IFPRI and the International Water Management Institute (IWMI)), particularly in relation to knowledge generation, capacity development and policy support for developing conceptual frameworks and elaborating policy-support and programmatic tools for effective and gender-equitable rural poverty reduction.

4.1.6. Innovation

290. Innovation is the process by which individuals or organisations bring new or existing products, processes or ways of organization into use to increase effectiveness, competitiveness and resilience with the goal of solving a problem. FAO believes that innovation is the central driving force for achieving a world free from hunger and malnutrition, where food and agriculture contribute to reducing poverty in an economically, socially and environmentally sustainable way. One of the most significant impacts of the FMM-supported projects was the introduction of new innovations. A number of FMM projects have piloted or demonstrated new products, approaches and ideas to countries. Outstanding examples of innovations achieved by FMM projects in the reporting period are briefly described here.
291. 291. One such example is seen in the *Sustainable Food and Agriculture* project. This project integrated coherent approaches to sustainable food and agriculture, which supports a transformation of food and agricultural systems towards sustainability, considering all of its main dimensions and operationalizing the intentions of the SDGs in the food and agricultural sectors.
292. Similarly, the *Integrated Country Approach for Decent Rural Youth Employment* project continued to spur development of new tools, approaches and methodologies in 2018. One of the good examples is the development of a tool to conduct youth-employment-focused value-chain analysis in Uganda's coffee value chain. Another example is the use of ICT for enhancing youth access to extension and employment services in remote areas, as demonstrated by the Chisparural.gt platform in Guatemala and the National Employment Observatory in Senegal. These services were designed to enhance youth access to information, service providers and financial opportunities like crowdfunding platforms.

293. In the *DIMITRA Clubs* project, the Whatsapp groups set up proved to be a useful tool to exchange good practices, pictures and videos, and to ask for advice. It has also worked as a powerful training instrument for the *DIMITRA Clubs* facilitators and implementing partners.
294. The Digital Value Added Services developed in the *Agricultural Services and Digital Inclusion in Africa* project were designed to provide high-quality information services close to family farmers and extension workers such as veterinarians, agricultural extension agents and nutrition experts, using innovative and the most convenient digital technologies. The services were also designed paying special attention to the specific needs of women and youth.

4.1.7. Cross-sectoral work

295. Cross-sectoral issues refer to those issues where the actions of one sector impact upon one or more other sectors. Cross-sectoral coordination is critical for advancing global goals such as the SDGs at the national level and these can be complemented by multi-stakeholder collaboration inclusive of government, civil society and the private sector at multiple levels. Over the years, a number of FMM projects have stimulated cross-sectoral work both within and outside FAO, stimulating synergies and more integrated visions. The focus of this section is to present outstanding examples of cross-sectoral work implemented in 2018.
296. The VGGT project addressed land, fisheries and forest governance and tenure issues. In 2018, the project continued its collaborations with land tenure officers at FAO headquarters and the regional level, and the partnership officers, FAO's Capacity Development Team for the development of the e-learning, and the Fishery Division for the adaptation of the Learning Guide for VGGT/SSFVG.
297. In the *National Adaptation Plans* project multi-stakeholder processes were facilitated with cross-sectoral dialogue between ministries of agriculture, environment and planning, UNDP and FAO to support the integration of agricultural issues into NAPs. The project has specifically fostered cross-sectoral work across the fields of agriculture, meteorology, environment, climate change adaptation, mitigation and disaster risk reduction as well as gender.
298. Similarly, the *Integrated Country Approach for Decent Rural Youth Employment* project continued to support cross-sectoral work among ministries of agriculture, labour, economy and social affairs, as well as with planning authorities, territorial and local authorities, CSOs and youth organizations. Within FAO, the project facilitated exchanges between different technical units, DOs and SO teams on the issue of decent rural youth employment. Collaboration was strengthened in particular with the Social Policies and Rural Institutions Division leading the ICA project.
299. The work in the *Agribusinesses and Agri-Food Chains* project has been cross-sectoral from its onset. Both within FAO and among its external partners, the project involved the sectors of agriculture, fisheries, agro-industries, retail, input supply and services provision. It also involved the disciplines of food science and technology, natural resources, climate change, rural sociology and gender, economics, nutrition, food security, food quality and safety, statistics and communications.

300. The *Trade Related Capacity Development in Eastern and Southern Africa* project looked at agriculture as part of broader food systems, going beyond the specific sectoral issues and focusing on how agriculture, food security and nutrition are affected by the policies developed and implemented by other sectors. In particular, the project focused on strengthening capacities to analyse and address the impacts of trade and related policies and agreements, in an effort to facilitate a closer, more systematic and long-lasting collaboration between the agriculture and trade ministries.

4.1.8. Alignment and sustainability

All FMM projects are well aligned with national development strategies and provided support to activities fully aligned with the United Nations Development Assistance Framework (UNDAF) and Country Programme Framework (CPF). The UNDAF is a strategic, medium-term results framework that describes the collective vision and response of the UN system to national development priorities and results on the basis of normative programming principles. It describes how UN Country Teams will contribute to the achievement of development results based on a common country analysis and UN comparative advantage. The 2017 UNDAF guidance supports UN Country Teams to position themselves to provide quality support to member states in their aspiration to achieve the 2030 Agenda (for the full guidance document, please use https://unsdg.un.org/sites/default/files/2017-UNDAF_Guidance_01-May-2017.pdf). On the other hand, the CPF is a tool for the FAO country-level strategic prioritization and overall medium-term country-level programming, and as such it constitutes FAO's input to the national development frameworks and planning cycles, as well as into the UNDAF. The CPF is prepared following consultations and agreement with member states. The project outputs were also closely linked to the Regional Initiative and FAO Investment Centre (TCI) projects, ensuring their successful implementation. The alignment of FMM activities to UNDAF and CPF and the linkage to the Regional Initiative and TCI projects guarantees sustainability of the results.

301. Over the years, many of the projects were also aligned with the SDGs and promoted governance change towards a common vision of sustainability across sectors. Most projects were also successful in consolidating partnerships built in earlier years and in the formation of multi-stakeholder platforms at the regional and national levels. These have improved multi-stakeholder dialogue, ensuring that rural women and men have the ability to influence policy decision-making. These can be cited as key drivers of sustainability of FMM results.

4.2. Programme experiences and lessons

302. The FMM employed a programmatic approach to project formulation and implementation that fosters synergies with ongoing FAO activities. Over the years, this has proven to be highly effective. In the following sections, challenges in governance, operations and financial arrangements are discussed briefly.

4.2.1. Governance arrangements, management, coordination and resource allocation

303. One of the key lessons learnt in the implementation of the FMM was that a streamlined governance arrangement is needed that is effective for decision-

making and prioritization of resources, oversight and support to resource mobilization. The FMM has evolved over time, has continued to be improved and by 2018 good progress had been made in revamping the FMM, for instance streamlining its governance arrangement, developing a solid theory of change, defining clear criteria and applying a programmatic framework for allocating resources. Drawing from the evaluation of FMM, the resource mobilization and operational modalities were transformed into a successful funding model to mobilize a greater volume of flexible resources.

304. As indicated in the 2014–2017 medium-term final report, the FMM is not yet fully operating as a pooled programmatic funding mechanism. The financial arrangement of FMM was also described to lack sufficient clarity. Some of the resource partner contributions continued to be loosely attached to particular themes or regions. The contributions also had a fixed lifespan.

4.2.2. Operational challenges

305. Among the common operational challenges encountered in the implementation of the various projects was the short time frame in which to implement and coordinate several sets of activities that often require sequencing. It also takes time to obtain trust, buy-in and ownership by stakeholders and beneficiaries.
306. Reliance on a large number of partners also carries some risks and delays in operation. Some partners proved to be more reliable and effective than others. In some cases, the project was ready to implement, but stakeholders were not, and time was needed to hold consultations, explain the expected benefits and gain trust. Time is also needed to evaluate the results of the various activities, learn lessons and assess impacts. This highlights that it is crucial to account for (to the extent possible) for all risks to the project, including delays in FAO procedures, changes in governments and insufficient human resources in national agencies to implement activities.

Key lessons learned

Programmatically, key lessons include the following:

- Increased level of volume of flexible and predictable funding are needed for the Flexible Multi-Partner Mechanism (FMM) to produce major transformative impacts.
- In order to reduce fragmentation, and create synergies and value-for-money, there is a need to move from project-thinking to a truly programmatic approach.
- Improved reporting, documentation and monitoring is key – the FMM needs strong technical oversight and early and continuous engagement with project implementers to identify options for monitoring, reporting, raising visibility and fostering cross-SP collaboration and synergies to obtain desired outcomes.
- The FMM coordination unit needs to be adequately staffed – with a dedicated senior professional officer and one general support staff at the minimum; this will help to meet expectations on quality, backstopping support to programme planning and project cycles, lesson-learning, documentation and efficiency, donor liaison, and technical oversight, as noted in the evaluation reports.

4.2.3. Reporting and documentation

307. In the past, the quality of FMM reporting and documentation was generally considered minimal, particularly at programme level. The FMM medium-term report has now set a higher standard for reporting, which was launched in 2018. During the reporting period, there was thus a significant improvement in reporting and documentation. Results of FMM are now linked to the corporate reporting system under each Strategic Programme.

4.2.4. Marketing and visibility

308. Over the years, the FMM raised awareness and engaged in fundraising actions with key resource partners. In 2018, significant efforts were made to raise the visibility of FMM to the wider public through various publicity materials (for example, please see <https://bit.ly/3cG2HkO> and <https://bit.ly/2TONEg8>). As a result, some resource partners already renewed their commitments in the new phase of FMM. These include the governments of Belgium (2018–2020), Italy (2019), Sweden (2018–2021) and Switzerland (2018–2019). Other new resource partners have joined in 2019, including France and Italy. Others are also preparing or negotiating their new commitments. Accordingly, the FMM has been re-positioned as a flexible funding instrument in its second phase.

Conclusions and looking forward

309. In conclusion, this report has demonstrated that the FMM delivered on the results planned for 2018 under the SOs, namely Contribution To Eradication Of Hunger, Food Insecurity and Nutrition (SO1), Making Agriculture More Productive and Sustainable (SO2), Reduce Rural Poverty (SO3) and Enabling Inclusive and Efficient Agri-Food Systems (SO4). Overall, the FMM projects directly addressed at least ten of the 17 SDGs. The FMM has helped FAO to successfully implement and deliver on its Strategic framework. In particular, the FMM has demonstrated how flexible funding can promote integration across sectors, create new and powerful partnerships, contribute to transformative impacts and support the delivery of the 2030 Agenda for Sustainable Development and the SDGs.
310. FMM funds have been crucial in supporting important areas of work such as climate-smart agriculture (CSA), helped to test the common vision for sustainable food and agriculture (SFA), and boosted the implementation of the Blue Growth initiative, decent rural employment (DRE), gender-sensitive value chains, and digital inclusion, which are central to FAO's work today. Access to FMM resources has also enabled FAO to take a strong strategic leadership role in the area of DRE and child labour in partnership with ILO, national governments and civil society organizations (CSOs). Thanks to FMM, this important but an underfunded area of FAO's work benefitted from a dedicated team and a comprehensive programme. DRE, which had relied entirely on FMM for three years, is now an Outcome (002) under FAO's Strategic Objective 3 (SO3).
311. The gender-sensitive value-chain framework provides the principles for the integration of gender concerns into value chain development projects and programmes. The FMM programme, *"Enabling Women to Benefit More Equally from Agri-Food Value Chains"* which was implemented in eight countries in Africa, is an example of gender-sensitive value-chain analysis.
312. Similarly, FMM resources contributed to tackling emerging global challenges such as antimicrobial resistance (AMR) in the fisheries, livestock and agricultural production sectors. Increasing global Antimicrobial Resistance (AMR) endangers modern human and veterinary health management and compromises the safety of our food and our environment. The work supported by FMM is contributing to the global efforts to contain AMR by adopting coherent, collaborative, multidisciplinary and multisectoral approaches based on the "One Health" principle.
313. In addition, the FMM has stimulated innovation, by supporting the development of new methodologies and practices and the exploration of new research frontiers. For example, FAO developed the Food Insecurity Experience Scale (FIES), which is a direct measure of food insecurity comparable across countries in the world. This innovative tool was selected as an indicator to measure global progress towards achieving the SDG 2 Target 2.1 (Ending hunger by 2030). Further, FMM funding catalyzed the dissemination of new concepts and ideas in the participating countries as well as the wider development partner community. These are only examples.

314. Beyond the delivery of concrete results contributing to progress toward the realization of the SOs, the FMM has also revealed its manifold advantages, many of them with a strong strategic value to FAO. The successes achieved by several projects have led to an increase in the number of requests for technical support from FAO. The FMM projects have also catalyzed substantial amounts of financial resources through development of follow-up projects. Some resource partners have already renewed their commitments in the new phase of FMM. These include the governments of Belgium (2017–2020), Italy (2019), Sweden (2018–2021) and Switzerland (2018–2019). Other resource partners are also preparing or negotiating their new commitments.
315. There is also clear evidence of catalytic effects of FMM and the report has highlighted the key principles of FMM, such as capacity development, partnership, policy support, gender and women empowerment, innovation and sustainability. Lessons learnt and technical and operational challenges encountered in the implementation of the various projects have helped the FMM to evolve over time and continually improve. As a result, the financial architecture and governance arrangement and operational modalities of the FMM have been redesigned and transformed into a new funding model that can mobilize a greater volume of resources.

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318. The report also benefitted from various useful resources, including individual preparation of initial project reports, success stories, and knowledge products and publications by the Strategic Programmes (SP1, 2, 3 and 4) and the Project Implementers (including technical divisions, regions and countries) for each of the FMM-funded projects. Appreciation goes to all the project implementers for their diligent execution of the projects, including contributing to the reports, stories and knowledge products generated through FMM. Without all these above-mentioned resources and contributions from all these various individuals, especially the project managers and implementers, the report would not have been possible.

Annexes

Annex 1.

List of Flexible Multi-Partner Mechanism (FMM) funded projects

Project Tag	Project title	Total Budget (USD)	Starting Date	Ending Date
SO1-Contribute to Eradicating Hunger, Food Insecurity and Malnutrition				
FMM/GLO/106/MUL	Voices of the Hungry	2 405 489	2013-11-01	2018-05-31
FMM/GLO/120/MUL	Food Security Monitoring for SDGs	1 497 250	2017-01-02	2018-05-31
FMM/GLO/111/MUL	Increase the use of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) among CSOs and grassroots organizations	2 805 258	2014-08-01	2018-05-31
SO2. Increase Provision of Goods and Services from Agriculture, Forestry and Fisheries in a Sustainable Manner				
FMM/GLO/110/MUL BABY02	Sustainable Food and Agriculture	663 735	2014-08-01	2018-05-31
FMM/GLO/112/MUL BABY06	Integrated landscape management to boost food and nutrition security in SIDS (Fiji and Samoa)	244 000	2015-09-29	2018-05-31
FMM/GLO/112/MUL BABY05	Restoration of Degraded Lands	3 000 000	2015-04-01	2018-05-31
FMM/GLO/112/MUL BABY04	Blue Growth Initiative in Support of Food Nutrition Security, Poverty Alleviation and Healthy Oceans	1 848 470	2014-07-01	2018-05-31
FMM/GLO/110/MUL BABY01	National Adaptation Plans - Climate Smart Agriculture	724 924	2014-08-01	2018-05-31
FMM/GLO/112/MUL BABY02	Building the basis for scaling up Climate Smart Agriculture	1 966 963	2014-12-01	2018-05-31
FMM/GLO/112/MUL BABY03	Climate-Smart Agroforestry Systems for the Dry Corridor of Central America	473 967	2014-12-01	2018-05-31
SO3. Reduce Rural Poverty				
FMM/GLO/100/MUL	Integrated Country Approach for Decent Rural Youth Employment (ICA)	4 889 078	2013-05-01	2018-05-31
FMM/GLO/119/MUL	Enabling rural youth aged 15-17 to access decent work	800 000	2016-11-16	2018-05-31
FMM/GLO/115/MUL	Productive investments to create decent rural youth employment in migration-prone areas in Senegal	718 340	2016-12-13	2018-05-31
FMM/GLO/113/MUL	Dimitra: Reduce Rural Poverty through information, participatory communication and social mobilization for rural women, men and youth	3 566 682	2014-07-01	2018-05-31
FMM/GLO/122/MUL	Boosting the Decent Rural Employment and Dimitra work	282 482	2018-06-01	2019-12-31

FMM/GLO/114/MUL	Strengthening Forest and Farm Producer Organizations (FFPOs) through Forest and Farm Facility	758 853	2017-01-01	2018-05-31
FMM/GLO/116/MUL	Agricultural Services and Digital Inclusion in Africa	699 897	2016-12-12	2018-05-30
FMM/INT/278/MUL	Expansion of social protection coverage to the rural poor	1 447 684	2017-01-01	2018-05-31
SO4. Enable Inclusive and Efficient Agricultural and Food Systems				
FMM/INT/277/MUL	Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS	1 000 000	2016-11-30	2018-05-31
FMM/RAF/508/MUL	Inclusive value chain development in Africa	1 355 918	2016-11-23	2018-05-31
FMM/GLO/103/MUL	Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors	6 545 459	2013-08-01	2018-05-31
FMM/GLO/117/MUL	Developing Sustainable Food Systems for Urban Areas	1 000 001	2016-12-06	2018-05-31
FMM/GLO/118/MUL	Global Initiative on Food Loss and Waste Reduction	1 500 000	2016-12-06	2018-05-31
FMM/RAF/507/MUL	Trade related capacity development in Eastern and Southern Africa	500 000	2017-01-01	2018-05-31
FMM/RAS/298/MUL	Strengthening capacities, policies and national action plans on aquatic AMR	565 714	2017-01-17	2018-05-30
FMM/RER/056/MUL	Trade Related Capacity Development in Eastern Europe and Central Asia	550 274	2017-01-01	2018-05-31
FMM/RLA/215/MUL	Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean	750 000	2016-12-05	2018-05-31
FMM/GLO/099/MUL	FAO Multi-Partner Programme Support Mechanism (FMM) - Evaluation of the FMM mechanism	380 048	2011-09-15	2018-05-31

Annex 2.

Individual project reports

Projects under SO1

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

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Exclusive support to the Voices of the Hungry Project and support to Food Security Monitoring for SDGs
PROJECT NUMBER	FMM/GLO/106/MUL and FMM/GLO/120/MUL
FAO STRATEGIC OBJECTIVE	SO1. Contribute to the eradication of hunger, food insecurity and malnutrition
OUTCOME	<ul style="list-style-type: none"> 103 - The decisions of member countries and their development partners regarding food security and nutrition are based on evidence and high-quality, timely and comprehensive food-security and nutrition analysis that draws on data and information available in the network of existing sector and stakeholder information systems.
OUTPUTS	<ul style="list-style-type: none"> Output 10301 - Improving capacities of governments and stakeholders to monitor trends and analyse the contribution of sectors and stakeholders to food security and nutrition. Output 10302 - Improving capacities of governments and stakeholders to map, monitor and evaluate policies, programmes and legislation relevant to food security and nutrition for informed decision-making.
PROJECT DATES	<ul style="list-style-type: none"> FMM/GLO/106/MUL: 1 November 2013–31 May 2018 FMM/GLO/120/MUL: 2 January 2017–31 May 2018
IMPLEMENTATION COUNTRIES:	Global; covered more than 140 countries.
PROJECT RESULTS	
GLOBAL <ul style="list-style-type: none"> Updated series of the Prevalence of Undernourishment (PoU) (SDG indicator 2.1.1) and the “Prevalence of Severe Food Insecurity” based on the Food Insecurity Experience Scale (FIES), at country, regional and global levels were disseminated through FAOSTAT and FAO’s flagship publication <i>The State of Food Security and Nutrition in the World 2018</i>. The report was launched in September 2018 but a substantial part of the work contributing to SOFI 2018 was elaborated between January and May 2018, and produced jointly with IFAD, UNICEF, WFP and WHO. The prevalence of severe food insecurity for the years 2014–2015–2016 was published for sub-regions of the world and in 75 countries that approved dissemination of results for their countries following a consultation process with National Statistical Offices of UN member nations, carried out during the first half of 2018. An e-learning course on SDG indicator 2.1.2 (Prevalence of Moderate or Severe Food Insecurity based on FIES) was finalized in December 2017 and launched in early 2018. Composed of five lessons covering adaptation and inclusion of the FIES in national surveys, data analysis and communication of results, it will be a welcome tool to help respond to the burgeoning number of requests from countries for capacity development on the FIES methodology. The development of an e-learning course on SDG indicator 2.1.1 (PoU) was also launched in early 2018. User-friendly tools have been developed to assist countries in estimating SDG indicators 2.1.1 and 2.1.2. 	

- FAO has scaled up capacity development of national institutions to promote country ownership of the PoU and FIES methodologies, which are the basis for reporting on SDG indicators 2.1.1 and 2.1.2.
- An internal Evaluation of the *Voices of the Hungry* was carried out by the FAO Office of Evaluation and released in the first quarter of 2018.
- A joint side-event to the Committee on World Food Security was organized with Integrated Food Security Phase Classification (IPC) at FAO headquarters in Rome, Italy in October 2018.

For more information, please see <http://www.fao.org/in-action/voices-of-the-hungry/en/> and www.fao.org/3/a-i6919e.pdf.

CONTRIBUTION TO FAO RESULTS

- Updated series of the PoU and the “Prevalence of Severe Food Insecurity” based on the FIES, at country, regional and global levels was disseminated through FAOSTAT and the State of Food Security and Nutrition in the World 2018.

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Partnerships established in the past years have been maintained and consolidated.

CAPACITY DEVELOPMENT

- In 2018, seventeen regional, sub-regional and national workshops or exploratory technical missions have also been conducted.

POLICY ADVICE

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

CATALYTIC EFFECTS

- FMM support continued to build synergies with other agencies engaged in food security monitoring

CROSS-SECTORAL WORK

- Integrated analysis of food security and nutrition indicators in collaboration with FAO's Nutrition and Food Systems Division (ESN), its Agricultural Development Economics Division (ESA), WHO and UNICEF in the context of the SOFI publication promoted bridges across the health and nutrition, food security, agriculture and social protection sectors.
- National and regional capacity development activities have promoted a cross-sectoral vision among FAO DOs and national governments related to food security monitoring.

GENDER

- Prevalence of food insecurity disaggregated by gender was highlighted in the SOFI 2018 publication and some Regional Panorama reports.

INNOVATION

- NA

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- The FIES and PoU methodologies are technically challenging for many statistics professionals to learn, wherefore follow-up, remote assistance and good training materials are essential.
- Access to household survey data is still restricted in some countries, which has some impact on the efficiency of the technical support.

2. Voluntary Guidelines on Governance of Tenure (VGGT)

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Increase the use of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) among CSOs and grassroots organizations.
PROJECT NUMBER	FMM/GLO/111/MUL
FAO STRATEGIC OBJECTIVE	SO1. Contribute to the eradication of hunger, food insecurity and malnutrition
OUTCOME	<ul style="list-style-type: none"> 101 - Member countries and their development partners make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition.
OUTPUTS	<ul style="list-style-type: none"> 10201 01 - Number of policy processes with more inclusive coordination across sectors and stakeholders for food security and nutrition governance as a result of FAO support.
PROJECT DATES	1 July 2014–31 May 2018
IMPLEMENTATION COUNTRIES:	Global (Colombia, Côte d'Ivoire, Ethiopia, Guatemala, Guinea, Indonesia, Kenya, Kyrgyzstan, Liberia, Madagascar, Malawi, Mali, Mauritania, Mongolia, Myanmar, Nepal, Niger, Senegal, Sierra Leone, South Africa, United Republic of Tanzania and Uganda)
PROJECT RESULTS	
Output 1. Capacity building tools on the use of VGGT tailored to CSO and grassroots organizations available	
<ul style="list-style-type: none"> Many of the activities were finalized in 2017. As indicated in the previous reporting, the e-learning was designed with the mobile accessibility feature in mind, therefore making a separate mobile application designed simply for communication/feedback purposes unnecessary. In terms of creating one Community of Practice for trained facilitators, ensuring the development of an online repository of key materials as well as a user- and mobile-friendly e-learning course more closely met the needs of the partners. An analysis of the possible outreach of the webinars suggested to focus on different and more effective disseminating activities that could at the same time guarantee a multiplier effect in terms of replicating and scaling up the use of the LG. In terms of disseminating the learning guide and information, a handout was printed in 2018. The capacity development material was also shared with the Bringing Organizations & Network Development, Oxfam Novib in Chad, the <i>Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel</i>, the European Union Land Governance Programme, the Responsible Investment in Agriculture and Food Systems (RAI) team at FAO headquarters, the Forest and Farm Facility (FFF), participants of the VGGT/SSF Stocktaking Meeting, and the Association of the Governance of Land, Water and Natural Resources (AGTER). 	
Output 2. Enhanced capacity of CSOs and grassroots organizations on the use of the VGGT	
<ul style="list-style-type: none"> In West Africa, the project activities implemented at regional level in West Africa in 2016 led to additional funds from the FAO regular programme (USD 170 000) to be mobilized in order to continue in 2018 to support policy dialogue related to the governance of tenure of natural resources between CSOs and the regional institutions. Specifically, four Training-of-Trainers (ToT) activities were carried out in four countries, including the Niger and Nigeria, and one regional dialogue in West Africa was implemented involving CSOs and ECOWAS representatives. In Asia, Village Focus International (VFI) from the Lao People's Democratic Republic, carried out a presentation on the VGGT to the Lao Forest Law Enforcement, Governance and Trade CSO network. 	

- In Central Asia, a sub-regional workshop for CSOs was organized to further develop the capacity of CSOs and grassroots organizations on VGGT and to intensify and foster VGGT dissemination and exchange of experiences of CSOs in the sub-region. In order to strengthen synergies among various ongoing VGGT-related activities in the region (for example the FAO Regional Office for Europe and Central Asia (REU) Multi-disciplinary Fund (MDF) Project “Awareness raising and implementation in Tajikistan and Kyrgyzstan”; the reform of farm land regulation in the European Union ‘State of play of farmland concentration in the European Union: how to facilitate the access to land for farmers’ approved by the European Parliament in April 2017, forwarded to the European Union Commission) the sub-regional workshop, its agenda and the workshop methodology, were prepared in a collaborative manner between FAO headquarters, REU, the First Information and Action Network (FIAN) and representatives of the CSO Facilitation Committee (the group of regional CSOs facilitating the dialogue between FAO and CSOs in the region of Europe and Central Asia, including small-scale food producer organizations and NGOs). The workshop was held in 2018 in Kyrgyzstan with FAO Regular Programme Funds. A total of 48 CSO representatives from Armenia, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkey, Turkmenistan, Ukraine and Uzbekistan participated. One of the strongest requests from the participants was related to the translation of the LG into Russian. This activity was implemented in close collaboration with the REU office team working on land tenure. The workshop also resulted in the development of a sub-regional platform of CSOs willing to continue working together on tenure-related issues. Funds from the FAO regular programme were secured at the end of 2018 to carry out the translation in 2019.
- At the global level, the approach developed under the FMM was incorporated into several FAO programme activities, such as the second phase of the VGGT Umbrella Programme and the Umbrella Programme for the Promotion and Application of the SSF Guidelines.
- In Kyrgyzstan, capacity building was carried out by the Nomadic Livestock Keepers’ Development Public Fund (NLKDF). To pilot the adapted version of the LG to the pastoralist context, FAO regular funds (USD 35 000) were secured at the end of 2018, and ToT will be carried out in 2019.
- In Mongolia, additional funds (FAO regular budget in the amount of USD 60 000) were secured in order for PCC to adapt the LG to the pastoralist context and carry out four ToT activities at local level to test and finalize the guide in 2018. The ToT had 133 participants from four regions. In addition, requests were made for simplified material related to pastoralism. FAO regular budget in the amount of USD 20 000 were secured at the end of 2018 to produce this material in 2019.
- In Nepal, FIAN Nepal was contracted in November 2018 by the Self-Employment Women’s Association (SEWA) to lead a five-day VGGT capacity development workshop for approximately 20 women community-forestry users. This activity was implemented in partnership with FOA’s Forest and Farm Facility project and their Nepalese partner, the Federation of Community Forestry Users Nepal.
- In Sierra Leone, the Organization Culture Radio FM104.5 produced and broadcast four one-hour radio programmes on: (i) Understanding the New Land Policy of Sierra Leone; (ii) Registration-Land Right Recording and the VGGT; (iii) Land Use Planning and the VGGT; and (iv) Women’s Land Rights and the VGGT in 2017. Culture Radio also produced a 15-minute documentary on the VGGT and the New Land Policy for two television stations. The documentary and the radio programmes were broadcasted in 2018. The radio programmes and documentary reached an estimated 2.5–3 million people.
- In Colombia, FAO has played an important role in supporting the Government in the implementation of comprehensive rural development policies. Based on the FMM project results achieved in 2016 with the Federación Nacional Unitaria Agropecuaria (FENSUAGRO) the FMM project provided in 2017 technical assistance to the FAO Country Office for planning capacity development activities for grassroots and CSOs, including indigenous and afro-descendent member organizations of FENSUAGRO and public officials in Colombia who are working on local ownership and contextualization of the VGGT. Due to the various complex and lengthy processes at country level and the yearly-cycle duration of the FMM project, and in order to ensure the implementation of the planned activities, additional funding (FAO regular budget in the amount of USD 42 000) was secured for conducting ToT activities and sensitization workshops. In January 2018, one ToT was carried out on the VGGT in Viotá – Cundinamarca with the participation of 25 representatives of social organizations. One sensitization workshop with government entities on the opportunities of the VGGT for institutional management in the context of conflicts over land use and tenure rights was also held in Bogotá, with 25 participants. One sensitization workshop was held in February 2018 for communities and CSOs representatives in El Cocuy (Boyacá) and La Paya (Putumayo) national parks. This involved 40 participants.

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

- The document Capitalization on activities conducted under the Belgium project 1st phase was finalized. The Case Study Template was also finalized.
- 17 country factsheets were published online in Colombia, Côte D'Ivoire, Guatemala, Guinea, Indonesia, Kyrgyzstan, Liberia, Malawi, Mali, Mauritania, Mongolia, Myanmar, Nepal, the Niger, the Philippines, Senegal, Sierra Leone, South Africa and Uganda. These factsheets provide background information focusing on the activities undertaken in the country, and more importantly the impact of these activities on the overall national processes for tenure security, as well as links to other important initiatives taking place in the country on VGGT and tenure issues in general. In those countries with strong success stories, it was ensured that this information was also highlighted in a dedicated session.
- The following were achieved in supporting national multi-stakeholder platforms.
 - ▶ In Mali, FMM in support of CSO and multi-actor initiatives proved successful in ensuring VGGT-guided inputs to national debates on the implementation of the newly promulgated Agricultural Land Law that introduced innovations clearly inspired by VGGT principles and also for the current National Land Reform process. The FMM project activities carried out in Mali in 2017 led to additional funds from the FAO regular programme (USD 75 000) for continued support to country-level activities in 2018. In particular the activities of the working group of the multi-actors platforms focused on implementing decrees on the land commissions at village level that had been adopted by the Cabinet on 14 March 2018.
 - ▶ In Mongolia, FMM technical and financial support was provided in 2017 to the multi-stakeholder platform as well as the VGGT working group, related to the implementation and mainstreaming of the VGGT. Specifically, PCC facilitated the working-group functioning and identified their needs and requests in order to mainstream the VGGT in the country. A three-day multi-stakeholder workshop was carried out in April 2018, with funding from the FAO regular budget (in the amount of USD 30 000), to increase the multi-stakeholder platform engagement. The meeting had 53 participants from the national and local government, CSOs, research institutes, international organizations, projects and the private sector.
 - ▶ In Colombia, funds were secured for a two-year project funded by Italy (GCP/GLO/347/MUL) to conduct ToT activities for CSOs and share experiences in order to improve local-level land governance processes for planning and enhance CSO knowledge and engagement in the national ongoing national-level tenure processes.

CONTRIBUTION TO FAO RESULTS

- FAO validated corporate results for 2018 are being evaluated.

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Throughout 2018, partnerships with CSOs continued. Partnerships reported in the 2014–2017 mid-term final report were also maintained.

CAPACITY DEVELOPMENT

- In 2018, with additional funding, around 243 people were trained at country level and 53 were directly sensitized to VGGT through the regional activities. Sensitization was also carried out through radio programmes, advertisements, etc. Participants were either all CSO members or a blended audience of CSO members and government staff.
- Through the training, the capacities gained included (i) knowledge of the VGGT; (ii) use of the VGGT to analyze systematically cases where governance of tenure can be improved; (iii) to plan activities to support the VGGT implementation; (iv) to network on governance of tenure issues; (v) to strengthen the participation of CSOs in the multi-stakeholder platforms for the discussion/design/improvement of tenure-related legal and policy frameworks; and (vi) the capacity to improve legal and policy frameworks. The workshop participants were able to link the tenure rights in their work and design action plans, to document local-level cases and to identify VGGT-related tenure issues in their work and raise them with concerned government agencies.

POLICY ADVICE

- The enhanced capacities of CSOs in relation to the VGGT led to a dialogue where the VGGT served as a reference tool at the multi-stakeholder level (notably when drafting tenure policies or legislation). Moreover, the methodology adopted in the training placed an emphasis on the understanding of national processes and the capacity to plan activities for CSOs to engage with.

CATALYTIC EFFECTS

- The successful implementation of the first two phases of the project attracted external funding for activities at country level. Some of the activities in Colombia, Kyrgyzstan and Mongolia were funded by the FAO regular budget (USD 110 000), with the provision of technical assistance under the FMM to be carried out in 2018. Additional funds (FAO regular budget in the amount of USD 55 000) were also secured at the end of 2018 to carry out activities in 2019.

CROSS-SECTORAL WORK

- The VGGT addressed land, fisheries and forest governance, and tenure issues. In 2018, the project continued its collaboration with FAO land tenure officers (at headquarters and regional level) and partnership officers (at regional level). Collaboration with the DPS Capacity Development Team was key for the development of the e-learning course. Collaboration with the Fisheries and Aquaculture Department was also instrumental for the adaptation of the Learning Guide for VGGT/SSF Voluntary Guidelines. Finally, Regional and Sub-regional Offices (REU and RAF) were closely involved in the design, organization and implementation of the regional workshops, as well as activities at country level.

GENDER

- The gender dimension is a cross-cutting area within the VGGT. In this project it was concretely mainstreamed by (i) encouraging gender-balanced representation during the training organized by local partners; (ii) presenting the principles of the VGGT (including gender equity); (iii) triggering analysis on the relevance of gender equity on governance of tenure. The efforts have been constant to encourage higher participation of women in the training and more active participation. In the follow-up activities (funded by the FAO regular programme), the latter was always ensured through gender-sensitive participatory processes.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Not reported.

Lessons learnt

- The awareness-raising activities were effective among government departments and CSOs.

Projects under SO2

1. Sustainable Food and Agriculture

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Sustainable Food and Agriculture
PROJECT NUMBER	FMM/GLO/110/MUL BABY02
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	<ul style="list-style-type: none"> 201 - Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.
OUTPUTS	<ul style="list-style-type: none"> 20101: Innovative practices for sustainable agricultural production are identified, assessed and disseminated and their adoption by stakeholders is facilitated. 20201: Support to countries to analyze governance issues and options towards sustainable agricultural and natural resource-sector production systems 20202: Support to countries to strengthen national governance frameworks for the adoption of sustainable agricultural sector practices 20203: Support to public institutions and inter-organizational mechanisms for the implementation of policies and legislation aiming at more sustainable production systems
PROJECT DATES	1 August 2014–31 December 2017
IMPLEMENTATION COUNTRIES:	Bangladesh, Morocco and Rwanda
PROJECT RESULTS	
<p>During the no-cost extension in 2018, work focused on national, regional and global-level follow-up of activities.</p> <ul style="list-style-type: none"> The reference/guidance document on <i>“Transforming food and agriculture to achieve the SDGs: 20 interconnected actions to guide decision-makers”</i> was finalized. Presented in the context of the Council, COFI, COFO and COAG, this reinforced a common approach to integrated policy support, capacity buildin and strengthened collaborative partnerships to mainstreaming sustainable food and agriculture in SDGimplementation at country level. It also underpinned FAO’s support to the UN High-Level Political Forum on Sustainable Development 2018. The development of the book <i>“Sustainable Food and Agriculture: An Integrated Approach”</i> was finalized. The book, for which analysis was supported by FMM under the output on regional/global knowledge sharing and learning, draws upon leading experts from various disciplines to provide a comprehensive overview of the state-of-the-art thinking on and proposals for sustainable food and agriculture. <p>Output 3</p> <ul style="list-style-type: none"> The FMM provided support to the global event on “Partnering and networking: 2nd International Symposium on Agroecology: Scaling up Agroecology to Achieve the SDGs”. A record 768 participants, including representatives from 72 governments, 350 non-state actors and representatives of six UN organizations attended the event. FAO presented the ten elements of agroecology as a guide to transitioning to sustainable agriculture and food systems. UN partners jointly launched the Scaling Up Agroecology Initiative, to be implemented with multi-stakeholder partners over the next ten years. In preparation for the Symposium, FAO conducted an analysis of its work plan and projects. The analysis showed that eight percent of FAO’s results planned for 2018–2019 are directly contributing to agro-ecological transitions at one or multiple levels. Even more significantly, a further 47 percent of FAO’s work could be shaped or modified in some way to contribute directly to scaling up agroecology. 	
CONTRIBUTION TO FAO RESULTS	
<ul style="list-style-type: none"> FAO results on the FMM were reported by Bangladesh, Morocco and Rwanda. In addition, results were reported for each of the 2018 Outputs listed above. The FMM Baby02 project thus contributed to results at country, regional and global levels. 	

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Based on the work of FMM at country level, follow-up work at that level is now under way to build national and sub-national partnerships around private-sector and civil-society mobilization, and involvement in implementing sustainable food and agriculture in the context of SDG implementation. The approach developed in the context of the FMM follow-up in Bangladesh has now been scaled up in 2018 in several other countries, with further scaling-up planned for 2019.

CAPACITY DEVELOPMENT

- Based on the work of FMM at country level and guidance developed at the global level, follow-up capacity development projects are under way in selected countries for the integration of sustainable food and agriculture at programme level in the context of SDG implementation, for example through follow-up projects in Bangladesh.

POLICY ADVICE

- The FMM has allowed to scale up FAO's support to countries on sustainable food and agriculture at programme level in the context of SDG implementation.

CATALYTIC EFFECTS

- The FMM allowed to develop the five principles of sustainable food and agriculture, endorsed by FAO Member States. It also enabled FAO to develop a coherent, integrated approach across FAO's technical units and sectors. At COAG 2018, member states requested FAO to continue its support to countries in mainstreaming sustainable food and agriculture in the 2030 Agenda in an integrated way.

CROSS-SECTORAL WORK

- The guidance on sustainable food and agriculture is particularly geared towards integrated, cross-sectoral and coherent approaches to food and agriculture.

GENDER

- Gender is an explicit component of the 20 interconnected actions to guide decision makers on sustainable food and agriculture.

INNOVATION

- The main innovation of the FMM project is the integrated, cross-sectoral coherent approach to sustainable food and agriculture, which supports a transformation of food and agricultural systems towards sustainability considering all main dimensions of sustainability, operationalizing the intentions of the SDGs in the food and agricultural sectors.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- In 2018, there was no major challenge to overcome in project implementation other than the realization that issues of sustainability in agriculture are not new, while a comprehensive, integrated approach to sustainability is both novel and challenging. Identifying the right timing and scale of project implementation at country level was important for success. This partly depended on political will and using opportunities, such as the national SDG implementation processes.

Lessons learned

- Implementation of SFA can be initiated more easily at sub-national level around already-identified issues of sustainability and a clear willingness by the local authority to address it.

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

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Integrated landscape management to boost food and nutrition security in SIDS (Fiji and Samoa)
PROJECT NUMBER	FMM/GLO/112/MUL BABY 06
FAO STRATEGIC OBJECTIVE	S02. Make agriculture, forestry and fisheries more productive and sustainable
OUTCOME	<ul style="list-style-type: none"> 201: Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner
OUTPUTS	<ul style="list-style-type: none"> 0101: Innovative practices and technologies piloted, tested or scaled up by producers, to sustainably increase productivity, address climate change and environmental degradation
PROJECT DATES	29 September 2015–31 May 2018
IMPLEMENTATION COUNTRIES:	Samoa ¹⁰⁶
PROJECT RESULTS	
Results in 2018: <ul style="list-style-type: none"> Three demonstration plots established in the selected schools integrating conservation agriculture and improved SLM practices. The engagement of communities in the activities has resulted in community members joining the Samoa Farmers Association, guaranteeing support beyond the project. 	
CONTRIBUTION TO FAO RESULTS	
RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS	
PARTNERSHIPS	
<ul style="list-style-type: none"> The Samoa Farmers Association working with the Ministry of Education and the Ministry of Agriculture in the implementation of activities. The Ministry of Health working with WHO and FAO on awareness and promotional activities for NCDs screening. Working hand-in-hand with the 20 communities and selected schools in both Upolu and Savaii. 	
CAPACITY DEVELOPMENT	
<ul style="list-style-type: none"> Trained district nurses on how to screen for malnutrition and the 1 000-days concept. Trained students, community members and teachers on new and improved SLM practices. 	
POLICY ADVICE	
<ul style="list-style-type: none"> Village councils have sanctioned activities. At the national level, the health-sector plan includes monitoring and evaluation of the implemented activities. 	
CATALYTIC EFFECTS	
<ul style="list-style-type: none"> Working in partnership with Ministry of Health, the project has evolved such that the ministry seeking technical assistance from development partners for running the PEN Fa'aSamoa programme on a national scale. Additionally, they have enhanced interest in other relevant initiatives/projects implemented by FAO and other UN agencies. Working in partnership with SFA, the participating communities have joined the expanding network of SFA, ensuring ongoing assistance and advocacy for new and improved SLM practices. Furthermore, their expanding network will add to their advocacy for farmer-to-farmer exchange. 	

CROSS-SECTORAL WORK

- The project is contributing at the country level, such that the Ministry of Agriculture and the Samoa Farmers Association are working together with the Ministry of Health towards improving livelihood in communities.

GENDER

- Project activities were specifically designed to involve both genders, young and old.
- The main participants in the agriculture (planting) activities were men.

INNOVATION

- The implementation of gardens in each of the three schools, with the inclusion of tunnel houses for continuous production under any weather conditions.
- Using sustainable management practices, agroforestry and sustainable agricultural practices to promote conservation agriculture, and enhancing soil nutrient levels with the introduction of crop rotation and or shifting cultivation.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- There were delays in procurement and the unavailability and readiness of schools for implementation of activities. Additionally, there were weather-related delays due to Cyclone Gita in early 2018.

3. Restoration of Degraded Lands

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Restoration of Degraded Lands
PROJECT NUMBER	FMM/GLO/112/MUL - Baby 05
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	<ul style="list-style-type: none"> ● Outcome 202: Governance mechanisms are strengthened to support transition to sustainable agriculture ● Outcome 204: Decisions for planning and management are based on evidence
OUTPUTS	<ul style="list-style-type: none"> ● Output 1.2: Innovative production systems and management practices which restore, improve and increase sustainable provision of goods and services, are identified, developed, tested, and widely shared; ● Output 3.2: Support to the implementation of national and regional policy and legal frameworks relating to international commitments (Bonn Challenge/Aichi Target 15).
PROJECT DATES	1 April 2015–31 May 2018
IMPLEMENTATION COUNTRIES:	Cambodia, Guatemala, Lebanon, Peru, Philippines and Rwanda, also regional and global actions
PROJECT RESULTS	
Output 1. Planning and implementation of large-scale FLR programmes supported at country level and in pilot areas of six target countries: Cambodia, Guatemala, Lebanon, Peru, Philippines and Rwanda	
<ul style="list-style-type: none"> ● The roadmap on FLR finance for Cambodia was implemented through: (i) a study tour to benchmark NFF practices in Vietnam, and (ii) a study co-financed with UNDP on Payment for Environmental Services (PES) schemes in two targeted landscapes in Cambodia. ● Assessment of restoration options was completed in three provinces of Cambodia based on the Restoration Opportunities Assessment Methodology (ROAM) in partnership with the International Union for the Conservation of Nature (IUCN). The validation workshop was held from 7 to 8 February 2018. Based on ROAM, a few pilot sites were selected in 2018 for implementation of FLR innovative actions with funds from other projects in 2018–2019. ● Comparative analysis of policy and legal frameworks was completed to identify barriers for investments in FLR and to propose changes in the current regulation frameworks for facilitation of large-scale FLR implementation in Cambodia. The report was published in December 2017 and a validation event organized in February 2018. ● Collaboration with the UN-REDD team led to the development of the knowledge base on the state of forests and their levels of degradation in Cambodia (first semester of 2018). ● Resource mobilization efforts were undertaken in 2018 through the development of concept notes for future FLR project proposals in the context of both GEF-7 and the Green Climate Fund (GCF). ● In Guatemala, exchange visits were organized among communities in Southeast Petén, focusing on FLR through cocoa, cardamom, cinnamon and vanilla integrated with timber trees, such as mahogany, cedar and other native species. ● Promotion, training and establishment of demonstration sites for FLR in 2018 through a Letter of Agreement signed with the Balam Association and other partners (100 hectares restored in San Marcos and 300 hectares restored in Southeast Petén) in Guatemala. ● A baseline study with systematization of good FLR practices was completed and disseminated in 2018. This study will allow better planning of ground activities to benefit the local communities and to serve as an evaluation tool for FLR initiatives in Guatemala. ● In Lebanon, pilot actions were implemented focusing on restoration of abandoned terraces in the Kadisha Valley and the Shouf Biosphere Reserve. ● Restoration of eroded landscapes was implemented in Mhaidseh in Lebanon, in partnership with a local NGO (LRI) and USAID. All pilot actions with local stakeholders were achieved during the first quarter of 2018 and a study tour on the three restored sites was conducted in March 2018. 	

- Communication products on these three restored sites in Lebanon were prepared in 2018. A short video featuring storytelling with local stakeholders was produced, and dedicated articles were published in the second FLRM Newsletter in 2018.
- In the Philippines, a capacity-building workshop on the Restoration Opportunities Assessment Methodology was organized in partnership with IUCN in 2018.
- Forest and Landscape Restoration actions were implemented at landscape level from January to May 2018 in the Carood Watershed Model Forest on Bohol Island and Baatan on Luzon in the Philippines. Through support from the FMM, mayors of the seven municipalities put under restoration 50 hectares with Assisted Natural Regeneration and established 60 000 square metres of firebreaks.
- In Rwanda, support for the government was given to develop the national agroforestry strategy with a validation workshop held in January 2018.

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

- Dissemination of the *“Asia Pacific Strategy and Action Plan on Forest and Landscape Restoration”* was supported and resource mobilization put in place to implement it.
- In the Mediterranean, support was provided for the implementation of the “Agadir Commitment” aiming to restore eight million hectares by 2030 in the context of a new Restoration Initiative. Resource mobilization for the implementation of the “Agadir Commitment” was initiated, and the IKI project named *“The Paris Agreement in action: upscaling forest and landscape restoration to achieve nationally determined contributions”* was submitted.
- Coordination and technical support for the preparation of a chapter on FLR in the second edition of the State of Mediterranean Forests was officially launched in 2018.
- In Latin America, contributions were made to key technical issues relevant for the Initiative 20 × 20 through: (i) Development of a series of guides and technical notes to support countries and investors in their work on FLR; (ii) Development and field testing of protocols for monitoring FLR performance and impacts; and (iii) Development of a regional training course on Forest and Landscape Restoration.
- In Africa, resource mobilization for the implementation of the AFR100, with the final approval of the IKI project titled *“The Paris Agreement in action: upscaling forest and landscape restoration to achieve nationally determined contributions”* with the final approval of several GEF projects in the context of the Restoration Initiative. The inception phase of the project titled *“Restoration of Forests and Landscapes and Sustainable Land Management in the Sahel”* was completed. The project was funded by the French Facility for Global Environment (FFEM) with a total amount of EUR 1.8 million. The planning of the first investments were possible from January to May 2018 owing to the support of the FMM projects.
- Under the TRI global child project named *“Global learning, Partnerships and Finance”*, the FLRM launched the implementation of the component titled “capture and dissemination of best practices and institutional capacity building”.
- The Community of Practice on FLR monitoring and organization was launched.

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

- Facilitation of the implementation of the collaborative roadmap on FLR Monitoring was adopted during the Drylands and Forest and Landscape Restoration Monitoring Week and aimed at supporting and aligning FLR monitoring efforts globally.
- Contributions were provided to NEPAD in order to support the monitoring work plan of the AFR100 and to WRI for FLR monitoring efforts of the Initiative 20 x 20 in Latin America.

CONTRIBUTION TO FAO RESULTS

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

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

In 2018, the FLRM consolidated the strategic partnerships initiated earlier in this project and developed new ones with leading organizations on critical FLR topics through global/regional initiatives led by or receiving key support from the FLRM.

- Governments: Ministries of environment and agriculture (in particular their forestry departments) in each selected country; implementing agencies of these ministries in FLRM countries and governments in pilot areas.
- Research organizations: World Resources Institute (WRI), Society for Ecological Restoration (SER), the Mediterranean Office of the European Forest Institute, the Centre for International Forestry Research (CIFOR), the World Agroforestry Centre, Bioversity International and multiple Research Organizations at country level in Cambodia, Guatemala, Lebanon, Peru, the Philippines and Rwanda.
- United Nations Organizations and development cooperation: UNEP, the Convention on Biological Diversity (CBD) Secretariat, the Global Mechanism of the United Nations Convention to Combat Desertification (UNCCD), the United Nations Capital Development Fund (UNCDF) (on financial issues for local development funds), the Belgian Development Agency, *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ), the French Ministry of Foreign Affairs and International Development (MAEDI), the German Ministry of Environment (BMUB), the United States Agency for International Development (USAID), the French Facility for Global Environment, the German International Climate Instrument (IKI) and the Global Environment Facility (GEF).
- Non-Governmental Organizations and social enterprises: several local NGOs active in FLRM countries (for example Vi-Agroforestry, Lebanon Reforestation Initiative, Zoomaal, HelpforLeb and Jouzour Loubnan) and key international/regional NGOs such as IUCN, WRI, Eco Agriculture Partners, We Forest, Landscapes for People, the Food and Nature Initiative (LPFN), the International Association for Mediterranean Forests, among others.
- Private-sector and SME incubators: African Entrepreneurship Collective, Mirova, Moringa Partnership, Commonland and several private-sector partners in several FLRM countries, such as private banks in Lebanon for the preparation of the National Forest Funds, among others.
- Development Banks: French Agency for Development (AFD), the World Bank and the African Development Bank (AfDB);
- Financial institutions: FFEM, the Global Environment Facility (GEF) and the Korea Forest Service (KFS) of the Republic of Korea.

CAPACITY DEVELOPMENT

FLRM implemented a comprehensive set of activities at local, national, regional and global levels, through various channels in 2018. These include:

- At the global level, online tools were provided for (i) concept and infrastructure for an FLR knowledge platform; (ii) concept and partnerships for an online Community of Practice on FLR monitoring; (iii) webinars preparing for a TRI programme on participatory monitoring and local financing instruments for FLR; (iv) SFM toolbox module on FLR launched in 2018.¹⁰⁷
- At the national level, a one-week training was provided on ROAM in Manila in the context of the implementation of the FLR work plan in the Philippines. Collect Earth Open Foris training was organized in Lebanon, Rwanda and the Sahel region in 2018.

POLICY ADVICE

Examples of policy actions implemented in 2018 by the FLRM include:

- The facilitation of the cross-sectoral working group for agriculture and natural resources in Rwanda, which resulted in the Government's request to FAO to facilitate the preparation of a national cross-sectoral strategy and action plan for agroforestry in Rwanda;
- The facilitation of four thematic working groups in the context of the preparation of the National Program for the Recuperation of Degraded Lands (PNRAD) of Peru;
- The implementation of a comparative analysis of legislation in Lebanon, aiming at identifying barriers to FLR investments with a view to adjusting and adapting the policy and legal frameworks accordingly.

CATALYTIC EFFECTS

- The project helped the mobilization of additional financial resources with: (i) a project Agreement signed with France in January 2018, and (ii) key support of the Lead Technical Officer and consultants hired for the preparation of The Restoration Initiative (TRI) thematic programme launched during the first semester of 2018, and for the final phase of clearance of the proposal by IKI. Additional resource mobilization efforts were planned for 2018, in particular to prepare the ground for potential GEF-7 projects (Guinea and Madagascar) and the Green Climate Fund (GCF) (Uganda).
- The national Work Plans in Cambodia, Lebanon and the Philippines are also linked with Technical Cooperation Projects funded by the FAO regular budget, and the catalytic effect of this project was key for mobilization of those financial resources.
- The national Work Plans also had a component focused on financial resource mobilization for national FLR initiatives. These funds are focused on the mobilization of (i) the Diaspora and the operationalization of the National Forest Fund in Lebanon, (ii) the private sector (CSR platform in Lebanon and Impact Funds in Rwanda) and (iii) climate finance (Green Climate Fund in Cambodia and the Philippines).

CROSS-SECTORAL WORK

- All the work plans approved in Cambodia, Guatemala, Lebanon, Peru, the Philippines and Rwanda were focused on cross-sectoral issues for the implementation of National Forest and Landscape Restoration (FLR) Action Plans or Large Scale FLR programmes.
- The project was an excellent opportunity to develop collaboration with other FAO Departments in particular on: (i) assessment of degraded lands, (ii) monitoring of FLR efforts, (iii) Sustainable financing for FLR and preparation of several project proposals (GEF, FFEM and IKI, among others).

GENDER

- The platforms supported at national level for improving the multi-stakeholders dialogue ensured that rural women and men have the ability to influence programmes and policy decision-making on the use of key natural resources and can take up economic opportunities to improve their individual and household well-being. The workshops and capacity-building sessions and side events organized with the funding from this project took into consideration the gender balance for both the panelists and the participants funded by the Swedish International Development Cooperation Agency (SIDA).

INNOVATION

- The project implemented innovative approaches in planning FLR options at the local or decentralized level within each selected country, promotion of assisted natural regeneration and use of innovative FLR technics. Innovations were also promoted in terms of sustainable financing for Forest and Landscape Restoration with efforts on the mobilization of the private sector (for example Corporate Social Responsibility, Impact Funds or diasporas) and innovative financial instruments, and through partnerships with business catalysts and incubators.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The extension of both the duration (and the total budget) of this project to the end of May 2018 was not sufficient to achieve all the actions of the FLR work plans, and several work plans are now funded by other sources in 2018–2019.
- The amount available per country was too small and obliged the FLRM team to develop partnerships and strategic alliances with other partners to be credible at the national level. The funds available for each country do not allow developing large-scale restoration efforts on the ground in the selected pilot areas, which is a strong request from government counterparts in all beneficiary countries.

Lessons learned

- Stakeholders acknowledge the value of regional collaboration and exchange as a good way to transfer knowledge, sensitize policymakers and mutualize tools and approaches. These multi-country dynamics, which started in the Mediterranean and Asia-Pacific regions under leadership of the FLRM, are promising. However, it requires significant investments, both in terms of time and financial resources to facilitate these multi-country processes.
- The flexibility of the FMM funding and its wide geographical scope were greatly appreciated, as they allow to leverage additional funding from other sources through innovative arrangements.

4. Blue Growth Initiative in Support of Food Security and Nutrition, Poverty Alleviation and Healthy Oceans

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Blue Growth Initiative in Support of Food Security and Nutrition, Poverty Alleviation and Healthy Oceans
PROJECT NUMBER	FMM/GLO/112/MUL (Baby 04)
FAO STRATEGIC OBJECTIVE	SO 2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	<ul style="list-style-type: none"> 201 – Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.
OUTPUTS	<ul style="list-style-type: none"> Sustainable intensification of aquaculture-supported and Blue Growth concepts implemented in selected Asian countries (Bangladesh, Sri Lanka and Viet Nam). Ecosystem services and biodiversity for food and nutrition security through fisheries and aquaculture identified and improved in Kenya. Blue Growth Initiative implemented in Cabo Verde, Madagascar and Seychelles. Seaweed farming sustainable development supported in Kiribati, the Philippines and Saint Lucia.
PROJECT DATES	January 2015–December 2018
IMPLEMENTATION COUNTRIES:	Antigua and Barbuda, Bangladesh, Barbados, Belize, Côte d'Ivoire, Dominica, Grenada, Guyana, Jamaica, Madagascar, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Sao Tome and Principe, Suriname, and Trinidad and Tobago

PROJECT RESULTS

- A Blue Growth Dialogue was conducted in Madagascar with a range of stakeholders including the aquaculture sector, who agreed to continue the dialogue.
- Efforts for aquaculture intensification including seaweed farming were scaled up and expanded in the Caribbean through a workshop targeting SMEs, which was well received by participants for improving practices and product quality.
- Workshops in the Caribbean and Pacific were effective in improving fisheries and aquaculture ministries' access to Green Climate Funds, resulting in at least one proposal from each region now under formulation.
- Communication materials were produced to highlight the results of the FMM work, including a booklet on an Achieving Blue Growth update and a briefing note on the inclusion of marginalized groups in Blue Growth.
- Presentations on Blue Growth at various meetings and events, including Blue Week in Sao Tome and Principe, the Brussels Seafood Forum in Belgium to engage the private sector, and a preparatory meeting with ministries in Bangladesh for a Blue Growth Dialogue scheduled for early 2019.

CONTRIBUTION TO FAO RESULTS

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

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Partnership further developed with the Blue Innovations Centre based in Grenada.
- Further strengthening of partnership with the African Development Bank, who are collaborating with FAO on securing funding for the development of the Blue Growth project portfolio in Côte d'Ivoire, and Sao Tome and Principe.

CAPACITY DEVELOPMENT

- Workshops were held for Ministries of Fisheries and Aquaculture officers as well as National Designated Authorities (NDAs) to access Green Climate Funds in the Caribbean and Pacific.

POLICY ADVICE

- Policy advice was provided on the development of Blue Growth strategies and programmes to Bangladesh, Côte d'Ivoire, Madagascar, and Sao Tome and Principe through meetings and dialogues.

CATALYTIC EFFECTS

- Leveraging of African Development Bank resources for developing Blue Growth project portfolios in Côte d'Ivoire, and Sao Tome and Principe..
- Formulation of fisheries and aquaculture Green Climate Fund Readiness proposals in the Caribbean and Pacific.

CROSS-SECTORAL WORK

- The Blue Growth Initiative is designed to cover cross-cutting issues such as efficient resource use, decent work, energy efficiencies, and financial and technological innovation to improve social and economic benefits coastal communities derive from sustainable natural resource use. The aquaculture workshop in the Caribbean included energy efficiencies and technical innovation. Similarly, the Green Climate Fund workshops covered other sectors linked to fisheries and aquaculture including mangroves.

GENDER

- Gender issues were monitored throughout the implementation of the project, assuring that the roles and responsibilities of men and women were assumed equally in the fisheries and aquaculture sectors. All Blue Growth activities seek to improve employment opportunities for women, youth and other vulnerable groups.

INNOVATION

- The project emphasized low-cost and low-tech innovation in small-scale aquaculture enterprises in the Caribbean.

5. National Adaptation Plans – Climate-Smart Agriculture

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	National Adaptation Plans – Climate-Smart Agriculture
PROJECT NUMBER	FMM/GLO/110/MUL Baby 01
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	202
OUTPUTS	<p>20202 Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management.</p> <ul style="list-style-type: none"> Global: Coordinated the development of a globally applicable approach and methodology for an agricultural component to NAPs; Regional: Supported FAO regional climate change officers to provide technical support and link country's efforts in regional initiatives; and Country support provided to the focus country Malawi.
PROJECT DATES	1 August 2014–31 May 2018
IMPLEMENTATION COUNTRIES:	Malawi and Uganda

PROJECT RESULTS

Output 1: Global: Coordination of the development of a globally applicable approach and methodology for an agricultural component to NAPs;

- In 2018, this FMM project contributed to the development of global knowledge products on climate-change adaptation in agriculture. It also contributed significantly to the final documents *Addressing agriculture, forestry and fisheries in National Adaptation Plans (NAP-Ag) Supplementary Guidelines*; and developed, launched and provided user guidance for the *Knowledge tank for agriculture sectors' adaptation to climate change*, now containing over 140 categorized information materials.
- In 2018, lessons learned from the original FMM project gave rise to the development of a new FMM project, titled: *"Integrated NDC-SDG implementation country support: Leveraging climate action and sustainable development through low-emissions and climate-resilient food and agriculture systems"*. Additional detail is provided below.

Output 2: Regional: Support FAO regional climate change officers to provide technical backstopping and link country efforts in regional initiatives;

- No further regional activities were specifically undertaken in 2018 by the FMM project, though the global knowledge products produced can be said to have benefited regional-level exchanges and training efforts in 2018 as well.

Output 3: Country support provided to the focus country Malawi; initial support activities are initiated in Uganda

- Activities in Malawi were wrapped up with the development of a case study, entitled *"Strengthening capacities for climate change impact assessment and modelling on the agricultural sectors: Applying MOSAICC methodology for national adaptation planning in Malawi"*. This case study draws lessons from the technical capacity development activities implemented in 2014–2017. The case study will be formally launched in 2019, and provides a bridge with the NAP-Ag case study series (the USD-17-million NAP-Ag programme – UNFA/GLO/616/UND – funded by Germany under IKI initiative and jointly implemented by FAO and UNDP, building on the seed funding and early lessons learned provided by this project).
- With support from the FMM programme, and the larger NAP-Ag programme, Uganda successfully *launched its first-ever National Adaptation Plan for the Agriculture Sector* in Kampala on 28 November 2018. The Uganda NAP-Ag framework presents 21 priority adaptation options in the key areas of: Crop Production; Livestock Production; Fisheries Management; Climate Information, Early Warning and Disaster Preparedness; Forestry, Land and Natural Resources Management; and Research and Knowledge Management. The agriculture NAP strongly links to Government commitments under the Paris Agreement on Climate Change and the Sustainable Development Goals (SDGs).

CONTRIBUTION TO FAO RESULTS

- The National Adaptation Plans (NAPs) process resulted in a mapping of existing vulnerability assessments, adaptation policy measures and institutional capacities; and in the alignment of the ministry of agriculture with the national cross-sectoral NAPs core team.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In Malawi, partnerships were fostered across the Ministry of Agriculture, Irrigation and Water Development, Department of Climate Change and Meteorological Services and Lilongwe University of Agriculture and Natural Resources.
- In Uganda, the NAP-Ag development process was supported by FAO, UNDP, the Ugandan Ministry of Agriculture, Animal Industries and Fisheries and the Climate Change Department of the Ministry of Water and Environment, which is the Focal Point for the United Nations Framework Convention for Climate Change. Multi-stakeholder consultations among relevant and key partners, including local and central governments, the private sector, academia and other non-state actors, on climate change challenges in the agricultural sector were conducted.

CAPACITY DEVELOPMENT

- In 2018, the FMM project did not conduct any further capacity development activities.

POLICY ADVICE

- National-level policy work and outcomes undertaken in Malawi (National Agriculture Policy, NAIP) and Uganda (Agriculture-Sector NAP) were completed.

CATALYTIC EFFECTS

- The inventory of 500 FAO knowledge products on climate-change action in the agricultural sector undertaken as part of this FMM project now serves as the basis for a public platform known as the “Climate and Land Hub (CL-Hub)”, a beta version of which has now been launched, drawing on further funding both from the Government of Germany and SP2. The CL-Hub presents a one-stop shop for guidance and tools for planners, policymakers and climate change negotiators working on scaling up climate action in the agricultural sector.
- An additional USD 5 million has been made available from the Provincial Government of Quebec, Canada, to work on climate change adaptation in Haiti and Senegal through the project “Strengthening National Adaptation Planning capacities for Food Security and Nutrition” (GCP /GLO/921/GQC).

CROSS-SECTORAL WORK

- A multi-stakeholder process on National Adaptation Plans (NAPs) was facilitated, with cross-sectoral dialogues established between ministries of agriculture, environment and planning, and UNDP and FAO to support the integration of agricultural sectors into NAPs. The project has specifically fostered cross-sectoral work across the fields of agriculture, meteorology, environment, climate change adaptation, mitigation and disaster risk reduction, as well as gender.

GENDER

- Under the auspices of the NAP-Ag programme, which builds on the work of this FMM project, a case study titled *Gender and adaptation planning in the agricultural sectors: The case of Uganda* was launched in early 2018.

INNOVATION

- The project remains innovative in its approach of bringing national actors from different line ministries (including agriculture, fisheries, forestry, environment, development planning, meteorology and gender) into dialogue and stimulating previously separate national policy processes to cross-fertilize more.
- Another example of innovation is the national coordination on NAPs, NDCs and SDGs. This original FMM proposal allowed for the development of a new FMM project proposal titled “*Integrated NDC-SDG implementation country support: Leveraging climate action and sustainable development through low-emissions and climate-resilient food and agriculture systems*”, targeting USD 6 million over four years.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Coordination challenges around the multiple ongoing climate and development planning processes, in particular related to NAPs, SDGs and NDCs. The NDCs and SDGs agendas were generally defined and advanced separately or under distinct national coordination frameworks and led by different institutions. As a result of this separation between planning and implementation tracks, there are relatively limited alignment and synergies between the specific climate actions supporting the NDCs and the national sustainable development targets underpinning the SDGs, often leading to duplications and separation of information, capacity, and policymaking in silos.
- The challenges of NDC implementation are particularly pronounced in the agriculture sectors. Countries face three main challenges when moving from NDC planning to implementation: (i) lack of available data and evidence to support informed decision-making; (ii) weak institutional capacity to integrate climate and agriculture priorities within national policy frameworks and budgeting processes; and (iii) limited technical capacity to identify and prioritize climate mitigation and adaptation options and to monitor the progress of their implementation.
- Similarly, the country-driven approach of the 2030 Agenda presents new planning and monitoring challenges in the agriculture sectors when national and sub-national information systems and approaches are not harmonized and human and technical resources are limited to handle the weight of 230 indicators, disaggregated by income, sex, age, race, ethnicity, migratory status, disability and geographic location.

Lessons learned

- Supporting countries on NAPs has been instrumental in defining and outlining how FAO can support countries on medium to long-term policy, adaptation planning and budgetary aspects.

6. Building the Basis for Scaling Up Climate Smart Agriculture

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Building the Basis for Scaling Up Climate Smart Agriculture
PROJECT NUMBER	FMM/GLO/112/MUL (Baby 02)
FAO STRATEGIC OBJECTIVE	SO 2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	OO 201. Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.
OUTPUTS	20102
PROJECT DATES	1 December 2014–31 May 2018
IMPLEMENTATION COUNTRIES:	Malawi and Zambia

PROJECT RESULTS

In 2018, the project focused mainly on wrapping up the activities, disseminating results and finalizing the analyses that were not completed in 2017.

- Two analyses of the potentials for improving productivity, resilience and mitigation for livestock production intensification options were conducted. Field trials on crop–livestock integration with the University of Zambia were carried out for a second season in 2018. The trials were meant to provide evidence on synergies between crops and livestock and how to avoid competition for the use of crop residues while improving the use of manure as fertilizer. In addition, a joint analysis of seasonality patterns in forages in Zambia and Western Africa was conducted to improve the representativeness of the assessments obtained with the Global Livestock Environmental Assessment Model (GLEAM). This feeds into the joint AGA–CBC analysis of climate impact on pastures and livestock.
- Analysis of climate variability and impact of climate change on agriculture using MOSAICC was also conducted. In Malawi, a half-day technical workshop was held to share with national stakeholders the results of future climate and crop yield. In Zambia, support was provided to the national climate and crop team (University of Zambia, Mulungushi University, Zambia Meteorological Department and Zambian Ministry of Agriculture) to complete the analysis and to advance the writing of the technical report on crop-yield projection under future climate. The team consolidated the crop-production data for all crops and completed the analysis of the historical yield trend.

CONTRIBUTION TO FAO RESULTS

- The project contributed to the validated result from Zambia in 2017. No results for the PWB 2018–2019.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In 2018, the project team continued working with the existing partners in Zambia (Ministry of Agriculture, University of Zambia, Mulungushi University, Zambia Meteorological Department and Zambian Ministry of Agriculture) and Malawi (i.e., Ministry of Agriculture Department of Research Services, Department of Irrigation, Department of Land Resource Conservation, Lilongwe University and Meteorological Services).

CAPACITY DEVELOPMENT

- A three-day training workshop on MOSAICC-crop was held in May 2018 in Lusaka, Zambia.

POLICY ADVICE

- The results of the future projection for climate and crop production were shared among the relevant stakeholders to support the implementation of the National Agriculture Policy/National Agriculture Implementation Plan and other relevant policy instruments.

CATALYTIC EFFECTS

- Building on the results of this FMM CSA project, a follow-up project has been drafted and will be submitted to the next call for proposals of the FMM facility.

CROSS-SECTORAL WORK

- In 2018, the project continued fostering the synergies among FAO's technical divisions and country offices on climate-smart agriculture.

GENDER

- The project sought to ensure an equal representation of men and women participating in the organized events.

INNOVATION

- Experience and evidence from the project fed into the following FAO publications: "Introduction to climate-smart agriculture"¹⁰⁸ and a training manual (available at <http://www.fao.org/3/ca2189en/CA2189EN.pdf>).

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The MOSAICC team faced problems with server due to limited power supply and internet connection. Headquarters supported Met Service to install a power-backup system with solar panel and batteries to render the system autonomous.

Lessons learned

- No lessons to report in 2018.

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

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Climate-Smart Agroforestry Systems for the Dry Corridor of Central America
PROJECT NUMBER	FMM/GLO/112/MUL baby03
FAO STRATEGIC OBJECTIVE	SO2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
OUTCOME	OO 201. Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner
OUTPUTS	1.2. Innovative production systems and management practices which restore, improve and increase sustainable provision of goods and services, are identified, developed, tested and widely shared
PROJECT DATES	1 December 2014–31 May 2018
IMPLEMENTATION COUNTRIES:	Mesoamerica (Guatemala and Honduras)

PROJECT RESULTS

- The project established partnerships with several platforms at national and local levels.
- In the southern region, coordinated actions were taken involving more than 25 institutions from the public and private sectors, and civil society.
- A revised manual titled '*Silvopastoral* systems in Honduras as an alternative to improving livestock' was produced.
- Capacity-building workshops were held in coordination with *Secretaría de Agricultura y Ganadería* SAG in Choluteca, Honduras, with 30 participants from public and academic institutions, municipalities and producer guilds.
- More than 491 people and 30 individuals from different institutions participated in the training.
- A total of 39 ferrocement water harvesters were built, 25 *banqueo* systems were installed for drip irrigation and 200 *ecofogones* were built in Honduras. In addition, the project distributed more than 23 000 seedlings of fruit, timber and forage trees. A total of 491 families planted orchards and received training in best practices in agroforestry, and soil and water management.
- A total of 425 participating families were trained in integrated management of orchards and agroforestry practices. Thirty-nine families benefited from training on construction and management of water-harvesting facilities.

CONTRIBUTION TO FAO RESULTS

- FAO validated corporate results are not yet available.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

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

CAPACITY DEVELOPMENT

- The project undertook several capacity building events.

POLICY ADVICE

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

CATALYTIC EFFECTS

- Technical Inter-Agency Committee for Drought Risk Management coordinated by COPECO to develop technical proposals for the dry-corridor territories affected by drought. This Committee involved more than 15 institutions.

CROSS-SECTORAL WORK

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

GENDER

- Around 70 percent of project beneficiaries are women.

INNOVATION

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

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The implementation of agroforestry systems is a long process that demands a high cost and often conflicts with the little land that families possess, and with their needs for food and income.

Lessons learned

- Agroforestry systems are well accepted by farmers and the local authorities but should be implemented taking into account the availability of land for families and the immediate needs for food and income.
- In the dry corridor of water-harvesting technologies are well accepted by the population and the local authorities and should become the central link in the technological package.
- From the start projects should be implemented in coordination with the municipalities to ensure sustainability.

Projects under SO3

1. Integrated Country Approach for Decent Rural Youth Employment

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Integrated Country Approach (ICA) for Decent Rural Youth Employment
PROJECT NUMBER	FMM/GLO/100/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty
OUTCOME	<ul style="list-style-type: none"> Outcome 3.2 “The rural poor have greater opportunities to access decent farm and non-farm employment”
OUTPUTS	<ul style="list-style-type: none"> The ICA directly contributes to Organizational Output 30201 “Evidence-based policy support and capacity development in the formulation and implementation of policies, strategies and programmes that generate decent rural employment (DRE) with particular focus on fostering youth and rural women’s economic and social empowerment”
PROJECT DATES	1 June 2015–31 May 2018
IMPLEMENTATION COUNTRIES:	Global, regional (RAF and RLC) and country level (Guatemala, Senegal and Uganda).
PROJECT RESULTS	
<p>The majority of the activities were carried out in 2017, but activities continued and products were finalized and disseminated in 2018. Only the key results achieved in 2018 are summarized below:</p>	
Guatemala	
<ul style="list-style-type: none"> Following the launch of the rural-friendly window model, 500 youth benefited from access to agriculture support services and entrepreneurship opportunities. Of these, 20 percent accessed labour orientation or direct training support, 50 percent external training offered by partners, 5 percent found a job and 14 percent are receiving technical support to start or strengthen their business. Following the launch of <i>ChispaRural.gt</i>, a virtual hub where rural youth can access up-to-date information on opportunities and resources offered by different suppliers, as well as practical tools and inspirational stories of young agripreneurs, the project continued testing the service that responds to the needs reported by more than 1 500 young people and rural service providers in the department of San Marcos. <i>Factoria del emprendimiento</i>, a business laboratory helping youth start up community-centered small and medium enterprises was launched with a territorial development approach. The initiative provided a three-month training on entrepreneurial skills and local development to 75 young men and women, between 20 and 30 years of age, from the migration-prone departments of Quetzaltenango, San Marcos, Huehuetenango and Totonicapán. The Factoria also supported the youth in assessing local markets, defining alliances and formulating financially-viable project proposals. All projects show a strong agriculture and livestock base and explore the potential of niche markets and green entrepreneurship. Each of the youth-led enterprises engages 50 to 100 families from the respective communities. 	
Senegal	
<ul style="list-style-type: none"> The project continued supporting the MIJA platforms, small rural hubs for proximity agribusiness support, where rural youth learn about agricultural production, aggregation, transformation and service provision. A dedicated training package on rural entrepreneurship was developed and used in the six platforms. The package includes tools for the development of business plans and guidance on rural entrepreneurship. As a result, 60 young agripreneurs learnt how to enhance their businesses, while another 90 youth were trained in agricultural production, using the Farmer Field Schools (FFS) approach.. The MIJA initiative ensured guidance and support not only to the young women and men participating in the platforms, but also to other youths in neighbouring areas. Overall, the 6 MIJA pilots are expected to generate 1 500 direct and indirect on-farm and off-farm jobs and to positively impact the livelihoods of 12 800 	

households. The FAO MIJA model has generated growing interest in Senegal as an effective approach to supporting the engagement of rural youth in agribusiness. Senegal's ANPEJ has already committed more than USD 500 000 for the infrastructure work needed to maintain and strengthen the platforms, guaranteeing the long-term sustainability of the initiative.

- The online web- and mobile-based National Observatory of Rural Employment, a dynamic online hub launched in 2017 as a platform for rural youth, producers and development partners, has been tailored to the local contexts, with a particular emphasis on the needs of young, self-employed entrepreneurs, taking into account the distribution of languages in the country and the national literacy rate. In order to develop the observatory, a partnership was established with the local youth-led organization Yeasal AgriHub, which developed the online platform and keeps it updated with information and agricultural data. Yeasal AgriHub is also in charge of promoting the platform within online networks and media channels, in order to reach out to the final audience and make the Observatory effective and useful for youth.

Uganda

- The project continued supporting the implementation of the five-year Strategy for Youth in Agriculture, developed by ICA with the Ministry of Agriculture, Animal Industries and Fisheries, with the aim of re-engaging youth in agriculture and creating more and better jobs along agricultural value chains, from production to agro-processing and marketing of agricultural inputs and products. Specific activities included trainings of youth in farming as a business and the identification of rural youth champions who can act as role models for their peers. Overall, the Strategy aims at strengthening the legal and institutional framework for youth employment in agriculture, ensuring provision of youth-sensitive agricultural extension services and creating national information centers that will serve as innovation hubs. It also promotes safety and health standards at work and the utilization of funds targeting youth for enterprise development.
- A study focusing on rural youth between 15 and 17 years of age was carried out in order to shed light on the education level and employment status of an age group which is neglected in many policy interventions. The study revealed that the majority of youth in this age cohort dropped out of school at an early age, most of them before having finished primary school. Moreover, the majority of them is unemployed or employed in low-pay jobs in the informal sector. Ninety-six percent of them are contributing family farmers and are involved in agricultural activities, having, however, limited or no access to decent jobs opportunities. In addition, ICA undertook an analysis of the main ongoing initiatives aimed at boosting youth employment in agriculture in the country, assessing their strengths and weaknesses, as well as innovation and replication potential. Both studies resulted in a series of recommendations towards the replication and scaling-up of successful interventions, which informed and will inform national strategic discussions on youth engagement in agriculture and food systems.

CONTRIBUTION TO FAO RESULTS

- The project contributes to Organizational Output 30201 and to the Sustainable Development Goals, in particular to **Goal 8**.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

In 2018, the project worked with the following partners and organizations:

- The Young Farmers Champions Network in Uganda as a partner in occupational safety and health (OSH) risk assessments and youth mapping, confirming the project's interest in prioritizing partnerships with youth organizations;
- The *Federación Nacional de Cafeteros de Colombia*, engaged in an SSC exchange with Guatemala for the adaptation of their successful initiative New Coffee Generation, and various national stakeholders from the Guatemala coffee sector (such as Agexport, Anacafé, the Neumann Foundation, coffee shops and several cooperatives in the western regions);
- In Guatemala, the initiative of la Factoria, as a model for social entrepreneurship and territorial development, generated multiple alliances within the four targeted departments, including with 18 Municipalities, several ministries, development partners such as GIZ, the Central American Bank for Economic Integration (CABEI) and USAID, research centers like Flacso, training centers such as INTECAP, universities and multiple NGOs;

- Again in Guatemala, the Chisparural platform engages the ministries of agriculture, labour, education and economy, and their decentralized services, as well as NGOs, development partners such as GIZ and foundations such as Neumann, as service providers;
- In Senegal, collaboration was established with UNIDO and the Technical Centre for Agricultural and Rural Cooperation (CTA), and among several FAO technical units, to enhance the MIJA platform model in terms of its business approach and use of ICT;
- FAO membership in the International Partnership for Cooperation on Child Labour in Agriculture has supported the activities at country and global level.

CAPACITY DEVELOPMENT

- In Guatemala, FAO organized a 'Coffee Camp' in March 2018, which sought to motivate young people from coffee-growing areas to dedicate themselves to the category of specialty coffee producers. The Coffee Camps are an integral part of a nine-month special coffee-making process for young people in the coffee-growing areas of the Huehuetenango area. They are an experiential learning space that seeks to motivate young people to discover different links in the coffee value chain – adaptation practices to climate change, roasting, tasting, barista, virtual marketing and customer service.
- At the global level, the online DRE toolbox was produced as an online repository for all FAO guidance materials, case studies and good practices. The DRE Policy database acts as an online repository for DRE policies. The DRE policy database has been expanded, reaching 1 000 entries.

POLICY ADVICE

- Building on the achievements in 2017 and preceding years, the project influenced high-visibility policy processes in each country, leading to the development of youth-specific policies and strategies, such as the **Youth in Agriculture Strategy in Guatemala** or **Axis 3 of the National Decent Work Policy in Guatemala** and the **National Strategy for Youth Employment in Agriculture in Uganda**.

CATALYTIC EFFECTS

- As a result of the success of the project, a third phase of the project will be implemented by 2019. The new project will build on the results achieved in Guatemala, Senegal and Uganda and replicate the experiences in Kenya and Rwanda. In Senegal, as a result of technical support and active negotiations, the MIJA platforms will likely be adopted as implementation model for vulnerable youth in the forthcoming national adaptation of the AfDB ENABLE Youth programme. To streamline this process, a new Technical Cooperation Facility project has been created.

CROSS-SECTORAL WORK

- The ICA project continued to support cross-sectoral work at country level, mainly through the technical working groups and support ecosystems mobilized behind policy processes (like the NSYE in Uganda) or territorial initiatives (like the *Factoria* or the Coffee cluster initiative in Guatemala). Cross-sectoral collaboration among the ministries of agriculture, labour, economy and social affairs, as well as with planning authorities, territorial and local authorities, CSOs and youth organizations, has been pursued as a priority. Similarly, within FAO, the project facilitated exchanges between different technical units, decentralized offices DOs and strategic objective teams on the issue of decent rural youth employment. Collaboration was strengthened in particular between the Social Policies and Rural Institutions Division leading the ICA project.

GENDER

- Gender issues were mainstreamed as cross-cutting topic as integral part of the concept of decent work. Some examples of concrete efforts include the following: (i) Gender issues were analyzed in dedicated sections of the assessment developed, and addressed in all policies and supported strategies; (ii) Rural women's empowerment in the context of the decent work agenda is one of the seven lessons of the e-learning course on DRE, translated in French and Spanish in 2017, as well as one of the five modules of the DRE toolbox, and crosscutting dimension in the youth employment-focused value chain assessment tool developed; (iii) The FAO online policy database contains 47 documents where gender equality is the main policy area, and 238 where rural women are an explicit target group.

- All supported capacity-development and pilot models strive to promote gender equality among beneficiaries. As a result, 52 percent of the beneficiaries of the *Ventanilla Única Municipal de Empleo* VUME rural in Guatemala are women, as well as almost 60 percent of the youth trained in the Factoria; on average 40 to 50 percent of youth beneficiaries in all interventions implemented in Senegal and Uganda are women. This was achieved by: ensuring the presence of rural women trainers; promoting young women champions; and solving eventual rural communication and transport obstacles faced by rural young women (for example, in Guatemala, the VUME operates with two staff, one men and one woman, who often physically reach rural communities to ensure an increasing outreach of the window services to young women that cannot easily travel to the municipality). Regarding ICT, the communication diagnostic conducted in Guatemala revealed only minor gender differences in the access to smartphones and internet connections, confirming ICT potential for gender-inclusive access to extension and employment services.

INNOVATION

The ICA project contributed to spur innovation in terms of new approaches and methodologies for decent rural youth employment promotion. In 2018, interesting innovations introduced are:

- The development of a tool to conduct youth-employment focused value chain analyses. The tool was developed in Uganda for the coffee value chain.
- The use of ICT for enhancing youth access to extension and employment services in remoted rural areas. Examples are the *Chisparural.GT* platform in Guatemala and the National Employment Observatory in Senegal. In addition to enhancing youth access to information and service providers, the services were designed to also facilitate youth networking and access to financial opportunities, like crowdfunding platforms.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- No major challenges were identified in 2018, as 90 percent of the project's activities ended in 2017.

Lessons learned

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

2. Enabling rural youth between 15 and 17 years of age to access decent work

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Enabling rural youth between 15 and 17 years of age to access decent work
PROJECT NUMBER	FMM/GLO/119/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty
OUTCOME	<ul style="list-style-type: none"> 3.2. The rural poor have greater opportunities to access decent farm and non-farm employment
OUTPUTS	<ul style="list-style-type: none"> 30202. Governments and their development partners are enabled to extend the outreach of International Labour Standards (ILS) to rural areas, particularly in informal sectors, including eliminating discrimination, strengthening the employability of the rural workforce, preventing child labour in agriculture, promoting social protection and occupational safety and health, and guaranteeing freedom of association.
PROJECT DATES	16 November 2016–31 May 2018
IMPLEMENTATION COUNTRIES:	Global and regional level, and Cambodia, Lebanon, Mali and Uganda.

PROJECT RESULTS

Output 1: The knowledge base at global level on the specific challenges faced by rural youth between 15 and 17 years of age is strengthened and the good practices at policy, programmatic and legislative levels are drawn from experiences of various sub-sectors and regions, and disseminated.

- The FAO Guidance note *Child Labour in Agriculture in Protracted Crises, Fragile and Humanitarian Contexts*, which was developed and launched on World Day Against Child Labour in 2017, was translated into French. The guidance note was a joint SP3–SP5 effort aimed at supporting the integration of child labour and youth employment issues for 15-to-17-year-olds in FAO emergency programmes, as well as informing the broader development and humanitarian community. Since the translation, a Letter of Agreement (LoA) funded by the regular programme has been launched for assessing the sensitivity to child labour of FAO resilience programmes in Mali.
- FAO was invited to join the Child Labour Task Force of the Alliance for Child Protection in Humanitarian Action.
- The FAO e-learning course on child labour prevention and youth employment promotion was further developed, adapted and promoted.
- Increased attention was given to promoting healthy generations in agriculture, reducing hazardous child labour and promoting safe work for rural youth between 15 and 17 years of age amongst all agricultural sub-sectors.

Output 2: Innovative and promising practices in the four selected countries are implemented, in view of improved skills development, successful school-to-work transition and better and more employment options for rural youth between 15 and 17 years of age in agriculture and the rural economy.

- In Lebanon, the joint FAO–UNICEF study on “Child labour in agriculture: from the demand side” was finalized. The study sheds light on the nature and the extent of young people’s work in agriculture, and the institutional framework to address the phenomenon. The joint study also evaluates how the labour market has been impacted by the Syrian crisis and highlights child labour trends over the last decade. A qualitative assessment on “Child labour in the Bekaa”, which researches the supply side of child labour in agriculture by Syrian refugees, was undertaken by the American University of Beirut with support from FAO, the Ministry of Labour, ILO and UNICEF and the draft report finalized. In early 2018, the findings of these two studies were presented and endorsed during a session of the National Steering Committee to combat Worst Forms of Child Labour in the implementation of the National Action Plan by the Ministry of Labour.

- In Mali, the “Protect children from pesticides” visual facilitator’s guide originally developed in French in Mali was translated, publicly released and printed into the local language of Bambara. An awareness campaign was also implemented in the circle of Bandiagara by the DIMITRA listeners’ clubs on the topic of child labour in agriculture. The campaign involves 30 clubs in six communes. The strategy on the integration of younger youth is being implemented to enable them to be part of the community, to express themselves, and for their aspirations to be heard. A series of recreational and social activities was identified (for example through theatre).
- In Uganda, awareness was raised and the capacity of national stakeholders developed on preventing hazardous child labour while promoting safe employment for youth. A visual guide focusing on the main risks children and younger youth are exposed to in the various agricultural sub-sectors and how to mitigate these risks were developed. The tool focuses on children and younger youth for all major risks in the priority value chains and will also illustrate mitigation techniques.

CONTRIBUTION TO FAO RESULTS

- The project contributed to the Organizational Output 30202.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In Lebanon, the work is building a solid partnership between FAO, ILO and UNICEF and fostering collaboration across inter-agency coordination mechanisms (for example the Food Security Cluster, the Interagency Child Labour Task Force and the National Action Plan to Combat Child Labour in Lebanon) as well as inter-ministerial collaboration (for instance a Memorandum of Understanding is under development between the Ministry of Agriculture and the Ministry of Social Affairs, as well as joint activities with the Ministry of Labour). A working partnership is also building with the American University of Beirut to integrate employment aspects into agricultural education. Child labour is a complex issue and partnerships are key for a holistic approach addressing its multifaceted dimensions.
- In Mali, a solid partnership was created between FAO and ILO and support interministerial and multistakeholder coordination, for instance through the national roadmap on addressing child labour in agriculture. Partnerships were established in 2017 through LoAs with the national research institute IER (exploring green jobs opportunities for rural youth) and local NGO Alphalog to support the integration of child labour and youth employment concerns in resilience programming and integrated production and pest management extension activities (to be funded through the FAO regular programme).
- In Cambodia, activities were undertaken in partnership with Humboldt University and in close collaboration with the Ministry of Agriculture, Forestry and Fisheries.
- In Uganda, the partnership between FAO and the Ministry of Gender, Labour and Social Development as well as a stronger partnership related to the MGLSD and the Ministry of Agriculture, Animal Industry and Fisheries.

CAPACITY DEVELOPMENT

- At the global/regional levels, the FAO e-learning on child labour prevention and youth employment promotion was further developed, adapted and promoted. For example:
- In Lebanon, capacity development materials developed in 2017 are now being disseminated in the country. This includes the Economic and Financial Education curriculum developed to increase financial literacy of youth engaged in agricultural vocational training. Moreover, the guidebook *Child labour in agriculture in Lebanon: A guide for practitioners* (2017) is being widely disseminated amongst practitioners, including agricultural extension workers, labour inspectors, OSH inspectors, municipal police, social workers, and NGOs working with child labourers in rural areas to support their capacity to address child labourers in agriculture. Finally, in 2018, two modules on financial literacy and education for rural youth were developed: one module for formal education was tested in the seven agricultural high schools of Lebanon. Another module for informal education and school dropouts was finalized and is planned to be tested.

POLICY ADVICE

- In Lebanon, the workshop on financial education for youth and youth-inclusive finance supported the policy efforts of the Higher Council for Childhood to promote a constructive dialogue with financial partners (banks and credit unions) on youth and finance in Lebanon in the context of the Syrian crisis.
- In Mali, the project contributed to the finalization of the national roadmap on the elimination of child labour in agriculture.

- In Uganda, the project worked together with the FMM-funded Integrated Country Approach (ICA) to provide knowledge and background research to ensure coverage of rural youth between 15 and 17 years of age in Uganda's newly launched Youth in Agriculture Strategy by the Ministry of Agriculture, Animal Industry and Fisheries and its partners.
- In Cambodia, the case study on skills for rural youth was developed to support the implementation of the agriculture ministry's Policy and Strategy Framework on Childhood Development and Protection in the Agriculture Sector 2016–2020.

CATALYTIC EFFECTS

- At the global level, FAO has been invited to play a leading role in global action to achieve SDG target 8.7 (to eradicate forced labour, modern slavery, human trafficking and child labour).
- There is a regional uptake of country-project outputs, including the Arabic version of a guidebook on child labour in agriculture developed in Lebanon, which will be disseminated in other Arab countries addressing the issue of child labour, and the RNE regional initiative on small-scale family farming contributed funding for a regional study on child labour in agriculture.
- FMM work is also being scaled up by UN partners. The pesticide visual guide was translated into a storybook for children together with UNICEF, and ILO is developing additional visual tools on promoting occupational safety and health for young workers in the age group of 15-to-17-year-olds in collaboration with FAO (focused on reducing hazardous work for young workers in fisheries, livestock and crop production).
- National partners are extending action, for example in Uganda the ministry ran rural radio programmes of their own initiative inspired by project materials and would like to scale up activities with agricultural extension workers on how to use both the pesticides visual tool and the risk assessment tool with local farmers and an expanded radio programme reinforcing key messages for which resource mobilization is in process.

CROSS-SECTORAL WORK

- All work of this project is cross-sectoral, whether it is bringing together work on youth employment, child labour and social protection (SP3) with pesticide risk reduction (SP2) or emergencies (SP5), or bringing together agencies working on labour (ILO), agriculture (FAO) and education (UNICEF) or at national level bringing labour, agriculture and social affairs ministries together. The project has also brought private-sector actors in the mix, especially small-scale producers' organizations and agricultural workers' organizations.

GENDER

- In Lebanon, data for the research studies were gender-disaggregated and the project is catalyzing a follow-up study on rural adolescent girls.
- In Uganda, data for the occupational safety and health risk assessment was gender-disaggregated. This information was used to analyze which particular OSH risks are more prevalent for women, girls, men and boys. This information is featured in the final report and will contribute to awareness raising for the Ministry of Agriculture, Animal Industry and Fisheries, the Ministry of Gender, Labour and Social Development, as well as other relevant stakeholder. In addition, female students were empowered to raise awareness on protection from pesticides among their communities and in a number of agricultural fora.
- In Cambodia, the practitioner's guide 'How to Bridge the Skills Gap to Promote Decent Rural (Youth) Employment' includes specific information on how to address gender differences in skills and training needs assessment.

INNOVATION

- At the global level, the project brought the voices of small-scale producers' organizations into two global conferences on child labour in agriculture. These processes helped to shape the World Day Against Child Labour in 2018. There was also innovation in capacity development activities that were carried out. This included the joint FAO/ILO course "Putting an end to child labour in agriculture while promoting decent work for young people", which was run as a blended learning course mixing both e-learning and facilitated activities in the international training centre.
- In Lebanon, FAO and ILO are working together with UNICEF for the first time in a consistent manner on child labour in agriculture and in the context of the refugee crises.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- In Mali, the pace of action at national level was slow. Given the short time-frame of the project and the time needed to recruit and train someone qualified at the local level, this was forsaken.
- In Cambodia, one of the greatest challenges was to maintain a sharp focus on the age group of 15-to-17-year-olds. The intent was to understand the specific issues related to this age group in terms of needed skills and access to decent rural employment opportunities. Nevertheless, there are also many shared challenges with those under 15 or over 17 years of age, wherefore in the fieldwork it made sense to involve youth in other age cohorts to get an idea of the skills they would need in the future. The study was thus expanded to focus on youth in general. This taught our team that a narrow focus on the age cohort of 15-to-17-year-olds is not always the best approach and depending on the context other age cohorts should be assessed.
- In Uganda, the challenge was to take extra care in ensuring government ownership. For the OSH assignment, a national stakeholder consultation took place before commencement of activities, as well as after the results were obtained. In the case of the legal study, a validation workshop took place after the research had been carried out. Nevertheless, in the case of both initiatives, different government representatives expressed that further research in certain areas would be needed in order for them to be fully confident on the results. This was challenging both in terms of finances as well as time constraints. As government ownership and awareness-raising is crucial for the sustainability of the activities, we took these activities very seriously. In both cases we allowed for the specific research questions or concerns to be addressed in the final product, including the legal study as well as the in-depth OSH risk assessment report.

3. Fostering productive investments to create decent farm and non-farm jobs for rural youth in migration-prone areas in Senegal

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Fostering productive investments to create decent farm and non-farm jobs for rural youth in migration-prone areas in Senegal
PROJECT NUMBER	FMM/GLO/115/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty
OUTCOME	<ul style="list-style-type: none"> 3.1. Rural poor and rural poor organizations empowered to access productive resources, services and markets 3.2. Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women 3.3. Countries enhanced access of the rural poor to social protection systems 3.4. Countries strengthened capacities to design, implement and evaluate gender-equitable multisectoral policies, strategies and programmes to contribute to the achievement of SDG 1
OUTPUTS	<ul style="list-style-type: none"> 3.1.3. Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment 3.2.1. Policy support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes to enhance decent rural employment opportunities entrepreneurship and skills development, especially for youth and women 3.3.2. Policy support, knowledge generation capacity development, and advocacy provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change 3.4.1. Strengthened national capacities to design and implement comprehensive, gender-equitable, multisectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change. 3.4.2. Data, knowledge and tools provided to promote and evaluate comprehensive, gender-equitable, multisectoral rural poverty-reduction policies and strategies, including in the context of migration and climate change, and progress in rural poverty reduction.
PROJECT DATES	13 December 2016–31 May 2018
IMPLEMENTATION COUNTRIES:	Global, regional (RAF) and country level (Senegal).
PROJECT RESULTS	
The results achieved in 2018 for each output are synthesized below:	
Output 1: Improved evidence-base to harness the potential of migration for rural development	
<ul style="list-style-type: none"> In 2017, FAO and the Senegalese National Statistics Agency (<i>Agence Nationale de la Statistique et de la Démographie</i>) implemented a household survey to collect information on migration, agriculture and rural livelihoods. The final data were delivered in January 2018. Using the dataset, the following studies were finalized in 2018: <ul style="list-style-type: none"> Study 1: Characteristics, dynamics and drivers of rural migration in Senegal: This study sheds light on the characteristics, patterns and drivers of rural migration from two Senegalese regions: Kaolack and Matam. This study helps inform territorial, youth employment and rural development policies. Study 2: Assessment of the labour absorption capacity of rural areas in sub-Saharan Africa: A Computable General Equilibrium analysis for Kenya and Senegal: Social Accounting Matrices and Computable General Equilibrium models were developed to estimate the demand for and supply of labour in rural labour markets, as well as to determine rural-to-urban migration trends in Kenya and Senegal. 	

- ▶ **Study 3:** Characteristics and Impacts of Migrant Remittances and Skills Transfer: this study includes an analysis of the structure of remittances and their impacts on households' living conditions in rural areas; an analysis of the contribution of migrants' diaspora on productive investment, job creation and entrepreneurship in on- and off-farm activities; identification and capitalization of good investment practices by migrants; and a proposition of innovative financing mechanisms to channel migrants' remittances to more productive investments.
- ▶ **Study 4:** Impact of public social protection programmes in Senegal on the decision of beneficiary households to migrate: The study includes an analysis of the functioning of the "*Bourse de sécurité familiale*", its impacts on the livelihood of beneficiary households and its effects on their propensity to migrate.
- ▶ **Study 5:** Male Out-Migration and Women's Work and Empowerment in Agriculture: the Case of Nepal and Senegal. This study analyzed the linkages between migration and women's work and empowerment in agriculture in Nepal and Senegal. The study finds that male out-migration from rural, primary agricultural areas is strongly and significantly linked to changes in women's roles in agriculture in both countries.
- ▶ **Study 6:** Rural migrations in the dynamics of the Senegalese migration: this document extends and develops a contribution to the CIRAD-FAO Atlas "Rural Africa in motion. Dynamics and factors of migrations south of the Sahara", published in English in November 2017 and released in early April 2018 in its French version.

Output 2: Strengthening institutional arrangements to support migrants, improving their institutional capacity and political dialogue to encourage productive investments in order to create decent agricultural and non-agricultural jobs for rural youth in migration-prone areas

Two following studies were finalized:

- **Study 1.** Diagnosis of technical support schemes for migrant initiatives: this study identifies all technical support mechanisms for migrants in Senegal and provides a diagnosis of their organization, performance and impact, with a view to proposing recommendations that could improve their intervention.
- **Study 2.** Mapping of financial support mechanisms for businesses and migrant initiatives and the valuation of remittances: In this study identifies all financial support mechanisms for migrants in Senegal and provides a diagnosis of their performance and impact.

Activity 1: Capacity Development workshop for technical support initiatives for migrants

- A capacity development workshop was organized jointly with the *Direction Générale des Sénégalais de l'Extérieure* from 9 to 12 April 2018 in the city of Thiès, Senegal. The four-day technical workshop aimed at empowering the facilitators of the target support mechanisms for migrant initiatives, including enhancing their knowledge on migration and rural development. The 30 participants and content were selected based on the diagnostic study, which identified the support structures, their activities and their needs for capacity building. Apart from building capacity, the encounter between the different initiatives enabled them to share experiences and good practices. The participants received a training manual after the workshop, highlighting the main takeaways of the workshop.
- The final closing and validation workshop of the project was held on 26 April 2018 in Dakar, Senegal. The workshop brought together 100 stakeholders actively involved in the field of migration. During the workshop, the analytical results of the project were shared and the key messages and recommendations of the roadmap validated.

CONTRIBUTION TO FAO RESULTS

- The project contributes to the overarching goal of addressing the root causes of distress migration and harnessing the development potential of migration for agriculture and rural development. In doing so, it contributes to the Sustainable Development Goals, in particular to Goal 10.7 aimed at facilitating "orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies", and Goal 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- With regard to Output 1, FAO partnered with the following governmental and research institutions: (i) the Senegalese national statistics agency; (ii) CIRAD; (iii) SOCIONOMICA – *Istituto di Ricerca*; and (iv) the initiative *Prospective Agricole et rurale* ;

- With regard to Output 2, FAO partnered with: (i) the *Direction Générale des Sénégalais de l'Extérieur* of the Ministry of Foreign Affairs; (ii) the Ministry of Agriculture and Rural Equipment; (iii) the Ministry of Livestock and Animal Production; (iv) the Ministry of Youth, Employment and Citizenship; (v) the Ministry of Foreign Affairs and Senegalese Abroad; (vi) the Directorate-General for Social Protection and National Solidarity; (vii) IOM; (viii) ANPEJ; (ix) Dakar Cheikh Anta Diop University and Gaston Berger University of Saint-Louis; (x) Migrant and Diaspora Associations; (xi) Youth and producer organizations; (xii) Other international organizations and resource partners (IOM, IFAD, the European Union, and the Italian and Spanish Delegations in Senegal).

CAPACITY DEVELOPMENT

- The project focused strongly on increasing the capacities and raising awareness among key stakeholders. In April 2018, based on the previous consultations and capacity needs analysis, a capacity development workshop was jointly organized by FAO and the Directorate responsible for Migration. The four-day technical workshop gathered 30 facilitators working in different support mechanisms for migration initiatives. During the workshop, the participants received training to understand the linkages between migration and rural development and the existing government initiatives. The workshop also offered the participants to share experiences and good practices of their own initiatives.

POLICY ADVICE

- The project provided policy advice on Senegal's draft national migration policy and recommending the government to better incorporate issues related to agriculture and rural development. The project's roadmap provides a mapping of all the policies and programmes related to migration and agriculture and rural development, as well as the main institutions and actors. Policy recommendations are structured around four main work areas: analysis, capacity development, partnerships and advocacy.
- The regional consultations held in the 14 regions of Senegal jointly with the DGSE in 2017 resulted in an continued policy dialogue between FAO and the DGSE. FAO provided suggestions and inputs on the implementation of the new migration policy, particularly in rural areas. In this perspective, FAO continues to support the efforts of the DGSE to promote rural development and youth employment through strengthened migration governance in policies related to agriculture, employment, and rural development, by contributing to the strengthening of migration governance through broad and inclusive consultation on policies related to agriculture, employment and rural development.

CATALYTIC EFFECTS

- Not applicable.

CROSS-SECTORAL WORK

- In general, the work of this project is by definition cross-sectoral, bringing together youth employment, migration, social protection, gender, and different UN agencies such as IOM and IFAD. At the national level, the project is bringing together state actors such as the Ministry of Foreign Affairs, the Ministry of Agriculture and the Directorate for Social Protection.
- With the success of the final national workshop in Dakar in April 2018, the project brought together national and rural stakeholders, financial institutions, migrants' and diaspora associations, youth and producer organizations in Senegal. Cross-sectoral policy recommendations were consolidated with the aim to promote decent rural employment for young women and men by increasing productive investments of remittances and cash transfers and improving the links with other rural financial services in migration-prone areas. The project contributed to improved policy coherence between different policy areas, and in particular among agricultural and agribusiness, migration, employment, rural finance and social protection policies.

GENDER

- The project successfully implemented the household survey with a specific module on gender and women's work. It serves as an input to the study on the impact of male migration on women's empowerment in agriculture, which was conducted by the FAO Gender Team. The Study 1 on migration dynamics in rural areas also addressed gender equality by looking at the specific constraints facing young women and men in rural areas and analyzing differences in their migration patterns and behaviours. The results from these studies will translate into gender-sensitive recommendations and capacity development, as well as into ensuring that the roadmap and any actions and financial mechanisms proposed are gender-aware and actively contribute to reducing gender inequalities in the rural labour market.

INNOVATION

- The project pioneered the gathering of information and knowledge on the links between migration, remittances, social cash transfers and productive agricultural investments in rural areas. It helps to strengthen FAO's evidence-based policy recommendations.
- The project brought together national and rural stakeholders, financial institutions, migrants' and diaspora associations, youth and producer organizations in Senegal to promote decent rural employment for young women and men, by increasing productive investments of remittances and cash transfers and improving the links with other rural financial services in migration-prone areas.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The main challenges in the implementation of this project were the burdensome bureaucratic processes, both at headquarters and at country level. These constraints were amplified due to the limited timing of the project.

Lessons learned

- A national coordinator in the country is indispensable, as well as good planning with sufficient time for bureaucracy.

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

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Dimitra project: Reduce rural poverty through information, participatory communication and social mobilization for rural women, men and youth
PROJECT NUMBER	FMM/GLO/113/MUL
FAO STRATEGIC OBJECTIVE	SO3 Reduce Rural Poverty
OUTCOME	<ul style="list-style-type: none"> Outcome 3.1. The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably
OUTPUTS	<ul style="list-style-type: none"> 30101. Strengthening of rural institutions and Poor People's empowerment 30105. Gender Policy Advice and Capacity Building
PROJECT DATES	1 July 2014–31 May 2018
IMPLEMENTATION COUNTRIES:	Global, Regional, Country (Central African Republic, Democratic Republic of the Congo, Mali, Niger and Senegal)

PROJECT RESULTS

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

The following knowledge/information materials were produced:

- Finalization of the first draft of the Impact Study Report of the DIMITRA Clubs in terms of poverty reduction and gender equality.
- Stocktaking Report of FAO and external publications showcasing the approach of the DIMITRA Clubs in a variety of thematic areas.
- Finalization of the different sections on the DIMITRA Clubs in 2017 Results Partnerships Impact 2018 (available at <http://www.fao.org/3/i9057en/i9057EN.pdf>).
- Fiche de l'expérience des échanges entre clubs du Niger, Mali et Sénégal dans le cadre de la coopération sud-sud.*
- Fiche de projet ASTF en RDC sur l'autonomisation des femmes rurales dans le programme agricole.*
- Development of talking points on the DIMITRA clubs in relation with ICTs, gender and social cohesion.
- Presentation of good practices on the Clubs titled FAO DIMITRA Clubs. Information and communication technologies (ICTs) as drivers of rural women's empowerment during the Inter-Agency Task Force on the Economic Empowerment of Rural Women – CSW62.
- Presentation of the DIMITRA Clubs approach and its results at the seventh Africa Day International Conference in Ljubljana, Slovenia (14–16 May 2018).
- Systematic meetings with FAO country staff and with donors in each backstopping mission in the Central African Republic, the Democratic Republic of the Congo, Mali, the Niger and Senegal.

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

- Between January and May 2018, the number of DIMITRA Clubs increased from 1 900 to 2 500, accounting for 75 000 members (two thirds of which are women) who are actively participating in the clubs and transforming their environment. It is estimated that this dynamic process positively impacts more than two million people. This dramatic increase is directly related to the decision made by country and regional projects to use the clubs as an empowerment, gender and community mobilization tool in their projects. For the first months of 2018, the increase took place mainly in Senegal (200) and the Democratic Republic of the Congo (400).

- A few new elements that evolved in 2018 are worth mentioning: (i) gender-based violence has been addressed in the majority of DIMITRA Clubs, resulting in specific discussions and actions; (ii) ICTs are increasingly being a key driver to facilitate communication and improve the results; (iii) the use of the clubs is growing in all kinds of projects with community activities. Its use as a tool for peace-building and social cohesion was highlighted as crucial in post-conflict situations and refugee camps.

Output 3: Partnerships are developed with FAO DOs, programmes and projects, and with other national and international partners, to promote rural women's and men's empowerment, women's leadership, gender equality, social mobilization and local governance

- Partnership within FAO and other stakeholders (governments, NGOs and other UN agencies) is crucial for the uptake and scaling-up of the approach. More than 25 FAO country projects were using or planning the approach as at May 2018 in several sub-Saharan countries, working on different technical areas, sometimes in partnership with other UN agencies. Partnership within FAO is increasing, starting from the countries where the Dimitra Clubs approach has been implemented and outstanding results obtained.

CONTRIBUTION TO FAO RESULTS

- Since the DIMITRA Clubs model is crosscutting, the results contributes to all FAO strategic objectives (SO1, SO2, SO3, SO5) and to several SDGs.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Between June 2017 and May 2018, there was a 40-percent increase of new partnerships at country level with FAO projects. The increase translated in the first months of 2018 into an additional 1 000 DIMITRA Clubs.

CAPACITY DEVELOPMENT

- In 2018, all the training activities at local level (Democratic Republic of the Congo, Mali, Niger and Senegal) took place in the framework of other projects. The projects funded training workshops on gender issues, DIMITRA Clubs methodology, technical issues and development partners. Community sensitization visits were organized in all the villages where new clubs were set up, including for administrative and traditional authorities and decentralized government offices, among others.

POLICY ADVICE

- In 2018, no policy advice was given.

CATALYTIC EFFECTS

- The FMM project's catalytic effects are profound in the way FAO national and regional projects took up the DIMITRA Clubs approach, thus providing funding for its implementation. The gender-transformative and community mobilization aspects of the approach are highly appreciated, as are the sustainability of the results. The results of the clubs continue to be showcased in publications of FAO and other organizations.

CROSS-SECTORAL WORK

- The results and impact of the model show their flexibility and use in different areas of work. In 2018, cross-sectoral work was pursued at FAO headquarters and DOs (Gender Team; Rural Institutions, Services and Empowerment Team, AGPM-FFS; TCIA, AGL, ESN and SP5).

GENDER

- FAO DIMITRA Clubs are recognized by FAO and development partners as a gender-transformative approach to promoting rural peoples' empowerment, gender equality, people's empowerment, women's leadership and participation in the life of the village. The issue of gender-based violence is being increasingly addressed in the projects thanks to the DIMITRA Clubs.

INNOVATION

The following innovations relevant to 2018 are worth mentioning:

- A new methodology were successfully tested in Mali and Senegal to train the external facilitators and the leaders of the clubs.
- The national and regional Whatsapp groups that were set up proved to be a useful tool to exchange good practices, pictures and videos, as well as to ask for advice. It also served as a powerful continuous training instrument for the Dimitra Clubs facilitators and implementing partners.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The transfer of the coordinator in June 2018 to the bridging project created challenges in providing support to the countries. All support activities related to advocacy, knowledge products, field missions, impact assessment in the Democratic Republic of the Congo had to be cancelled.
- The deterioration of geo-political situation increased in the Democratic Republic of the Congo, Mali and the Niger.
- Financial uncertainty in the medium term is particularly a concern when it comes to a transformation of mindsets on rural development projects and innovative approaches and tools that need a longer time frame and dedicated resources for promoting the results (evidence-based information).

Lessons learned

- Following the good lessons learnt, the DIMITRA Clubs are fully integrated into the FAO Community Resilience Strategy, the *Caisses de resilience* approach and increasingly as a support to the Farmer Field School (FFS) approach.

5. Boosting the Decent Rural Employment and Dimitra Work

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Boosting the Decent Rural Employment and Dimitra work
PROJECT NUMBER	FMM/GLO/122/MUL
FAO STRATEGIC OBJECTIVE	SO3 Reduce Rural Poverty
OUTCOME	<ul style="list-style-type: none"> Outcome 3.1 – Rural poor and rural poor organizations empowered to access productive resources, services and markets; Outcome 3.2 – Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women.
OUTPUTS	<ul style="list-style-type: none"> 30101 Rural organizations and institutions strengthened and collective action of the rural poor facilitated 30103 Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment 30201 Support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes to enhance decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women 30202 Policy support and capacity development to strengthen the application of International Labour Standards in rural areas in order to enhance the quality and safety of jobs, especially as regards child labour and forced labour
PROJECT DATES	1 June 2018–31 December 2019
IMPLEMENTATION COUNTRIES:	Global, regional (RAF and RLC) and country level (Guatemala, Lebanon, Mali, Senegal and Uganda) Dimitra Clubs: Central African Republic, Democratic Republic of the Congo, Mali, Niger and Senegal.

PROJECT RESULTS

- Finalization of the second draft of the Impact Study Report of the DIMITRA Clubs in terms of poverty reduction and gender equality.
- Preparation of an FAO two-pager for resource mobilization purposes titled “DIMITRA Clubs, Improving rural livelihoods through collective action and gender-transformative approaches”.
- Pathways to Achieving Food Security, Sustainable Peace and Gender Equality. Evidence from Three FAO Interventions.
- FAO's work in relation to “Ensuring good governance, gender equality and empowerment of women and rule of law in Least Developed Countries (LDCs).
- Development of speaking points on the DIMITRA Clubs in relation to ICTs, gender, social cohesion and other themes.
- FAO and Belgium: inclusive approaches to end hunger and promote prosperity
- Accelerating Progress towards the Economic Empowerment of Rural Women. Success Stories.
- Empowering rural women, powering agriculture. FAO's work on gender.
- Support was also provided to the 20 country projects being implemented in sub-Saharan Africa and to the development of new concept notes and project documents, leading to new projects.
- Between May and December 2018, the number of DIMITRA Clubs increased from 2 500 to 3 000, accounting for 90 000 members (two thirds of whom are women) who are actively participating in the clubs and transforming their environment. It is estimated that this dynamic process positively impacts more than 2.2 million people. The increase took place mainly in the Central African Republic (50), the Democratic Republic of the Congo (250), Mali (100) and the Niger (100). About 800 DIMITRA Clubs were expected to be set up in the Democratic Republic of the Congo in 2019. The use of the DIMITRA Clubs increasingly regards projects in fragile and post-conflict situations aiming at improving

food security and production, peace building, resilience and livelihoods in general, as well as climate change. The DIMITRA Clubs have an added value in terms of gender, community mobilization, inclusive participation, dialogue and social cohesion, behaviour changes including in gender roles, and voices of women and youth. Governments and line ministries (in the Democratic Republic of the Congo, Mali and the Niger) are also requesting FAO to scale up the approach.

- In the case of DRE, this bridging phase allowed to: (i) ensure the follow-up of activities related to the *Integrated Country Approach* (ICA) for promoting decent rural youth employment project; (ii) operationalize the third phase of the ICA programme; (iii) continue providing technical support to country-led efforts for resource mobilization for rural youth employment; and (iv) disseminate results and lessons learned.

In addition,

- Technical support was provided to ensure a smooth transition from the ICA global programme to FAO TCP activities led by country offices, especially with regard to the development and implementation of two spin-off TCP projects in Guatemala (TCP/GUA/3703/C3 and TCP/GUA/3701/C1) and one TCP project in Senegal (TCPF/SEN/3701 *Appui à la stratégie de développement de l'employabilité et de l'entrepreneuriat des jeunes en milieu rural, à travers la consolidation et l'extension du MIJA*);
- Technical support was provided to country-led efforts for resource mobilization on rural youth employment, through the development of a joint UNESCO-FAO-IOM proposal presented to the Peace Building Fund in Guatemala and a project proposal presented to USAID;
- Technical support was provided to the development of a tool and guidelines to conduct youth-employment focused value chain analysis. The analysis, conducted through an SP3-funded LoA, was developed and tested in Uganda in close collaboration with SP4;
- The programme proposal for the next phase of the ICA programme was finalized and several exchanges with relevant country offices and FAO headquarter divisions (TCR, CBL, DPS, OED, LEG, OSP and CSF) took place between May 2018 and December 2018 in order to operationalize the project and ensure a smooth transition from the second phase to the new one. The *Integrated Country Approach for boosting decent jobs for youth in the agri-food system* (ICA programme) will operate in Guatemala, Kenya, Rwanda, Senegal and Uganda during the period 2019–2022 with the aim of assisting countries in adopting and implementing more youth-inclusive agri-food system development policies, strategies and programmes;
- A broader proposal on ICA as FAO flagship programme for decent rural youth employment was developed and finalized in the framework of FAO's Business Development Portfolio;
- A 12-month programme was carried out together with the Hanns R. Neumann Foundation to train and link young coffee growers in Guatemala to specialized coffee markets;
- A study on child labour in the coffee sector was developed together with a set of recommendations on how to address the issue;
- The FAO-ILO visual guide "Protect Children from Pesticides" was translated and printed into Bambara and has further worked to create awareness on the importance of addressing child labour in agriculture through the DIMITRA Listener clubs;
- Continued dissemination of the visual guide through ongoing projects in Uganda, especially those on promoting community-based management of Fall Army Worm where 30 extension workers from 10 districts were trained on the guide. The guide was also disseminated during the World Food Day held in Nakapiripirit district in Karamoja and through other media events organized by the FAO Representation in Uganda;
- Technical support was provided to the development of the FAO-ILO Regional Child Labour report, adopted by the Arab Summit in Lebanon.

CONTRIBUTION TO FAO RESULTS

- The project contributed to SP1–SP5.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In Senegal, collaboration was established with the United Nations Industrial Development Organization (UNIDO) and the Technical Centre for Agricultural and Rural Co-operation (CTA) to enhance the MIJA platform model in terms of its business approach and use of ICT;

- In Guatemala, collaboration was established with the Hanns R Neumann Foundation (HRNS) for the provision of two workshops carried out in December 2018. FAO and HRNS facilitated a workshop for policymakers on the results of youth employment generation programme on specialized coffee, along with another capacity development workshop on addressing child labour in the coffee sector.

CAPACITY DEVELOPMENT

- From June to December 2018, the training activities were organized directly by field projects.

POLICY ADVICE

- Not applicable.

CATALYTIC EFFECTS

- In the case of DIMITRA, the FMM projects' catalytic effects continue with the uptake of the DIMITRA Clubs approach in new countries (Benin, Burkina Faso, Côte d'Ivoire and Papua New Guinea, who have expressed a strong interest in the model) and new projects have integrated the approach.
- In the case of DRE, based on the work carried out in Mali under the *FMM Enabling rural youth between 15 and 17 years of age to access decent work* (FMM/GLO/119/MUL), two Letters of Agreements were signed and executed in 2018. One programme tested its guidance note on **Child Labour in Agriculture in Protracted Crises, Fragile and Humanitarian Contexts** through the evaluation of FAO resilience interventions in the country also documenting lessons learned to further develop the tool. While the other carried out a study to generate knowledge on the biopesticide sector in Mali, as well as its potential to enable rural youth to gain access to economically and environmentally beneficial jobs under safe and sanitary conditions.
- Furthermore, based on the adoption of the joint FAO-ILO Regional Child Labour report in Lebanon, it was publically announced that all League of Arab States are committed to following up on its recommendations starting with a regional action plan, to directing interventions on the ground and to protecting children from exploitative child labour in the region.

CROSS-SECTORAL WORK

- The project pursued cross-sectoral work at FAO headquarters and DOs (Gender Team; Rural Institutions, Services and Empowerment Team, AGPM-FFS; TCIA, AGL, ESN and SP5).

GENDER

- FAO DIMITRA Clubs are recognized by FAO and development partners as a corporate gender-transformative approach to promote rural peoples' empowerment, gender equality, people's empowerment, women's leadership and participation in the life of the village. The issue of gender-based violence is also being increasingly addressed in FAO field projects thanks to the DIMITRA Clubs.
- Gender issues have been mainstreamed as cross-cutting topic, as inherent component of the concept of decent work. Gender issues were analyzed in dedicated sections of the assessment developed, and addressed in all supported policies and strategies. Rural women's empowerment was included as crosscutting dimension in the youth employment-focused value-chain assessment tool. The FAO online policy database contains 47 documents where gender equality is the main policy area, and 238 where rural women are an explicit target group.

INNOVATION

- In the case of DIMITRA, the following innovations regarding 2018 are worth mentioning. The approach was successfully adapted for specific situations such as refugee camps and peace-building projects. A new training methodology was successfully tested in Mali and Senegal (for external facilitators and leaders of the clubs). It needs to be developed and published to help countries implement the approach. The use of whatsapp groups has proved to be useful to exchange good practices, pictures and videos, and to ask for advice at field level.
- In the case of DRE, the ICA project contributed to spurring innovation in terms of new approaches and methodologies for decent rural youth-employment promotion, including through the development of a tool to conduct youth-employment-focused value-chain analysis. The value chain analysis tool was developed and tested in Uganda in the coffee value chain with the aim of revealing which stages of food production and processing are most promising for youth employment creation.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The resources provided through the FMM in 2018 and 2019, as well as the coming years, will be crucial to maintaining FAO DIMITRA Clubs expertise for providing technical and methodological support to the projects/countries and generating knowledge products. However, it will not be sufficient to scale up the approach, build an efficient learning framework and organize impact assessments. The resources foreseen in the new FMM (2019–2020) are insufficient to cover these elements.
- Extra-budgetary resources are needed for future years to scale up the approach in new regions and generate in-depth evidence-based knowledge on the impact of the approach.

Lessons learned

- The challenges linked to the geo-political situation have increased in the Democratic Republic of the Congo, Mali and the Niger.
- Financial uncertainty in the medium term is a challenge as the model promoted requires a shift in the mindset of development practitioners and decision makers. This shift needs a longer time frame as well as dedicated resources for measuring and promoting the results.

6. Forest and Farm Facility

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Strengthening Forest and Farm Producer Organizations (FFPOs) through the Forest and Farm Facility¹⁰⁹
PROJECT NUMBER	FMM/GLO/114/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce Rural Poverty
OUTCOME	3. 2: Producers are organized for business
OUTPUTS	<ul style="list-style-type: none"> Output 1.1. Dispersed local producers are organized into effective and gender inclusive groups Output 1.2. Producer groups work together with Government and the private sector to improve policy Output 2.1. Producer organizations know about business and can access finance Output 2.2. Establishment of services in support of small forest businesses Output 2.3. Experience-sharing between producer organizations in-country and between countries
PROJECT DATES	1 January 2017–31 May 2018
IMPLEMENTATION COUNTRIES:	The Bolivia (Plurinational State of), Guatemala, Kenya, Myanmar, Viet Nam and Zambia

PROJECT RESULTS

All major activities were completed as of 31 December 2017, as originally planned. The extension of the implementation period provided an opportunity to consolidate and share the results of the FFF Phase I and helped to promote key elements from the lessons learned for scaling up in FFF Phase II.

- Travel funding sponsored participants in a final workshop in February 2018 in the Market Analyses and Development training cycle that had been supported earlier in Plurinational State of Bolivia– leading to the formulation of several enterprise development plans for forest and farm producer organizations. Travel of partners to a meeting in Rome helped build on lessons learned to draft an improved Monitoring and Learning System for FFF Phase II, which is now in place and being operationalized.
- Travel for participation of FFF team members in a series of international meetings to highlight lesson-learning and share the impacts from FFF Phase I and the FMM funding.

Full report available at <http://www.fao.org/3/b-i7231e.pdf>.

CONTRIBUTION TO FAO RESULTS

- FMM-funded impacts (listed above) all contributed to Output 3.1.1.

FMM GENERAL PRINCIPLES AND EFFECTS

- All project work was completed in December 2017 and there was therefore nothing to report for 2018.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- All project work was completed in December 2017.

Lessons learned

- This FMM funding was instrumental in taking the first Phase of the FFF programme to a successful conclusion – its supplementary support to an ongoing programme that needed the funds to show the proof-of-concept of this pilot phase was vital and an important acknowledgement of the work as a priority, especially under SP3 Output 3.1.1. The work was made more effective by the close collaboration and support across the organizations, especially with the DPS teams on strengthening producer organization and cooperatives, the South-South Collaboration, Indigenous Peoples liaison office, the Communications for Development and the SP3 management teams.

7. Agricultural Services and Digital Inclusion in Africa

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Agricultural Services and Digital Inclusion in Africa – ASDIA project
PROJECT NUMBER	FMM/GLO/116/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reduce rural poverty
OUTCOME	<ul style="list-style-type: none"> 3.1. The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably
OUTPUTS	<ul style="list-style-type: none"> 3.1. Support to improve access of poor rural producers and household to appropriate technologies and knowledge, inputs and markets (3.1.3) and Support to innovations in rural services provision and infrastructure development accessible to the rural poor (3.1.4)
PROJECT DATES	1 January 2017–31 May 2018
IMPLEMENTATION COUNTRIES:	Rwanda and Senegal

PROJECT RESULTS

- Four Digital Value Added Services (DVAS) were developed for smallholders and family farmers in Rwanda and Senegal through mobile applications. A Progressive Web App (PWA), web services (APIs) and RapidPro-based services for Text and Voice messages (SMS and IVR) were developed and tested in the field with farmers' communities, extension workers and local institutions. The services are:
 - ▶ **Weather and Crop calendar;** combines information on weather forecasts and crop calendars.
 - ▶ **Cure and Feed your livestock;** real time information on animal diseases control and animal feeding best practices.
 - ▶ **AgriMarketplace;** connects producers and traders to facilitate trade and access to price information.
 - ▶ **E-Nutrifood;** information on production, conservation and consumption of nutritious foods.
- The services were designed with the users (Human-Centred Design Approach) through the organization of 3 workshops in the field. The participants were selected on the basis of the following criteria: gender balance (50 percent of the farmers were women or girls), technology balance (participants having smartphones and feature phones), representation balance (representatives of cooperatives, community leaders and Farmer Field School representatives), and farmer diversity (different crops cultivated, different areas of the region and different farm–livestock composition).
- The project is working with Local Software Developers in close collaboration with the government focal points, focal points of strategic partners in the regions, local leaders and associations besides the extension agents ('Understand the Ecosystem'). In Rwanda, teachers and students from the Tumba Technology College are following and participating in the project as local accelerators and incubators. The project is working with Smart Villages and ICT Chamber/kLab in Rwanda and Yeesal in Senegal ('Design for Scale').
- From a gender perspective, the project aims at increasing the access of women to relevant, reliable, timely and actionable information to take better decisions about their lives, the management of their assets and their families. In the pilot phase, the test groups were constructed guaranteeing that 50 percent of the test users would be female.
- The project ensured integration of the Progressive Web App (PWA), Text/SMS (RapidPro) and Web Services (APIs) linked to existing FAO data products like the FAO GIEWS price tool, FAO Earth Observations and the FAO Water Productivity Portal. ('Reuse and Improve'). All data services of the apps are published and stored as open APIs.
- Sustainability is one of the aspects that this project strongly promoted. In this context, a series of actions, commitments and identification of value for small farmers, as well as for different organizations was discussed, negotiated and accepted. This is one of the important characteristics in terms of the business model that was developed in this project.

- In terms of impact, it was impossible to assess it at the time of producing this information (May 2018), as the application was still under active development and farmers and strategic partners were providing ongoing feedback. This feedback is being gathered during the workshops and the training sessions but it is not enough to assess the impact generated by the application on the daily life of the users. This will be assessed once the application is released and used by a massive number of users.

CONTRIBUTION TO FAO RESULTS

- This project contributed to Output 3.1.3 and 3.1.4.

RESULTS / FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- Strategic partnerships were established with CTIC Dakar in Senegal and ICT Chamber in Rwanda. Both partnerships were formalized through a Letter of Agreement; CTIC Dakar¹¹⁰ is the first incubator and accelerator for IT and mobile technology young entrepreneurs founded in West Africa. It is particularly meaningful to liaise with local organizations that track innovation paths for the future and can provide local contents and local knowledge. ICT Chamber¹¹¹ is the youngest member of the Private Sector Federation, bringing together ICT Associations, businesses, groups and individuals into a community where they can share ideas on how to promote and develop Rwanda's ICT and ICT-enabled Industries.

CAPACITY DEVELOPMENT

- Training workshops were organized in Tambacounda, Senegal, on 28 of March 2018. The workshop aimed to test in each country the first version of the application with around 50 participants to show how it works, test its usability and gather a first round of feedback.

POLICY ADVICE

- Since the project has not reached a conclusion yet, there is no specific policy recommendation at the moment.

CATALYTIC EFFECTS

- Through the contacts to develop the Weather and Crop Calendar service, CIO has started a relationship with the World Meteorological Organization (WMO). The two agencies have signed a UN-to-UN agency agreement to improve the climate and agrometeorological services in Rwanda and Senegal.
- Also, liaison with other FAO projects is ongoing, with several request coming in to expose information and knowledge generated by other projects inside the Digital Services portfolio. The FAO Digital Services Portfolio serves as a mechanism to "unlock" their data, information and knowledge for the use by small-scale farmers as digital services. For example, the Water Productivity portal, the Roots and Tubers Project, the Technical Support System (TSS) teams and the FPMA GIEWS Price Tool showcase their data through web services in the Portfolio and help "democratize" the data for the use by small-scale farmers.
- The project established ongoing working relationships with local incubators, ICT Chamber and kLab in Rwanda and Yeesal Agrihub and CTIC Dakar in Senegal. The latter assisted in selecting and working with young developers from both countries to develop the Digital Services Portfolio. This collaboration is ongoing through several FAO project activities to "expose" their data and information in the Portfolio through a new TCP in Rwanda.
- A 'hackathon' was organized in Kigali, Rwanda, in collaboration with the National Project Consultant, local developers and strategic partner ICT chamber.
- Ongoing collaborative efforts are under way with the national Meteo Services Meteo Rwanda and ANACIM in collaboration with WMO, supported by the local software developers. They advocate for and build capacity to unlock Data and Information as Open Data to increase the impact and reach of Digital Climate Services, for the use by governments, extension workers and farmers. This is especially important for enhancing resilience and climate adaptation.
- As a direct result of the FAO Digital Services Portfolio Project, Engaging Youth in Agriculture and ICT was moved to the center of the discussion around Digital Inclusion and Migration. As a result, the "Youth in Agriculture as a Solid Solution to ending Hunger and Poverty in Africa – Engaging through Information and Communication Technologies (ICTs) and Entrepreneurship¹¹²" was organized in Rwanda.

CROSS-SECTORAL WORK

- All work in this project is cross-sectoral as it is bringing together government ministries and private-sector actors.

GENDER

- The project emphasizes the gender perspective and specifically targets the needs of women and female-headed households. The project aims at increasing the access of women to relevant, reliable, timely and actionable information to take better decisions about their lives, the management of their assets and their families. In the pilot phase, the test groups were constructed guaranteeing that 50 percent of the test users would be female.

INNOVATION

- This model, based on a set of Digital Value Added Services portfolio, will make the leap forward to provide high-quality information services close to family farmers and extension workers, such as local veterinarians, agricultural extension agents and nutrition experts using innovative and the most convenient digital technologies. The services were designed with special attention to the specific needs of women and youth.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The limited experience of FAO, CIO and the Project Leader and Core Working Group in similar earlier initiatives has to be recognized. Thus, the complexity of the digital translation of contents in a pedagogical format and easily understandable by our main client was challenging.
- The delayed signature of the LoAs hampered the early engagement of the local government.
- One of the main problems during the implementation was the real commitment and involvement of local institutions, as well as the limited participation of the focal points designated by each ministry. Almost all of them were not really the right persons to be involved, as their background and internal responsibilities were connected to IT technical areas instead of to those concerning the real contents of the services. Sometimes the focal points showed lack of autonomy and indecisiveness to serve as a direct communication channel with the relevant actors in the Ministries to take decisions forward.
- Lack of data and information was another challenge, as assumed at the inception of the project. Making these data from TSS teams and national partners available for direct use by farmers as digital services is a huge challenge.
- The time for the project implementation was too short; a second project year is often necessary to consolidate and improve the results obtained in the first project year, but if more time had been available it would have been useful to have some specific Human Design workshops and activities before shaping the services in order to make sure that the most appropriate design would be adopted from the beginning of the development. All of these aspects caused a delay for which a no-cost extension was requested from FMM and agreed by the donors.

8. Expansion of social protection coverage to the rural poor in Lebanon, Lesotho, Mali and Zambia

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Expansion of social protection coverage to the rural poor in Lebanon, Lesotho, Mali and Zambia
PROJECT NUMBER	FMM/INT/278/MUL
FAO STRATEGIC OBJECTIVE	SO3. Reducing Rural Poverty
OUTCOME	<ul style="list-style-type: none"> Outcome 3.3. Social protection systems are strengthened in support of sustainable rural poverty reduction.
OUTPUTS	<ul style="list-style-type: none"> Output 3.1 “Policy advice, capacity development and advocacy are provided for improving social protection systems to foster sustainable and equitable rural development, poverty reduction and food and nutrition security”. Output 3.2 – “Information systems and evidence-based knowledge instruments are improved to assess the impact of social protection mechanisms on reducing inequalities, improving rural livelihoods and strengthening ability of the rural poor to manage risks”.
PROJECT DATES	1 January 2017–31 May 2018
IMPLEMENTATION COUNTRIES:	Lebanon, Lesotho, Mali and Zambia
PROJECT RESULTS	
<ul style="list-style-type: none"> In Lebanon, the FMM supported the creation and implementation of a pilot-farmer registry in collaboration with the Ministry of Agriculture. In addition, the project organized a workshop on 16 February 2018 under the patronage of the Ministry to present the results of the 2017 pilot, the legal and institutional proposal for the register establishment including the definition of farmers and fishers, and their inclusion in the National Social Security Fund. Fifty-seven participants from relevant ministries and UN organizations attended and contributed to the discussion on the farmer-register aspects. This activity paved the way for the organization of a high-level workshop to occur during 2019 in partnership with ILO and decision makers of line ministries on the expansion of Social Protection to rural areas. In Lesotho, the FMM complemented the ongoing evaluation of the Child Grants Programme (CGP) and Sustainable Poverty Reduction through Income, Nutrition and access to Government Services (SPRINGS) with additional data collection focused on anthropometric indicators and qualitative analysis. The integrated approach of the CGP plus SPRINGS was an innovative intervention, led by FAO, in partnership with UNICEF and the Government of Lesotho. A workshop was organized by FAO on 13 September 2018 to present the results of the study in Maseru, and 50 participants from relevant ministries and UN organizations attended and contributed to the event. In Mali, FMM contributed to advocate for greater linkages of social protection with resilience and productive interventions. The activities were tailored to specific requests from the Ministry of Solidarity and Humanitarian Action to provide options for the expansion of coverage of social protection to rural populations combined with productive support. The initiative is part of the support to the National Plan of Expansion of Social Protection. In collaboration with the <i>Commissariat Sécurité Alimentaire</i> and WFP, a study on improving coordination between existing safety nets and crises prevention/response was undertaken. To complete the study, a two-day workshop was held in Bamako (28–29 May 2018) with 26 participants. The FMM also supported an evaluation led by the FAO Emergency Office for West Africa of a Cash+ programme in Mali and Mauritania that aims to provide information for designing similar programmes and strengthening the livelihoods of chronically poor households or those affected by one-off or recurrent shocks. In Zambia, key activities undertaken in the country for social protection have allowed FAO to be recognized as a critical actor in the national social protection sector and among development partners. FAO has since been formally included as one of the members of a United Nations Joint Programme (UNJP) on social protection, where it is leading the support to the Livelihoods and Empowerment pillar of the programme. 	

- Through the FMM and as part of the joint programme, in 2017–2018 FAO supported a qualitative assessment of the national Food Security Pack (FSP) programme. The results of this assessment are being used as a basis for developing a pilot project for the FSP and some of the findings were incorporated in the draft revised FSP programme policies and procedures.
- FAO finalized a Livelihoods Profiling study jointly with the Indaba Agricultural Policy Research Institute (IAPRI), a national agricultural think-tank to inform the roll-out of social protection and agricultural programmes based on the varying livelihoods profiles and characteristics of farmers.
- The FMM supported the Impact Evaluation of the Home Grown School Feeding programme and market access programmes and the results were shared and validated through a national stakeholder workshop organized by FAO on 26 June 2018. Consequently a follow-up qualitative study is planned to answer some of the questions generated by the quantitative study.

CONTRIBUTION TO FAO RESULTS

The FMM financial contribution effectively complemented the regular budget of FAO's Social Protection Team and selected country teams to strengthen the work on social protection.

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- In Lebanon, the project strengthened the collaboration and coordination between the Ministry of Agriculture and the concerned line ministries and institutions (especially with the Ministry of Social Affairs and the Ministry of Labour) as well as with local authorities. Farmers were consulted all throughout the design and implementation. The pilot was supported and owned by the national stakeholders and will be scaled up through a recently approved European Union-funded Project (Regional Trust Fund in response to the Syrian crisis named MADAD). The total amount of funds allocated to this project is around EUR 25 million (EUR 1.2 million dedicated to scaling up) and its duration is 24 months, starting January 2019. This will allow to build a strong basis to support the expansion of social protection in rural areas, as well as on promoting rural livelihoods through social protection and agricultural interventions. The FMM project was also able to build important synergies with another ongoing initiative of the General Fisheries Commission for the Mediterranean, which aims at assessing and expanding the coverage of social protection to small-scale fisheries, by integrating the fishing sector into the scope of the farmers' registry.
- In Lesotho, the FMM strengthened the ongoing FAO partnership with UNICEF and the Government of Lesotho for building a strong case for the coherence between social protection and livelihood interventions targeting poor and rural families. The results of this evidence are feeding into policy discussions of Government and other partners' efforts to scale up integrated, multi-sector interventions for poverty reduction and food security in Lesotho.
- In Mali, technical support was provided to improve coordination mechanisms between social assistance and short-humanitarian response in partnership with the Commissariat for Food and Nutrition Security and WFP (a Letter of Agreement was signed with the Government).
- In Zambia the FMM supported the ongoing collaboration with ILO and the National Pension Scheme Authority (NAPSA) to commission a feasibility study on the extension of social security coverage to smallholder farmers and casual agriculture workers in the informal economy. The report outlined potential benefit packages and innovative delivery modes that would be attractive and affordable for rural smallholder population. These packages were tested through focus group discussions with potential farmers, and NAPSA together with ILO are planning an exercise to pilot the packages identified and found appealing by the potential small holder farmers. The FMM supported the country office to undertake a qualitative assessment of the Food Security Pack (FSP) and a subsequent consultancy to develop a Pilot Project Proposal to address the findings of the assessment. The assessment was part of FAO's response to a request from the Government for an impact assessment and as part of efforts to strengthen the Livelihoods and Empowerment pillar of the National Social Protection Policy.

CAPACITY DEVELOPMENT

- In Lebanon, 15 staff from the Ministry of Agriculture were trained in the utilization of the farmer registry, and 458 farmers were involved in the registration activities over six training days.
- In Zambia, in an effort to strengthen policy development processes, FAO together with ILO trained members of the Simulations Technical Working Group on the local-economy-wide simulation modeling and its applications in the context of policy-scenario simulations for the major agricultural and social protection programmes in Zambia.

POLICY ADVICE

- Thanks to the different activities supported by this project, the Minister of Agriculture of Lebanon officially announced that expanding social protection to farmers, especially to small-scale family farmers, small-scale fisheries and workers in both sectors, is a clear priority for the Government.
- In Lesotho, FAO and UNICEF jointly organized a dissemination workshop in Maseru on 13 September 2018 to provide the main results of the CGP plus SPRINGS impact evaluation and related policy implications concerning the future of complementary agricultural interventions for social protection beneficiaries. The main messages and policy advices were reported in a policy brief and in a qualitative analysis report. The results of this evidence is feeding into policy discussions of Government and other partners' efforts to scale up integrated, multi-sector interventions for poverty reduction and food security in Lesotho.
- In Mali, a policy brief on an integrated social protection and productive support package in Mali was elaborated as a result of the related study conducted in partnership with the *Institut de Recherches et d'Applications des Méthodes de développement*. The policy brief will be shared and validated with the Government of Mali (DNPSES/MSAH) and the *Institut*.
- In Zambia, FAO developed a concept note describing an approach to facilitating policy dialogue on the role of agriculture in reducing poverty in the country. This concept note will inform advocacy work on the policy reform options FAO has proposed, based on which various studies were conducted and policy briefs produced. At the request of the Ministry of Finance, FAO shared with the Ministry a brief on the studies undertaken by FAO and the policy implications of the findings of those studies, to feed policy processes around integrated approaches to poverty reduction.

CATALYTIC EFFECTS

- In Lebanon, the Government of Lebanon is now prepared to scale up the farmer registry at national level through the implementation of the European Union-MADAD-funded project. The Farmer registry will be used for identifying vulnerable and poor rural populations targeted in the project, as well as for expanding the coverage of social protection to farmers (social security and National Poverty Targeting Program). It also paves the way for a stronger coherence between agriculture and social protection in Lebanon in order to improve the impact of Government interventions on rural poverty reduction and resilience.
- In Lesotho, FAO is now recognized as a reliable and influential partner in the social protection agenda. Currently, there is a discussion among the Government and other country stakeholders about the Community Development Model shaped by the Government and its implementation via the Livelihood Programme funded with a World Bank loan. FAO was invited into these policy discussions and was proposed to consider the opportunity of leading a new impact evaluation of this new Livelihood Programme.
- In Zambia, FAO joined the UNJP programme in March 2018 and is currently leading the work to support the Livelihoods and Empowerment pillar of the programme. As a result of its membership under the joint programme, FAO is also supporting the Smart Zambia Institute, which is developing a management and information system coined the Zambia Integrated Social Protection Information System on behalf of the Ministry of Community Development and Social Services. This is a process building on the experience and relationship that FAO has developed with the Smart Zambia Institute during the development and implementation of the similar national agricultural management information system titled the Zambia Integrated Agriculture Management Information System.

CROSS-SECTORAL WORK

- The importance of social protection integration in the agriculture sector (crop, animal, forestry, fisheries and others) has been better pronounced through the project activities internally within MoA at central and local levels and a dialogue was initiated with external partners and local authorities on expanding social protection to rural areas, thus reducing poverty.

GENDER

- Gender considerations have been one of the priority areas in terms of data collection and analysis, policy and strategy development, and all other programme intervention areas. Analytical work included in both outputs focused on collecting disaggregated data and assess how the combination of interventions affect men and women and how gender constraints may differentially affect women and men's access to social security and distribution of benefits within a household.
- Progress has been made to unlock the potential of women in the four targeted countries, and there is now a greater awareness of the important role rural women play in social protection-related issues.

INNOVATION

- In Lesotho, the laboratory experiment represented an innovation allowing to disentangle the effects of the programmes on risk attitudes by means of incentivized decisions. The data collected through the experiments helped to further understand whether social protection programmes and broader community-development interventions affect individual preferences toward risk and, as a consequence, livelihood strategies from low-return/low-risk activities towards high-return/high-risk activities.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- In Lebanon, one of challenges that delayed the design phase included the integration of social protection considerations into the agriculture sector by itself and building linkages with external partners.
- In Zambia, a local firm was contracted to carry out data collection for an initial period of three months. However due to bad weather conditions and low farmers attendance the data collection was delayed and could not meet the deadline. Accessing auxiliary information for evidence-generation purposes (sample frames and cost of programmes, amongst others) has also been a challenge.

Projects under SO4

1. Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Linking SDGs 1 and 2 through pro-poor inclusive value chain development in the context of SIDS
PROJECT NUMBER	FMM/INT/277/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enabling Inclusive and Efficient Agricultural and Food Systems
OUTCOME	<ul style="list-style-type: none"> 4.2. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors.
OUTPUTS	<ul style="list-style-type: none"> 4.2.3. Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agri-food chains.
PROJECT DATES	30 November 2016–31 May 2018
IMPLEMENTATION COUNTRIES:	Cook Islands, Fiji, Samoa, Solomon Islands, Tonga and Vanuatu
PROJECT RESULTS	
Output 1.1 Qualitative and quantitative methodology developed and tested to measure and monitor poverty, food security and nutrition vulnerabilities in Pacific SIDS	
<ul style="list-style-type: none"> Nationals from ten Pacific island nations are made aware of the World Programme for the Census of Agriculture 2020 for the implementation of their agricultural censuses in the 2016–2025 period and four countries have already indicated commitment to carrying out the Census in the next two years and preparatory work is now under work with technical support from FAO. Another workshop on Planning and Conduct of Agricultural Census in partnership with NASS, USDA was organized on 26–30 March 2018 in Fiji, to build the capacity of countries – Fiji, Papua New Guinea and Samoa, sharing experiences, leading to discussion on a standardized agricultural census for Pacific Island Countries. The capacity of National Statistics Offices (NSOs) of Solomon Islands and Tonga to monitor SDG Target 2.1 and report on the SDGs by 2019 through the Voluntary National Review, as well as address needs to align the national development goals to SDGs enhanced. The first estimate of SDG 2.1.1 Prevalence of undernourishment (PoU) for Tonga and the first-ever for the region based on food data collected from national survey was obtained. After the presentation on the Food Insecurity Experience Scale (FIES) Tonga NSO has immediately decided to include the module in the forthcoming national labor force survey. The 27th Session of the Asia and Pacific Commission on Agricultural Statistics (APCAS 27) was organized on 19–23 March 2018 in Fiji. Support was provided to the 11 participants from eight Pacific Island States to attend the session, where prominent topics were Monitoring SDGs, the Strategy to Improve Agricultural and Rural Statistics, Developing an Integrated System of Agricultural Census and Surveys, and the Status of Agricultural Statistics in the Pacific Island States. This session also launched the Pacific Strategic Plan for Agricultural and Fisheries Statistics (P-SPAFS) which was co-developed by FAO and the Pacific Community (SPC), with a focus on the specific issues faced by Small Island Developing States (SIDS). A draft of the Gender equality and social inclusion toolbox for coastal resource management was produced through a workshop and was further refined through a collaboration with partner organizations including WorldFish, the University of Technology of Sydney (UTS), the Pacific Community (SPC) and the Pathways Project. 	

Output 1.2. Case studies on pro-poor inclusive and efficient food systems development in selected Pacific SIDS produced and disseminated

- Case studies on the contribution of nearshore fish aggregating devices (FADs) to food security in the Marshall Islands and Samoa were completed together with associated socio-economic surveys. Communications materials were produced from the surveys, which include posters to communicate results to communities.
- A breadfruit commercialization feasibility study was produced for the Samoa Government, which identified opportunities and weaknesses in various value chains and made recommendations for both public and private investment.

Output 2.1. Capacities of communities and government developed to identify policy incentives for inclusive and efficient nutrition-sensitive value-chain development and reduction in vulnerabilities

- A report was produced on key constraints and opportunities in the value chain for small-scale tuna fisheries based on an expert regional meeting.

Output 2.2. Capacities of value chain actors developed to better link smallholders to viable domestic food markets and to support the design of a poverty eradication strategy in selected SIDS countries.

- Case studies developed and capacities built in Fiji, Samoa, Solomon Islands, Tonga and Vanuatu on contract-farming opportunities and instruments. The Government of Tonga agreed to develop a Contract Farming bill. Extension officers in Vanuatu agreed to work as mediators and persons of capacity for Contract Farming agreements. Private-sector actors in Fiji expressed interest in signing contracts with potential farmers.

Output 3.1. Project-related “best practices” and “lessons learned” published and disseminated in all SIDS countries.

- The project supported the preparations and hosting of the Pacific and Global Breadfruit Summit in Apia, Samoa, on 10–12 October 2017. It also supported the participation of representatives from SIDS to attend the Summit.
- The project supported the participation of Pacific SIDS representatives to attend a side event on the ‘Regional Framework for Accelerating Action on Food Security and Nutrition in Pacific SIDS’ as the Pacific region’s implementation framework for the Global Action Programme on Food and Nutrition Security in SIDS in October 2017 in Port Vila, Vanuatu, as part of the wider Pacific Week of Agriculture Event.
- Pacific coastal fisheries representation at the global oceans discussion High Level Political Forum on SDGs in June 2017 through the participation of the SPC’s Division of Fisheries, Aquaculture and Marine Ecosystems (FAME) director.
- Supported FAO headquarters and FAO SAP design sessions at the 4th International Marine Protected Area Congress (IMPAC).
- Supported a study tour and mini “talkshop” for small-scale tuna fishers to share experiences and explore opportunities for improving profitability of fishing operations including: (i) FAD design, operation and maintenance, (ii) Performance of Cooperatives, (iii) small scale fisheries management issues, (iv) Best Practices for fisheries management, (v) on water site visit for catch handling and preservation, (vi) market visits to look at sales, quality, marketing issues, (vii) policy and sector development, (viii) investment in cooperatives for job creation and economic growth and (ix) “leading and championing sector growth”. This peer-to-peer exchange of FAD fishers in the Pacific and the Caribbean produced new partnerships and the basis for a regional FAD fisher project.
- A video “voices from the Pacific” small-scale fleet fisheries sector was produced to emphasize the importance of community engagement. The film was promoted in international and regional conferences and events.

CONTRIBUTION TO FAO RESULTS

- The work on strengthening capacities of farmer organizations to design and implement contract farming arrangements that support inclusive and efficient agricultural and food systems, through awareness raising and training workshops, and direct training and technical advice contributed to FAO Samoa country results under output indicator 40202A.

- Capacities of Pacific Island national fishery authorities strengthened to evaluate small-scale oceanic fish harvesting, processing and marketing development strategies, through cost-benefit analyses via desk reviews and in-country assessments facilitated by FAO/SPC. FAO/SPC Consultation on Small-Scale Tuna Fishery Development and Associated Value-Chains in the Pacific was conducted in October 2018, with SWOT analysis and lessons learnt documented. The full report, including discrete country-level analyses was to be available by end-2018. Areas being further explored include factors of success for fishers' organizations and value-adding. These pieces of work contribute to FAO regional results under output indicator 40102B.

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- A partnership between SPC (SDD) and FAO's Statistics Division (ESS), SAP on standardization of Household Income and Expenditure Surveys in PICS introduced better designed consumption modules in the survey. A partnership between SPC (FAME), FAO SAP, WorldFish and the PacFish project was established based on common interests on work on fisheries and aquaculture and gender/equity concerns. Similarly, under the work on 'Fish in Food Systems in the Pacific', a regional partnership between SPC (FAME), FAO SAP and the PacFish/Pathways project was established and also connects to the University of Wollongong (ANCORS), which produces work on coastal fisheries and climate change. A partnership between SPC (FAME), FAO SAP and WorldFish was developed and strengthened through this work.
- A new partnership with Caribbean Regional Fisheries Mechanism and FAO SAP was built, which will result in coordinated activities in new projects on FAD fisheries in both regions, to commence in 2019. In addition, partnerships were established between the countries visited (Barbados, Dominica and Grenada) and the countries of origin of the fishers (Cook Islands, Samoa, Tonga and Vanuatu). This partnership will hopefully be continued through a reverse exchange of fishers under the above-mentioned projects.
- Through the work on 'fish in food systems in the Pacific' a partnership developed with the University of Wollongong (ANCORS).
- New Partnerships with the Fisheries Agency of the Marshall Islands was also established through the nearshore FADs impact evaluation activities.
- Experts from USDA shared their agriculture-census experiences, including from US territories, with PICs.
- SPC and FAO discussed the line of collaboration on improvement of survey tools and analysis of the related information, and synergies that can emerge from respective activities related to strengthening country capacities to monitor SDGs.

CAPACITY DEVELOPMENT

- Capacity-development training activities were conducted for a total of 143 farmers, extension workers and private business representatives on planning and implementing contract-farming operations in Fiji, Solomon Islands, Tonga and Vanuatu.
- Countries' understanding of the 21 SDG indicators which FAO is custodian for were enhanced through a regional training workshop; 26 representatives of national statistics offices and ministries of agriculture from ten member countries in the Pacific, plus representatives of regional organizations were made aware of the 21 SDG indicators.
- Nationals from ten Pacific Island countries were made aware of the World Programme for the Census of Agriculture 2020, and four countries already indicated their commitment to carrying out the Census in the next two years.
- Two countries have been acquainted with the tools and methodologies developed by FAO to monitor SDG Target 2.1 indicators, including recently released e-learning courses on SDGs 2.1.1 and 2.1.2, which will allow them to further understand the theoretical considerations behind the indicators.
- The respective staff of the NSOs in Solomon Islands and Tonga recognized the need for enhancing national capacities for utilizing the tools and methodologies to be able to perform analyses locally and move away from strong reliance on international or regional institutions to perform the analysis on their behalf.
- Fisheries staff in the Marshall Islands and Samoa are now able to develop and conduct fisheries household socio-economic surveys using software on tablets.
- Capacities of communities and government staff in Samoa involved in the commercialization of breadfruit were enhanced through study tours on marketing, growing, post-harvest management, harvesting and value addition were enhanced.

POLICY ADVICE

- The analysis of constraints and opportunities for small-scale tuna fisheries has provided areas of focus for regional and national policies on promotion of and support to small-scale fisheries.
- The case studies on the impacts of nearshore FADs in the Marshall Islands and Samoa will help inform national fisheries policies including the effectiveness of their respective FAD programmes. In addition, the case studies will contribute to regional understanding of best practices for FADs.
- The feasibility study carried out in Samoa on breadfruit commercialization has provided recommendations for the government to consider in progressing their ambitions to enhance commercialization of breadfruit in the country.

CATALYTIC EFFECTS

- National capacities were enhanced in SDG monitoring, especially Goal 2, thus providing evidence for nutrition policies.
- The workshop on gender and fisheries instigated a new partnership to take the draft toolbox further and develop a regional training session.
- More and more private-sector businesses are aware and have shown interest in signing contract contracts with potential farmers.
- A Working Group to focus on specific statistical challenges of Pacific Island States created under APCAS within the leadership of Fiji and Tonga. The group's Terms of Reference are wide and cover many aspects.
- The results and the lessons learned from the workshop in Tonga will serve as basis to draft a Technical Cooperation Program on assisting Pacific Island Countries to report on the SDGs and align their own national monitoring programme to the 2030 Agenda.
- The peer-to-peer exchange with the Caribbean has led to the development of a new regional project on nearshore FAD fisheries. The exchange will be repeated in the reverse direction through the latter FAO SAP project and a Caribbean project.
- The contract farming trainings in Tonga has led to interest from the government to look into the possibility of developing a contract farming bill.

CROSS-SECTORAL WORK

- The side event on the 'Regional Framework for Accelerating Action on Food Security and Nutrition in Pacific SIDS' as the Pacific regions implementation framework for the Global Action Programme on Food and Nutrition Security in SIDS highlighted the cross-sectoral nature of food security and nutrition.

GENDER

- A specific tool was designed to assist those working on fisheries and aquaculture to better integrate gender and equity considerations into their work.
- The fisheries household socio-economic surveys from the case studies on nearshore FADs in the Marshall Islands and Samoa focused on gender-disaggregated data to identify the role of gender in marine resource use and consumption at the local level.
- Women's group skills in breadfruit value addition and managing post-harvest losses were enhanced in Samoa in line with the government's wish to commercialize breadfruit at a larger scale in the country.

INNOVATION

- From the Census-related interventions under the project, the use of new technologies for field data capture and compilation drew attention and participants noted the advantages and disadvantages. In the region, Tonga and Vanuatu used CAPI in 2016 in their Population Census and "Mini Census", respectively, while Samoa has applied this method in few household surveys and intends to use it in the Agricultural Census 2019. Fiji used CAPI for its 2017 PHC.
- The case studies on contribution of nearshore FADs to food security in Samoa continues to innovate as it builds upon the work of other regional partnerships to adapt and adjust methodologies for data collection and communication materials to suit the environment and needs of SIDS.
- The e-learning courses on SDGs 2.1.1 and 2.1.2., as well as two main tools developed by the FAO Statistics Division (ADePT-FSM and RM. Weight) were introduced during the workshop in Tonga and whenever technology allowed, participants had the opportunity to practise the use of the tools.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

- The time constraint (of one year) was not feasible for the implementation of the proposed activities, especially in the Pacific sub-region, where implementation is extremely slow due to geographical distances between islands.
- The time it takes to discuss and agree on roles and responsibilities among partners was long, given the capacities in the Pacific and also the communication difficulties prevalent in these dispersed islands.

2. Inclusive Value Chain Development in Africa

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Inclusive Value Chain Development in Africa
PROJECT NUMBER	FMM/RAF/508/MUL FMM/RAF/508/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems
OUTCOME	<ul style="list-style-type: none"> 4.2. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by public and private sectors
OUTPUTS	<ul style="list-style-type: none"> Public-sector institutions are supported to formulate and implement policies and strategies and to provide public goods that enhance inclusiveness and efficiency in agri-food chains 4.2.3. Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agri-food chains.
PROJECT DATES	1 January 2017–31 May 2018
IMPLEMENTATION COUNTRIES:	Benin, Cameroon, Chad, Côte d'Ivoire, Democratic Republic of the Congo, Ghana, Kenya, Mali, Mozambique, Rwanda and Zambia

PROJECT RESULTS

- A total of 39 extension officers and lead farmers from 11 countries attended a three-week practical training programme at the Songhai Centre in Benin in March 2018, with a view towards building their capacities in integrated agricultural systems.
- An assessment was conducted on the impact of FAO-funded training courses offered by Songhai from 2016 to 2018 in order to identify ways to make the training activities more effective and cost efficient.
- A mentorship programme for Small and Medium Agricultural Enterprises (SMAEs) was conducted following the agribusiness training courses implemented in 2017. The 50 SMAEs underwent a mentorship programme implemented in partnership with the African Agribusiness Incubator Network (AAIN).
- Appraisal of Public-private partnerships (PPPs): in response to the request from the African Union Commission (AUC) for FAO to support the development of a framework to guide African governments in the design, implementation and monitoring of PPPs in the agricultural sector, appraisals of PPPs were completed in Côte d'Ivoire, Ghana, South Africa and Zambia, and a regional workshop was held to validate the findings and agree on next steps.

CONTRIBUTION TO FAO RESULTS

- The activities implemented under the project contribute to the following results under corporate Output Indicator 4.2.1: (i) Continental Public-Private Partnership (PPP) framework for agribusiness developed in support of the African Union; and (ii) Capacity of regional agribusiness incubation and mentorship organizations such as AAIN strengthened through South-South and Triangular Partnerships, including with DPS.

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- The project benefited from partnerships with a number of institutions which have expertise in a broad range of functions essential to the efficient operation of agricultural value chains. Market Matters Inc. and IFDC brought business management and entrepreneurship skills to SMAEs. The AAIN network is currently conducting a mentorship programme for the SMAEs trained by the project. The African Rural and Agricultural Credit Association (AFRACA), through their network, brought in financial institutions that support lending to the agro-enterprise sector. The Boulder Institute of MicroFinance shared tools and methodologies to build capacity of financial institutions to analyze and finance agribusiness proposals. The African Union Commission remains a key partner in all FAO projects in the Africa region as it provides overall strategic guidance on the development of the agricultural sector.

CAPACITY DEVELOPMENT

- Thirty-nine extension officers and lead farmers from 11 countries attended a three-week practical training programme at the Songhai Centre in Benin in March 2018.
- Business mentorship was provided to 50 SMAEs.

POLICY ADVICE

- The project engaged the private sector in policy-making processes and policy implementation due to their critical role in investing in the agricultural sector.

CATALYTIC EFFECTS

- Significant interest has been generated in the agribusiness training courses for SMAEs, which FAO organized jointly with Market Matters Inc. Strategies for scaling up this kind of training need to be explored because there are few such courses being offered in Africa and those that exist can provide training opportunities for only a tiny fraction of SMAEs.

CROSS-SECTORAL WORK

- The project addressed agriculture as part of a broader food-system approach, going beyond specific sectoral issues and focusing on how agriculture, trade and food security are affected by policies developed by other sectors.
- Within FAO, a number of divisions at headquarters and at regional and country levels collaborated in the implementation of this project. The project cuts across three of FAO's Strategic Objectives (SOs 2, 3 and 4) and involved a multi-disciplinary team including experts in trade, agribusiness, agricultural production, natural resource management and social protection.

GENDER

- The project tried as much as possible to ensure equitable participation of men and women in all activities. However, this was often not possible as women are less represented in many of the areas targeted by the project. It appears that in the younger generation, at least in certain sectors, such as private-sector and agro-enterprise development, women are participating more actively and in greater numbers. This was evident in the agribusiness courses for SMAEs, where women played a prominent role and overall female participation was 36 percent. However, in other spheres, notably in public-sector high-level policy-making positions, men still dominate and it is therefore difficult to promote female participation in project activities when the selection criteria are based on rank and seniority.

INNOVATION

- This project placed emphasis on SMAE development, because it is the SMAEs that can create the backward and forward linkages within the agricultural value chain and stimulate value addition, commercialization and transformation of the agricultural sector. Many SMAEs are owned or managed by young people, who by their nature are innovative and open to the adoption of new technologies and new business approaches.
- The work on policy coherence between the ministries of agriculture and trade was also a significant innovation. Agriculture and trade are closely interlinked, especially on the African continent where agricultural products constitute the bulk of traded goods. However, in practice, there is poor coordination and collaboration between sector ministries and this leads to distorted and incoherent policies, which hamper agricultural trade. Fostering dialogue and coordination between sector ministries can significantly improve the enabling environment for trade and agribusiness.
- This project promoted agribusiness public-private partnerships (PPPs) by providing governments with practical guidance on the design and implementation of PPPs that will contribute to inclusive agricultural growth. Agri-PPPs are a particular priority for the African Union Commission which recognizes FAO's leadership in this area and has requested support to develop a PPP framework for its member countries.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The project time frame was very short in which to implement and coordinate a set of joined-up activities that often required correct sequencing to be effective. For example, the agribusiness mentorship programme could only begin after the agribusiness training activities had been completed.
- It also takes time to build trust, buy-in and ownership by stakeholders and beneficiaries. In some cases, the project was ready to implement, but stakeholders were not, and time was needed to hold consultations, explain the expected benefits and obtain trust. Time is also required to evaluate the results of the various activities, learn lessons and assess impact.

Lessons learned

- Reliance on a large number of partners also carries some risks and drawbacks. Some partners proved to be more reliable and effective than others. This will be noted for future engagements.

3. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors
PROJECT NUMBER	FMM/GLO/103/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable Inclusive and Efficient Agricultural and Food Systems
OUTCOME	<ul style="list-style-type: none"> 4.2. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors
OUTPUTS	<ul style="list-style-type: none"> 40202. Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels. 40203. Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agri-food chains.
PROJECT DATES	1 August 2013–31 May 2018
IMPLEMENTATION COUNTRIES:	Global
PROJECT RESULTS	
<ul style="list-style-type: none"> Installation of electricity completed to make the three tomato processing units operationalized in Tigray, Ethiopia; Last training programme in the use of equipment, good manufacturing practices and hygiene delivered by ACTIA to the women associations involved in tomato processing in Ethiopia; The FTT fish-smoking platform has been installed in Dzemeni, Ghana; IECD coaching and capacity development activities completed in Côte d'Ivoire; E-learning training package on developing gender-sensitive value chains developed together with UNITAR and available online as from March 2018; Gender sensitive value chain – Guidelines for Practitioners' publication in hard copy form 	
CONTRIBUTION TO FAO RESULTS	
<i>FAO validated corporate results are being assessed. Results are not yet available.</i>	
FMM GENERAL PRINCIPLES AND EFFECTS	
PARTNERSHIPS	
<ul style="list-style-type: none"> Main partnerships established and/or consolidated under the project in 2018, including with UNITAR and ACTIA. 	
CAPACITY DEVELOPMENT	
<ul style="list-style-type: none"> In partnership with ACTIA one training on food processing and food hygiene was delivered to beneficiary women associations and cooperatives in Ethiopia. A training on Gender-Sensitive Value Chain development was developed and translated into an e-learning course available on the e-learning platform of UNITAR. 	
POLICY ADVICE	
<ul style="list-style-type: none"> The project developed and supported the development of policies for food waste reduction, mainly at national level. This was done through research, participation in activities from the European Union–FUSIONS project and UNEP, as well as the international conferences on FLEW reduction in 2015. The main research focuses on defining policies for food recovery and redistribution. 	

CATALYTIC EFFECTS

- Through its support to the Save Food extensive communication and partnership programme, the FMM strongly attracted and catalyzed the interest of many organizations and companies who initiated valuable contributions to the Global FLW Reduction Initiative.

CROSS-SECTORAL WORK

- The work on FLW reduction was cross-sectoral from its onset. Both within FAO and among its external partners, the project involved the sectors of agriculture, fisheries, agro-industries, retail, input supply and services provision. It also involved the disciplines of food science and technology, natural resources, climate change, rural sociology and gender, economics, nutrition, food security, food quality and safety, statistics and communications.

GENDER

- From its inception, the project had a specific focus on gender. In 2018, the FAO publication 'Developing gender-sensitive value chains – Guidelines for practitioners' was finalized. Through this framework, a gender-lens has been systematically adopted in analyzing, designing and implementing value chain interventions.

INNOVATION

- The project supported the development of a new methodology to assess food losses. The new methodology of field case studies goes deeper in the complex subject matter of food losses, finds the symptoms, causes and reasons for the causes of food loss, discloses interactions along the food supply chains, and above all assesses the feasibility of solutions against the background reality of social structures, cultural habits, the climate and environment, and the contribution to nutrition and food security.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Not available

Lessons learned

- None

4. Developing Sustainable Food Systems for Urban Areas or the NADHALI Project

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Developing Sustainable Food Systems for Urban Areas or the NADHALI Project
PROJECT NUMBER	FMM/ GLO/117/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems at local, national and inter-national levels (primary)
OUTCOME	<ul style="list-style-type: none"> 4.2. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors
OUTPUTS	<ul style="list-style-type: none"> 40201: Public-sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agri-food chains. 40202: Evidence-based food loss and waste reduction programmes are developed at national, regional and global levels 40203: Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agri-food chains.
PROJECT DATES	December 2016–May 2018
IMPLEMENTATION COUNTRIES:	Bangladesh, Kenya and Peru
PROJECT RESULTS	
Output 1. Knowledge is generated on urban food system dynamics, through both quantitative and qualitative analysis <ul style="list-style-type: none"> The Rapid Urban Food Systems Appraisal Tool (RUF SAT) was developed and tested in Dhaka (Bangladesh), Nairobi (Kenya) and Lima (Peru). The food systems Multi-Stakeholders Platform was established in all three countries to support the RUF SAT methodology with qualitative information. The spatial analysis (GIS) was added as part of the RUF SAT in two of the three countries. 	
Output 2. Food Systems Multi-Stakeholders platform (MSP) and Comprehensive food systems plans are developed at city level. <ul style="list-style-type: none"> In each of the three cities, MSPs was created with the leadership of the Municipalities in the case of Nairobi and Lima, and of the Ministry of Local Government in the case of Dhaka. Workshops involving various food systems stakeholders (producers association, retail market representatives, the private sector and non-governmental organizations) involved in food-related issues were organized to develop a common vision for the food-systems strategy. The Food Charter in Lima was developed and signed by the MSP members. The Development of the Food Systems Strategy has started in Lima and Nairobi. As at the end of 2018, in Nairobi a complete draft of the document was developed with support of FAO. 	
Output 3. Institutions are supported to use new knowledge generation and programme design tools and approaches to improve the urban food systems under their jurisdiction in terms of sustainability and inclusiveness <ul style="list-style-type: none"> Awareness-raising workshops were organized on food-systems planning (including RUF SAT, establishment of the Food Systems MSP, and how to prioritize actions). A training course was taught at the World Urban Forum with participation of stakeholders from Dhaka. 	

CONTRIBUTION TO FAO RESULTS

- 40201: Multi-stakeholder-platforms were established in Nairobi and Lima. In Dhaka, the final workshop served to confirm participation of key stakeholders, which will be instrumental for a follow-up long-term project starting in 2019. Each multi-stakeholder has a core group of 10–12 persons from different institutions. The expanded platform has more than 80 people (Lima).
- 40202: A pilot activity was foreseen in Lima on food waste management.
- 40203: The RUFSA provided evidence for better support of value chain actors. The multi-stakeholder platform exchanges included managerial support.

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- New partnerships were created at the local level through the establishment of the Food Systems Multi-Stakeholders Platform. In Nairobi, a partnership was built between the Nairobi County, FAO, UN-HABITAT and Mazingira Institute, among others. In Lima, a partnership was established between Lima Municipality, the Urban Agriculture Platform, the Local Gastronomy Association and the Lima Healthy Food Platform. All these partnerships create the basis for future engagement of the Municipalities on food systems and mainstreaming food in their Agenda.
- FAO headquarters created a new partnership with the C40 Cities Climate Leadership Network for continuing food systems planning and actions in Nairobi. This partnership, which consists of a policy facility model in the Municipality, will continue at least until June 2019.

CAPACITY DEVELOPMENT

- More than 120 officials and stakeholders were trained in both Lima and Nairobi on the importance of integrating food systems in local policy, plans and actions.
- Knowledge was generated on the RUFSA methodology and its use for planning in both Lima and Nairobi.

POLICY ADVICE

- From 2016, FAO has supported Nairobi County on food-systems planning, promoting the shift from a sectorial approach to a systemic, multi-stakeholders and multi-sectorial approach for addressing urban food-security challenges. At the end of 2018, Nairobi County, with support from the FAO–C40 collaboration presented the first complete draft of the food-system strategy.

CATALYTIC EFFECTS

- The project was the driver for raising additional funds. The following initiatives were undertaken. Seed funds for Technical Advisors on the Food Systems MSP and the Food Systems Strategy (two experts for Nairobi and one for Dhaka). In Lima, the project “Establishing a composting center for managing the solid waste management from the urban retail market” is currently under negotiation.
- In Dhaka, a proposal to follow up on the NADHALI project was successful in raising USD 12.5 million for a five-year project (from Dutch Government funds).
- In Nairobi, a project was to start in 2019 with Italian Government funds to put in operation many of the actions recommended in the food-system strategy. In addition, the USD-2.1-million, three-year project will include Kisumu County.
- In Lima, additional funds through a TCP and MDF were obtained at the end of 2018 that will also promote good local food governance mechanisms based on experiences of NADHALI.
- In Douala, Cameroon, seed funding was invested deriving from an explicit interest of the Municipality to apply the “NADHALI” approach, and a Food Liaison Advisory Group, a multi-stakeholder platform that supports the Municipality, was formed.
- At RAP, an agreement was signed at the end of 2018 between FAO and the World Bank (USD 350 000) to develop a first-phase study for generating knowledge that will serve to eventually select cities where good local food governance will be promoted.

CROSS-SECTORAL WORK

- In Lima, the Development of the Food Systems Strategy created interconnections with other non-food sectors, such as the existing urban planning systems, climate change and risk management. In Nairobi, the Food Security Strategy is going to prioritize more interconnection with water, land-use planning and health. In Dhaka, the entry point, or aspect to prioritize in the initial phase, will be food safety but will be quietly associated with efforts to improve logistics and resilient systems, all deriving from a cross-sectoral approach.

GENDER

- In Nairobi and Lima, women represent 50 percent of the MSP members and core group.
- Capacity building included about 50–70 food systems stakeholders and in all the organized workshops more than half are women.
- The gender balance was carefully considered for the RUFSA survey.

INNOVATION

- The project was innovative in the establishment of the Food Systems MSP that can advocate and advise to create a city environment toward food security and nutrition, a mechanism which only a few cities in developing countries have developed.
- The project stimulated the geo-referenced data collection for developing spatial analysis that has been recognized crucial in the heterogeneous context of a city, often including informal settlements with limited access to quality food.
- The project promoted the shift from a sectorial approach to a more systemic, multi-stakeholder and multi-sectorial approach.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The main challenge was the short time for achieving the expected results in one year.
- Designing a rapid assessment methodology for complex systems is a real challenge. A shift from a quantitative approach to more qualitative is desirable if the methodology has to be rapid.

Lessons learned

- Building ownership at political and technical level and promoting the multi-stakeholders engagement is key for the success and sustainability of the interventions.
- Even if the local governments are recognized crucial players, there are contexts where the decentralization process is weak and the National Government needs to be considered the key player.
- Considering that the interested local governments have never considered food systems in their agenda before, the promotion of exchange between cities is essential. The city-to city exchange should be an integral part of any urban food systems future projects.

5. Global Initiative on Food Loss and Waste Reduction

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Global Initiative on Food Loss and Waste Reduction
PROJECT NUMBER	FMM/GLO/118/MUL
FAO STRATEGIC OBJECTIVE	SO 4. Enable more inclusive and efficient agricultural and food systems
OUTCOME	<ul style="list-style-type: none"> 4.2. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors
OUTPUTS	<ul style="list-style-type: none"> 40202. Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.
PROJECT DATES	6 December 2016–31 May 2018
IMPLEMENTATION COUNTRIES:	Cameroon, Colombia, Dominican Republic, Egypt, Jamaica, Lao People's Democratic Republic, Morocco, Myanmar, Zambia and Zimbabwe
PROJECT RESULTS	
Output 1 Policies and Strategies for reducing food loss and waste (FLW)	
<ul style="list-style-type: none"> With a view to helping the countries develop policies and strategies for FLW reduction, the project conducted a training workshop on food loss assessment in Kenya, and developed indicators and an M&E framework for FLW reduction in the country. In Zambia and Zimbabwe, residual activities for food loss assessment were conducted, contributing to the evidence on which to base the formulation of policies and strategies. A regional training-of-trainers (ToT) on food loss assessment was conducted in Cameroon for the benefit of participants from Burkina Faso, Cameroon, Côte d'Ivoire and the Democratic Republic of the Congo, building capacity in these countries in food loss assessment, on which policies and strategies are based. 	
CONTRIBUTION TO FAO RESULTS	
<ul style="list-style-type: none"> Output 40201 – Public-sector organizations' capacities are strengthened to design and implement national policies, strategies, regulatory frameworks and investments plans supportive of inclusive and efficient agricultural and food systems development. The project contributed to Indicator 40201, with support provided to four countries (Cameroon, Kenya, Zambia and Zimbabwe). 	
FMM GENERAL PRINCIPLES AND EFFECTS	
PARTNERSHIPS	
<ul style="list-style-type: none"> In general, in all the beneficiary countries the project allowed expanding the range of partners beyond the Ministries responsible for primary production in the agriculture, fisheries and livestock sectors, to include others covering post-production issues and aspects, such as trade, infrastructure, finance and investments. Partnerships were developed with these Ministries (at policy level and with technical staff), universities and value-chain actors including farmers, traders and processors. This shows that reduction of food losses is a multi-disciplinary, multi-stakeholder initiative that requires support from a broad spectrum of stakeholders if it is to succeed. A strong partnership was developed with the African Union Commission because this project is providing assistance in the assessment of food loss reduction against the Malabo Declaration targets. 	
CAPACITY DEVELOPMENT	
<ul style="list-style-type: none"> As a result of work started in 2017, about 65 people were trained in food-loss assessment in Kenya, Zambia and Zimbabwe. These included extension staff, students, farmers and other value-chain actors and NGOs. 	

POLICY ADVICE

- The loss assessment studies conducted provide the base to underpin policies in the beneficiary countries.

CATALYTIC EFFECTS

- The FMM project's activities in Africa stimulated complementary funding from the Rockefeller Foundation and the regular programme through RAF's Regional Initiative 2. This helped to create a linkage between country-level food loss reduction strategies and programmes to the African Union's Malabo Declaration and the target of halving of post-harvest losses by 2025.

CROSS-SECTORAL WORK

- No information available.

GENDER

- In Cameroon, Kenya, Zambia and Zimbabwe, women have participated actively in all activities and a special effort was made by the project to ensure their inclusion. The majority of post-harvest activities in Africa are the responsibility of women, so it is important that they are adequately represented.

INNOVATION

- In Sub-Saharan Africa, country-level activities are being innovatively linked to regional priorities and targets set within the African Union's Malabo Declaration. This is the first time that a mechanism is being created for country-level results to be channeled to the regional level to enable measurement of progress against regional targets on reduction of food losses.
- The project involved further use of a case study methodology for assessing the causes, magnitude of losses and solutions to address them. The publication "Status Report on Critical Loss Points and Underlying Causes of Food Losses in Selected Crop Supply Chains in Developing Countries" will serve as a basis for streamlining the methodology.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- National-level expertise on FLW issues such as food loss measurement was noted to be very low in some countries. This problem led to envisaged activities being delayed and slow in Kenya and Cameroon. A strong and committed country focal point is essential in coordinating and managing activities at country-level, while sufficient international expertise and support missions are needed to develop the capacity for both national experts and national institutions. Language is an issue and more efforts are needed to provide adequate support to francophone countries in order to build their expertise.

Lessons learned

- Not available.

6. Trade-related capacity development in Eastern and Southern Africa

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Trade-related capacity development in Eastern and Southern Africa
PROJECT NUMBER	FMM/RAF/507/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems
OUTCOME	<ul style="list-style-type: none"> 4.1. International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries
OUTPUTS	<ul style="list-style-type: none"> 40102. Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities.
PROJECT DATES	1 January 2017–31 May 2018
IMPLEMENTATION COUNTRIES:	Mozambique, United Republic of Tanzania and Zambia
PROJECT RESULTS	
Output 1. Improved capacity to generate and use evidence for trade policy analysis, trade policy development and trade negotiations	
<ul style="list-style-type: none"> In 2017, the project facilitated two e-learning courses to participants from eastern and southern African countries, and one regional dialogue as a follow-up to the first e-learning course was organized combining the e-learning with a face-to-face training. Then 18 of the course participants took part in this dialogue. Following up on these activities, a second regional dialogue was held on 29 January 2018 as a follow-up to the second e-learning course. 	
Output 2. Coherent development of agricultural trade policies and improved design of agriculture and food security strategies and investment plans building on synergies between agriculture and trade planning processes and related institutions.	
<ul style="list-style-type: none"> In 2017, four studies on coherence of agricultural and trade policies were prepared in Mozambique, the United Republic of Tanzania, Zambia, and Zanzibar (United Republic of Tanzania), and national dialogues were held to validate these reports with the participation of stakeholders from the government, the private sector, academia, donors from both trade and agriculture. During these dialogues, priority areas were identified for the preparation of project proposals/concept notes in Mozambique, the United Republic of Tanzania and Zambia. In 2018, the project proposals were completed and were presented to the national stakeholders both in bilateral meetings and in dialogue events. Dedicated meetings were held in Mozambique (19 April 2018), the United Republic of Tanzania (17 April 2018) and Zambia (6–7 March 2018). In all three cases, the government stakeholders validated the project proposals. A report titled “Policy coherence for agricultural transformation in African least developed countries (LDCs)” was published in 2018. 	

CONTRIBUTION TO FAO RESULTS

The project directly contributed to output 4.2. Concerning results that have been inserted in PIREs, the project contributed to the following activities:

- **52180 (United Republic of Tanzania):** As part of an FAO project on trade-related capacity development for food security and nutrition in eastern and southern Africa, a project proposal that would strengthen collaboration between agriculture and trade stakeholders, namely the Ministry of Agriculture and the Ministry of Trade, was developed. This was validated by all relevant stakeholders in the fields of trade and agriculture in a dialogue meeting that was organized in the United Republic of Tanzania. A dialogue event was also organized in the United Republic of Tanzania, Zanzibar. Through this effort, the capacity of the stakeholders to design aligned agriculture and trade policies and to incorporate trade objectives into agricultural investment plans was enhanced (Qualifier 1). This was done through a dialogue event that involved all the relevant stakeholders, and as such Qualifier 3 was fully achieved. The country took ownership of the process that led to the development of the project proposal, and as such the provided support increased the generation and uptake of knowledge on the incorporation of trade into agricultural investment plans (Qualifier 5). An effort was made to involve and engage more women from among the stakeholders in this exercise (Qualifier 6). Qualifiers 2 and 4 are not relevant, as the focus of this exercise was on the policy development side and not on analytical studies and sector review (Qualifier 2) or standard setting (Qualifier 4).
- **52181 (Zambia):** As part of an FAO project on trade-related capacity development for food security and nutrition in Eastern and Southern Africa a project proposal that would strengthen collaboration between agriculture and trade stakeholders, namely the Ministry of Agriculture, the Ministry of Livestock, the Ministry of Commerce and the Zambia National Cassava Association was developed. This was validated by all relevant stakeholders in the fields of trade and agriculture in a dialogue meeting that was organized in Zambia. Through this effort, the capacity of the stakeholders to design aligned agriculture and trade policies and to incorporate trade objectives into agricultural investment plans was enhanced (Qualifier 1). This was done through a dialogue event that involved all relevant stakeholders, and as such Qualifier 3 was fully achieved. The country took ownership of the process that led to the development of the project proposal, and as such the provided support increased the generation and uptake of knowledge on the incorporation of trade into agricultural investment plans (Qualifier 5). An effort was made to involve and engage more women from among the stakeholders in this exercise (Qualifier 6). Qualifiers 2 and 4 are not relevant as the focus of this exercise was on the policy development side and not on analytical studies and sector review (Qualifier 2) or standard setting (Qualifier 4).
- **52178 (Mozambique):** As part of an FAO project on trade-related capacity development for food security and nutrition in Eastern and Southern Africa, a project proposal that would strengthen collaboration between agriculture and trade stakeholders was developed. This was validated by all relevant stakeholders in the fields of trade and agriculture in a dialogue meeting that was organized in Mozambique. These stakeholders were the ministries of agriculture, trade and fisheries, and provincial authorities responsible for agricultural data collection and analysis. Through this effort, the capacity of the stakeholders to design aligned agriculture and trade policies and to incorporate trade objectives into agricultural investment plans was enhanced (Qualifier 1). This was done through a dialogue event that involved all relevant stakeholders, and as such Qualifier 3 was fully achieved. The country took ownership of the process that led to the development of the project proposal, as such the provided support increased the generation and uptake of knowledge on the incorporation of trade into agricultural investment plans (Qualifier 5). An effort was made to involve and engage more women from among the stakeholders in this exercise (Qualifier 6). Qualifiers 2 and 4 are not relevant as the focus of this exercise was on the policy development side and not on analytical studies and sector review (Qualifier 2) or standard setting (Qualifier 4).

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- The project was implemented in collaboration with the Trade Policy Training Centre in Africa (TRAPCA). With regard to policy advice, the project was implemented in collaboration with the Enhanced Integrated Framework and the European Centre for Development Policy Management. In 2018, both institutions contributed to the preparation of the three project proposals through reviewing drafts and offering recommendations.

CAPACITY DEVELOPMENT

- The project has a very strong component of capacity development with the two facilitated e-learning courses and the face-to-face dialogues that followed their delivery. In this regard, the only activity of the project in 2018 was the organization of the regional dialogue in Arusha, United Republic of Tanzania, where 17 course participants from countries in Eastern and Southern Africa engaged in issues relevant to Agriculture in International Trade Agreements.

POLICY ADVICE

- This was the core element of the national-level activities of the project in Mozambique, the United Republic of Tanzania and Zambia. The project supported countries to improve implementation of the trade agreements that they are signatories to, including the WTO Agreement on Agriculture, the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC).
- With regard to the national component on policy coherence, the project proposal in Mozambique was incorporated by the government into the update of the country's National Agricultural Investment Plan (NAIP). In addition, through the collaboration with the Enhanced Integrated Framework, interest to further expand the work in other countries was expressed.

CATALYTIC EFFECTS

- During the face-to-face meeting that was held in 2017, as a follow up to the delivery of the e-learning course, the participants requested the creation of a network of practitioners that will continue their collaboration subsequent to the work they have done on the course. This request was tested and confirmed at the second face-to-face meeting held on 29 January 2018. FAO has already included in its activities assistance in developing the e-network in partnership with the African Union and TRAPCA.

CROSS-SECTORAL WORK

- The project looked at agriculture as part of broader food systems, therefore going beyond the specific sectoral issues and focusing on how agriculture, food security and nutrition are affected by the policies developed and implemented by other sectors. In particular, the project focused on strengthening capacities to analyze and address the impacts of trade and related policies and agreements, in an effort to facilitate a closer, more systematic and long-lasting collaboration between the agriculture and trade ministries.

GENDER

- Gender considerations are implicit in the goals of the project, as the development of efficient domestic and regional agricultural markets are expected to improve participation of smallholder farmers and farm family labour (mainly women) in agricultural input, product and labour markets, thereby improving incomes and food security outcomes.

INNOVATION

- The project included blended e-learning and face-to-face training, through the regional dialogues held on 29 January 2018. Moreover, the creation of a network of experts which will progressively evolve into a neutral and independent platform for knowledge and experience exchange among trade practitioners in the region is a significant follow-up of the project. This idea was embraced by the participants in the two regional dialogues. The building of the platform, which will include national and international actors, is expected to contribute to improving the quality of policy analysis and to disseminate the knowledge and information facilitating regional trade.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The extension of the project from 31 December 2017 to 31 May 2018 was decided at a late stage. This, in conjunction with the delayed start of the project, reduced the available time and squeezed the activities within 2017.

Lessons learned

- If the extension of the project had been approved early enough, some of the activities could have been conducted in 2018 in a more efficient way.

7. Strengthening capacities, policies and national action plans on prudent and responsible use of antimicrobials in fisheries

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Strengthening capacities, policies and national action plans on prudent and responsible use of antimicrobials in fisheries
PROJECT NUMBER	FMM/RAS/298/MUL
FAO STRATEGIC OBJECTIVE	SO4: Enable more inclusive and efficient agricultural and food systems
OUTCOME	<ul style="list-style-type: none"> SO4. Enable more inclusive and efficient agricultural and food systems
OUTPUTS	<ul style="list-style-type: none"> 4.1.4. Public-sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.
PROJECT DATES	17 January 2017–30 May 2018
IMPLEMENTATION COUNTRIES:	Bangladesh, Cambodia, China, India, Lao People's Democratic Republic, Malaysia, Philippines, Singapore, Thailand and Viet Nam
PROJECT RESULTS	
Output 1: Policies, regulatory frameworks and public goods enhance inclusiveness and efficiency of food, agriculture and forestry systems <ul style="list-style-type: none"> In total, seven regional workshops were carried out. For Component 1 on Aquaculture Biosecurity, guidance was provided in the following aspects: (1) development of the aquaculture component of country National Action Plans on AMR within the One Health platform; (2) detailed steps in the design of antimicrobial use (AMU) and AMR surveys. For Component 2 of Food Safety, guidance was provided on the following aspects: (1) inspection systems to include AMR in fish-product sampling; (2) fish-product waste-management; and (3) utilization of fish silage (to reduce the need for antimicrobials for treatment). Under Output 1, several documents were drafted and/or compiled in 2018. These include the following: (1) Performance of antimicrobial susceptibility-testing programmes relevant to aquaculture and aquaculture products; (2) Review of alternatives to antimicrobials in aquaculture (vaccines, phage therapy, quorum sensing, prebiotics, probiotics and plant therapy); (3) Fisheries and Aquaculture Technical Paper on Understanding AMR in Aquaculture (compendium of papers prepared by CA and experts presented during three regional AMR-in-aquaculture workshops in 2017); (4) Best practice guidance for carp, tilapia and shrimp. These are additional project results. 	
Output 2: Capacities (knowledge and skills) of Competent Authorities and other stakeholders on prudent and responsible use of antimicrobials in aquaculture developed and/or enhanced <ul style="list-style-type: none"> A total of 164 delegates from competent authorities and other stakeholder groups from 11 countries had improved awareness, enhanced knowledge, better understanding of AMR, AMU, food safety and quality aspects, as well as policy, laboratory and farm-level considerations. Communication campaigns were also carried out among aquaculture professionals/producers and the general public (through bulletins, seminars, farm visits, and social media). All these contributed to capacity-building of participating countries and other stakeholders. 	
CONTRIBUTION TO FAO RESULTS	
FAO Strategic Framework (2010–2019) MTP (2014–2017) – PWB (2016–2017)	

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- New partnerships were developed with Croatia (Croatia Veterinary Institute), India (Nitte University), Netherlands (Wageningen University), Singapore (Agri-Food and Veterinary Authority), Thailand (Chulalongkorn University), USA (Mississippi State University), European Commission, the Network of Aquaculture Centres in Asia-Pacific, MSD Animal Health and City University of Hong Kong. These partnerships are important in terms of the following: (i) access to new and additional resources, and they can be partners for joint mobilization endeavours; (ii) such alliances can give a competitive edge and can assure quality products; (iii) an indicator of multi-stakeholder inclusiveness; (iv) the AMR subject is quite complicated and involves many sectors, thus requiring a multi-disciplinary and integrated approach; and (v) a strategic mechanism to achieve common goals and share costs.
- In 2018, the process for designation of the FAO Reference Center for Aquaculture Biosecurity (including AMR) commenced. The candidate institutions are: (1) China (Yellow Sea Fisheries Research Institute and the Pearl River Fisheries Research Institute); (2) India (Nitte University); (3) the United Kingdom of Great Britain and Northern Ireland (the Centre for Environment, Fisheries and Aquaculture Science, an executive agency of the Department for Environment, Food and Rural Affairs); and (4) the United States of America (Mississippi State University).

CAPACITY DEVELOPMENT

- Capacity building was incorporated in almost all activities. It involved officials of competent authorities and other representatives with guidance and facilitation from FAO in the actual development of survey questionnaires, assessment methods, modules, extension materials and laboratory methods, as well as in the organization and conduct of national and regional workshops and preparation of the aquatic component of country AMR NAPs.

POLICY ADVICE

- The project helped establish governance and policy dialogue mechanisms including: (i) creation of a Task Force, Working Group and Steering Committee; (ii) multisectoral coordination meetings; (iii) more explicit contribution of the aquatic component to the country National Action Plans; (iv) formalization of the National Action Plans on AMR; (v) review of AMR-relevant legislation; and (vi) inspection of importer premises (veterinary medicine products and raw material) to determine origin and use.

CATALYTIC EFFECTS

- A side event held during the Ninth Session of the FAO Sub-Committee on Aquaculture of the Committee on Fisheries (COFI/SCA) (Rome, Italy, October 2017) represented the first formal AMR awareness-raising initiative that sensitized fisheries and aquaculture authorities from 89 FAO Members, two associate Members, representatives from two specialized UN agencies and observers from seven intergovernmental and six international non-governmental organizations. Issues concerning AMR were also captured during the Sixteenth Session of the Sub-Committee on Fish Trade (COFI/SCFT, September 2017), and in a number of scientific events and other important meetings (for instance the Asia-Pacific Aquaculture Conference (Malaysia, July 2017); the 16th Meeting of the Advisory on Aquatic Animal Health of the Network of Aquaculture Centres in Asia-Pacific (August 2017).

CROSS-SECTORAL WORK

- In this project, participating countries were provided guidance in the development of the aquaculture component that was eventually integrated into the National Action Plans on AMR under the One Health platform.

GENDER

- The project reflected high gender equality, in that 60 percent and 74 percent of participants, in the aquaculture health and food safety components, respectively, were women.

INNOVATION

- The project stimulated interest in looking into alternatives to antimicrobials including phytogenics (plant-derived compounds), dietary acidifiers, short-chain fatty acid, bacteriophage, probiotics and prebiotics, short-chain carbohydrates, egg-yolk antibody (IgY), antimicrobial peptides, bioflocs technology, quorum sensing, green water technology and specific-pathogen free technology. The future of vaccination particularly in the predominant Asian aquaculture that has a low uptake of vaccine technology, was revisited, looking at, for example, multi-component vaccines for complicated and multi-infection disease conditions, automated fish injectors, multivalent vaccines, etc. Other innovations involve safer practices to integrate fish farming through new systems such as fish-flower, fish-vegetables (aquaponics), fish-fruit trees, polyculture (shrimp-tilapia), shrimp-mangrove, rice-fish, rice-crayfish, rice-shrimp and integrated multi-tropic aquaculture (IMTA). The fish-silage processing technology was introduced to beneficiary countries giving them a new method using organic acid, simple and affordable technology and its application as feed ingredient and/or fertilizer.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- Although the project's EOD was January 2017, funds were made available only at the end of March. Considering a one-year project implementation timeline, this was very tight.

8. Trade-Related Capacity Development in Eastern Europe and Central Asia

BACKGROUND INFORMATION ON THE PROJECT	
PROJECT NAME	Trade-Related Capacity Development in Eastern Europe and Central Asia
PROJECT NUMBER	FMM/RER/056/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems
OUTCOME	<ul style="list-style-type: none"> 4.1. International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.
OUTPUTS	<ul style="list-style-type: none"> 40102. Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities.
PROJECT DATES	February 2017–May 2018
IMPLEMENTATION COUNTRIES:	Georgia, Kyrgyzstan and Ukraine
PROJECT RESULTS	
<ul style="list-style-type: none"> As part of the project, FAO continued to provide support to the Agricultural Trade Expert Network in Europe and Central Asia (ATEN) established in 2014; ATEN brings together experts who conduct research, carry out training programmes and advise governments and the private sector on issues related to agricultural trade and trade policy, including participation in regional and multilateral trade agreements. The aim is to (a) promote dialogue on agricultural trade-policy issues and (b) support broader capacity development in this area. The Networks meets annually to discuss the pressing agricultural trade issues and produces an annual publication “Review of Agri-Food Trade Policies in the Post-Soviet Countries”. Flour producers from Central Asia participated in the KazGrain conference in Astana, Kazakhstan (16 March 2018) and World Mill Tech, a global milling machinery and technology fair in Istanbul, Turkey (29 March–1 April 2018). Both events served to exchange industry-specific knowledge and establish business relations for imports and exports. 	
CONTRIBUTION TO FAO RESULTS	
<ul style="list-style-type: none"> 40102 Trade Policy Expert Network support (planning, coordination, technical inputs and follow-up) 40102 Monthly bulletin of ATEN 40102 Analysis of selected markets for organic products and their requirements and capacity development for exporters 40102 Regional workshop on resolving agricultural trade issues 40102 Expert-facilitated e-learning course on WTO agreements 	
FMM GENERAL PRINCIPLES AND EFFECTS	
PARTNERSHIPS	
<ul style="list-style-type: none"> New partnerships were established with private-sector organizations: the National Union of Food Exporters of Russia, Ukrainian Association of Honey Exporters and Processors of Honey (UAHEP) and the Union of Millers of Ukraine. These associations were instrumental in delivering training and guidance on accessing markets to the beneficiary organizations and acted as catalysts and coordinators of dialogues at the regional level. 	
CAPACITY DEVELOPMENT	
<ul style="list-style-type: none"> During the workshop on export promotion in Moscow, attended by 36 participants, reports were delivered and presentations made that reflected the current situation and issues related to export promotion at the national level. The workshop provided participants with information on the best practices of agri-food export promotion of several European and Central Asian countries, including strategies and plans of agri-food export promotion, as well as the role and place of various state organizations in the system of agri-food export promotion. 	

- Honey producers from Kyrgyzstan, Moldova and Tajikistan benefited from the one-day training organized by UAHEP, where they learned about global honey market developments, sanitary barriers to trade, preparation for European Union food safety audits and developing a honey traceability system for six producers from Moldova, Kyrgyzstan and Tajikistan.
- The Union of Millers of Ukraine organized two training sessions in cooperation with the Grain Processors Union of Kazakhstan and the Committee of Millers of the Union of Entrepreneurs of Kyrgyzstan.
- Technical support was provided to the Ministry of Agriculture of Georgia for the installation of the FPMA Tool. Following deployment of the tool, the project delivered a one-day training workshop for technical staff of the Ministry and other national stakeholders on how to use the FPMA Tool to perform basic price analyses. Participants from the Ministry, the National Statistics Agency, and the International School of Economics of the Tbilisi State University attended the training.
- A similar training activity was also held under the project in early 2018 in Dushanbe, Tajikistan, following deployment of the new version of the FPMA Tool. The training was attended by technical staff from the Agency of Statistics, the Ministry of Agriculture and several other government and international agencies.

POLICY ADVICE

- The project activities fostered better understanding of the relevant provisions in trade agreements and the norms and standards that apply in different markets with respect to agri-food exports from the region. Accession commitments in agriculture assumed by the new WTO member states among the post-Soviet countries have implications for the direction that agricultural policies can take.

CATALYTIC EFFECTS

- An FAO LoA with the Ukrainian Association of Honey Exporters and Processors clearly showed the potential of working with the industry association in developing new markets; TCI then developed and signed a new technical assistance project on export market development in Ukraine with the European Bank for Reconstruction and Development to cover additional sectors, including honey, in 2018.
- Knowledge obtained through e-learning, regional workshops and training for officials in Georgia will be used by the Ministries of Trade and Agriculture in the process of implementation of WTO commitments and will allow them to pursue their trade objectives in bilateral and multilateral settings. This, in turn, translates to more effective and transparent application of agricultural trade rules for proper functioning of agri-food markets.

CROSS-SECTORAL WORK

- Not applicable/available.

GENDER

- Special consideration was given to encouraging participation of qualified women in the e-learning courses; 61.3 percent of participants who were accepted for the course were women.

INNOVATION

- The innovative approach used in the project was based on blended learning that included an e-learning course and face-to-face training on related topics, which allowed greater interaction between the participants and in-depth treatment of complex topics. These capacity development activities were supplemented by creating and strengthening professional networks that will continue functioning after the project ends.
- To benefit honey producers, UAHEP prepared a draft concept for a traceability system for the benefit of the entire industry. Today, every exporter of honey from Ukraine has its own traceability system, so there are no uniform standards at the industry levels. The proposed concept includes technological solutions (online access, QR codes or other) to minimize human error and improve reliability of the system. This online system can enhance the reputation and credibility of Ukrainian honey exporters and producers. For example, the QR code can give consumers an opportunity to obtain full information about the product and its origin, which can serve as an additional incentive for producers to develop exports of packaged products.
- A new project with EBRD funding will start piloting an industry/association honey traceability system in Ukraine in 2018–2019.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The implementation of the project started with a delay. The project was formulated and endorsed in September 2016 and the activities were designed to start immediately. However, the project became operational with the appropriate Oracle code only in January 2017, leaving the team with less than 11 months for implementation (considering that the closing date remained until the end as December 2017). This reduced the time that was available for the involvement of the stakeholders at the country level and implementation of activities.

Lessons learned

- It is crucial to account, to the extent possible, for all risks to the project, including delays in FAO procedures, changes in governments and insufficient human resources in national agencies to implement activities.
- The programmatic approach to project formulation and implementation that fosters synergies with ongoing FAO activities has proven to be highly effective – the project outputs were closely linked to the Regional Initiative and TCI projects, ensuring their successful implementation. Knowledge sharing and capacity development were rooted in FAO's expertise in the area of trade policy, investment projects in the region and partnerships with other UN organizations and country stakeholders.
- The project demonstrated the strong need for information and capacity development in the area of agricultural export promotion. To continue providing support to countries in this area, FAO has partnered with the International Trade Center (ITC) through a Memorandum of Understanding and a UN interagency agreement for developing guidelines and methodologies for inclusive agri-food system development and export promotion through multi-stakeholder alliances.

9. Support to the development of National Action Plans on Antimicrobial Resistance (AMR)

BACKGROUND INFORMATION ON THE PROJECT

PROJECT NAME	Support to the development of National Action Plans on Antimicrobial Resistance (AMR) in Latin America and the Caribbean.
PROJECT NUMBER	FMM/RLA/215/MUL
FAO STRATEGIC OBJECTIVE	SO4. Enable more inclusive and efficient agricultural and food systems.
OUTCOME	<ul style="list-style-type: none"> 4.1. International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.
OUTPUTS	<ul style="list-style-type: none"> 4.1.1 New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization. 4.1.4: Public-sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.
PROJECT DATES	January 2017–May 2018
IMPLEMENTATION COUNTRIES:	The Bolivia (Plurinational State of), Cuba, Dominican Republic, Ecuador, El Salvador and Honduras

PROJECT RESULTS

Output 1. Awareness and advocacy on AMR

- The official publication of the **Guidelines for the design of awareness and advocacy strategies for AMR** was reached in March 2018 and is hosted in the FAO repository (for the full guidelines, please see <http://www.fao.org/3/i9234es/I9234ES.pdf>). The English version was developed but not officially published.
- Baseline of the institutional capacities of the ministries of agriculture for the awareness and advocacy on AMR.** Through a survey tool this is the first diagnosis made in the region on this subject. It is essential to identify national gaps and then define and support an intervention in risk communication.

Output 2. Governance of AMR and AMU

- Multisectoral analysis on antimicrobial resistance and its use in the livestock, hydrobiological and agricultural production sectors.** During 2018, one regional and six national reports were finalized. The documents were officially delivered to national authorities of each country.
- Preparation of two Concept Notes for regional projects on AMR risk assessment.** The importance of AMR risk assessment in the food production sector, and the innovative tool developed by the project, triggered the interest of other countries in the region for technical assistance from FAO. It was possible to define strategies for a TCP project and a project financed by the Norwegian Agency for Development (NORAD), which include the application of the risk assessment tool. They will be implemented in 2019 in four Latin American and Caribbean countries.
- Participation and follow-up to the coordination mechanism of activities on AMR at the level of the Tripartite Alliance Plus in the region.** Monthly meetings of coordination and participation in activities on AMR of the respective agencies were achieved. A video for the presentation and promotion of the mission of the Tripartite Alliance in the region was jointly prepared.
- Output 3. AMR risk management capabilities**
- Regional and Interagency Event on Gaps in Governance, Surveillance and Containment of AMR.** The participation of the six beneficiary countries, four invited countries and three international reference organizations for AMR was achieved. Based on the assessed risk, the existing priority gaps were identified to mitigate AMR in each sector. A preliminary analysis of the feasibility of the mitigation measures was made. A report of the meeting was developed and distributed among participants.

- **Regional Workshop on AMR Awareness and Promotion of Good Practices for its Containment.** Through a working agreement with the Pan American Association of Veterinary Sciences (PANVET), the event was organized with leading international experts, including the President of the World Veterinary Association. At this event, it was possible to identify and prioritize the constraints and priorities for the adoption of good practices for AMR in the agri-food systems of the region. Also a testimonial video was prepared (available at <https://www.youtube.com/watch?v=OHGx-puRDHY>).
- **Regional Meeting of Experts on the use of Antimicrobials in Aquaculture in Latin America.** The participation of the eight main aquaculture producers in the region was achieved. The sanitary status of the animal populations, the use of antimicrobials, and the generation of resistance of those food systems were analyzed. A technical report of the activity is evidence of this activity.
- **Work plan for the FAO Regional Reference Laboratory for AMR.** During March 2018, the regional project team met with the authorities and technical teams of SENASICA (the National Service of Health, Safety and Agri-Food Quality of Mexico), within the boundaries of the process of its designation as the FAO Reference Center for Resistance to Antimicrobials. A work plan was developed, consolidating synergies between FAO and SENASICA through its official laboratory, which will allow in the short and medium term to implement the actions of AMR containment in the countries of the region.
- **Regional meeting advances in AMR risk management in the food production sector.** In May 2018, the activity was organized by the FAO project and SENASICA, with participation of the responsible officers for AMR in the agricultural health services of 12 countries of the region. An in-situ evaluation of the advances in the design and implementation of the National Action Plans on AMR was achieved. The definition of recommendations was achieved based on the technical design of FAO's global strategy for AMR.

CONTRIBUTION TO FAO RESULTS

- Given the nature of AMR, advancing AMR risk management enables the management of various risks related to animal health, plant health and food safety, including those with an impact on human health. Therefore, the AMR approach contributes to all the results related to the health and safety of food production systems, as well as to food security.

FMM GENERAL PRINCIPLES AND EFFECTS

PARTNERSHIPS

- During 2018, contact was made with a subsidiary of International Consumers with the objective of designing and deploying a communication campaign on AMR. The communication pieces were developed by the project and Consumers International and are aimed at raising consumer awareness and influencing decision makers.

CAPACITY DEVELOPMENT

- In total, 167 trainers trained in the main disciplines that require containment of AMR under the One Health approach are registered.

POLICY ADVICE

- At the beginning of 2018, the project convened non-beneficiary countries with the objective of supporting the definition of national AMR governance mechanisms. During 2018, the FAO RLC project received requests from countries to support the strengthening of AMR governance. The coordination with the Pan American Health Organization and WHO was established to provide an integrated response in 2019.

CATALYTIC EFFECTS

- The project strategy generated the formal request for FAO technical assistance on AMR from Plurinational State of Bolivia, Costa Rica, Guatemala, Paraguay, Peru and Uruguay – countries that were not beneficiaries of the project. Likewise, the six beneficiary countries asked FAO for the continuity of the actions, considering that the work maintained high quality standards. The project brought forth many recommendations which require FAO technical support for their implementation. The intervention on AMR awareness-raising established the basis for the formation of a regional communications network for AMR. The professionals and technicians trained in the project replicated the knowledge acquired to their national counterparts, using the tools designed by the project. Finally, the creation of National AMR Committees and the formulation of National Action Plans are outstanding examples of catalytic effects derived from the project. The strategic focus of the project to address AMR in the food production sector, together with a high level of achievement of its indicators, has had a catalytic effect in positioning FAO in this area. This is evidenced by the requests for technical assistance from the countries and the interest of funding agencies in supporting the future implementation of projects.

CROSS-SECTORAL WORK

- The project strategy advocates and consolidates the One Health approach, as a guiding principle.
- FAO, as a multidisciplinary organization in the food and agriculture sector, is in a privileged position to contribute to cross-sectoral work. Similarly, the project has reinforced the coordination between the Tripartite Alliance (FAO, OIE and WHO), incorporating other regional organizations linked to AMR, allowing the growth of cross-sectoral work.

GENDER

- The project carried out a gender analysis during its formulation, considering the roles and responsibilities of men and women who benefit directly or indirectly from the project. The gender indicator of the project corresponds to G-1: the project, based on its technical intervention strategy, addresses gender equality in some of its dimensions.
- The project considered the inclusion of a gender perspective in the political and technical debate processes and the improvement of the capacities related to the control of AMR, including the risk communication strategy developed by the project.

INNOVATION

- The governance of the One Health approach requires innovation in the form of work by the institutions, as well as in the professional training of the related disciplines. The project has developed methodologies and innovative tools which until now are unique in the region and even in the world. A methodology for assessing the risks of AMR in the livestock, agricultural and aquaculture sectors is highlighted, allowing the identification of priority gaps to guide mitigation measures based on risk. This methodology has raised the interest for its future application in countries of Africa and Asia. In addition, a methodological framework was formulated for the development of awareness and advocacy strategies on AMR. Both methodologies will be very useful for the ministries of agriculture of the beneficiary countries, as they develop their strategies to fight against AMR.

CHALLENGES IN PROJECT IMPLEMENTATION AND LESSONS LEARNED

Challenges

- The high volume and complexity of the activities defined in the project with an execution horizon of 14 months evidenced at times the high load of administrative, operational and hierarchical processes required for the operation of projects in the field. This situation introduces an additional burden for the technical and operational teams to achieve an adequate level of compliance with the programming. The great dedication and commitment of the operations unit, which was accompanied by technical coordination, meant that delays in the management of the project had a low impact on the level of achievement of the project's objectives. This experience demonstrates the need to establish some simplified processes for the execution of field programmes and projects. In this way, it will be possible to comply with government counterparts and maintain a level of competitiveness with other agencies that implement technical assistance projects.

Lessons learned

- In the containment of AMR, it is crucial to continue the technical support in the beneficiary countries, as well as in the rest of the region. The FMM project was successful in this respect. However, it requires continuity of actions to achieve results in a more sustainable way. FAO's work in the field is the main mechanism to maintain and increase its presence and leadership as a technical cooperation agency.

Annex 3.

Beneficiary countries and the number of projects ongoing in 2018

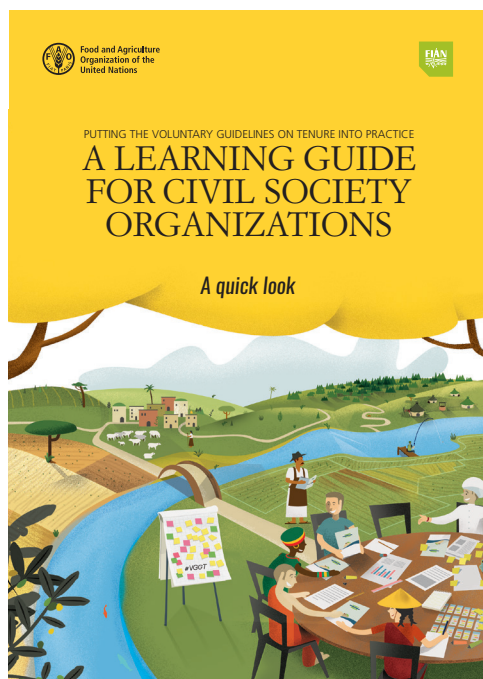
Country	Projects	Country	Projects	Country	Projects
Antigua and Barbuda	1	Guatemala	6	Peru	2
Bangladesh	4	Guinea	1	Philippines	2
Barbados	1	Guyana	1	Rwanda	4
Belize	1	Honduras	2	Samoa	2
Benin	1	India	1	Sao Tome and Principe	1
Bolivia (Plurinational State of)	2	Indonesia	1	Senegal	6
Cambodia	3	Jamaica	2	Sierra Leone	1
Cameroon	2	Kenya	4	Singapore	1
Central African Republic	2	Kyrgyzstan	2	Solomon Islands	1
Chad	1	Lao People's Democratic Republic	2	South Africa	1
China	1	Lebanon	4	Saint Kitts and Nevis	1
Colombia	2	Lesotho	1	Saint Lucia	1
Cook Islands	1	Liberia	1	Saint Vincent and the Grenadines	1
Côte d'Ivoire	2	Madagascar	2	Suriname	1
Cuba	1	Malawi	3	United Republic of Tanzania	2
Democratic Republic of the Congo	2	Malaysia	1	Thailand	1
Dominican Republic	2	Mali	5	Tonga	1
Ecuador	1	Mauritania	1	Trinidad and Tobago	1
Egypt	1	Mongolia	1	Uganda	5
El Salvador	1	Morocco	2	Ukraine	1
Ethiopia	1	Mozambique	2	Vanuatu	1
Fiji	2	Myanmar	3	Viet Nam	1
Georgia	1	Nepal	1	Zambia	6
Ghana	1	Niger	3	Zimbabwe	1
Grenada	1				

Annex 4.

Knowledge products



The State of Food Security and Nutrition in the World 2018



A learning guide for civil society organizations



GENDER AND ICTs

MAINSTREAMING GENDER IN THE USE OF
INFORMATION AND COMMUNICATION TECHNOLOGIES (ICTs)
FOR AGRICULTURE AND RURAL DEVELOPMENT



Gender and ICTs – Mainstreaming gender in the use of information and communication technologies (ICTs) for agriculture and rural development

Endnotes

- 1 Formerly known as the FAO's Multipartner Programme Support Mechanism (FMM).
- 2 FAO's Multipartner Programme Support Mechanism (FMM): Medium-Term Report (2014-17), FAO, Rome. <http://www.fao.org/3/ca2716en/CA2716EN.pdf>
- 3 FMM/GLO/106/MUL
- 4 FMM/GLO/120/MUL
- 5 For more information, please see <http://www.fao.org/in-action/voices-of-the-hungry/fies/en/>
- 6 For the respective Terms of Reference, please see <https://bit.ly/2vLA99a>
- 7 For more on the conference, please see <https://www.ifpri-faobangkokconference.org/>
- 8 For more on the work of the forum, see <https://lac.foodsystems-obesity.org/>
- 9 For more information, please see <http://www.fao.org/about/meetings/global-parliamentary-summit/en/>
- 10 PGM/MUL/2012-2016/VG
- 11 See <https://elearning.fao.org/course/view.php?id=349>
- 12 FMM/GLO/110/MUL BABY 02
- 13 See <https://sustainabledevelopment.un.org/hlpf/2018>
- 14 See <http://www.fao.org/about/meetings/second-international-agroecology-symposium/en/>
- 15 FMM/GLO/112/MUL BABY 06
- 16 FMM/GLO/112/MUL (Baby 05)
- 17 FMM/GLO/112/MUL (Baby 4)
- 18 FMM/GLO/110/MUL (BABY 01)
- 19 FMM/GLO/112/MUL (BABY 02)
- 20 FMM/GLO/112/MUL (BABY 03)
- 21 FMM/GLO/100/MUL
- 22 FMM/GLO/119/MUL
- 23 See <https://elearning.fao.org/course/view.php?id=389>
- 24 FMM/GLO/115/MUL
- 25 FMM/GLO/113/MUL
- 26 FMM/GLO/103/MUL
- 27 For more information, please see <https://www.unitar.org/event/full-catalog/developing-gender-sensitive-value-chains>
- 28 FMM/GLO/118/MUL
- 29 FMM/GLO/117/MUL
- 30 For more information, please see <http://www.fao.org/world-census-agriculture/wcarounds/wca2020/en/>
- 31 FMM/RAF/507/MUL
- 32 FMM/RER/056/MUL
- 33 FMM/RLA/215/MUL
- 34 FMM/RAS/298/MUL
- 35 Formerly known as, FAO's Multipartner Programme Support Mechanism (FMM)
- 36 FMM/GLO/106/MUL
- 37 FMM/GLO/120/MUL
- 38 FMM/GLO/111/MUL
- 39 The outcomes are: 3.1 Rural poor and rural poor organizations empowered to access productive resources, services and markets; 3.2 Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women; 3.3 Countries enhanced access of the rural poor to social protection systems; 3.4 Countries strengthened capacities to design, implement and evaluate gender equitable multisector policies, strategies and programmes to contribute to the achievement of SDG 1.

40 The outcomes are: 4.1 International standards, agreements and voluntary guidelines formulated to improve countries' access to, and functioning of, international markets; 4.2 Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agri-food systems development; 4.3 Countries enhanced public and private-sector capacities and increased investments to promote inclusive agro-enterprises and value-chain development; and 4.4 Countries made decisions based on evidence to support agri-food systems development.

41 FMM/GLO/106/MUL

42 FMM/GLO/120/MUL

43 FMM/GLO/111/MUL

44 For more information, please see <https://elearning.fao.org/course/view.php?id=386>

45 PGM/MUL/2012-2016/VG

46 For more information, please see <https://elearning.fao.org/course/view.php?id=349>

47 FMM/GLO/110/MUL BABY 02

48 For more information, please see <http://www.fao.org/about/meetings/second-international-agroecology-symposium/en/>

49 For more information, please see <http://www.fao.org/land-water/overview/integrated-landscape-management/en/>

50 FMM/GLO/112/MUL BABY 06

51 For more information, please see <http://www.fao.org/in-action/forest-landscape-restoration-mechanism/background/en/>

52 For more information, please see <http://www.bonnchallenge.org/>

53 FMM/GLO/112/MUL Baby 05

54 FMM/GLO/112/MUL (Baby 4)

55 NAPs are a process with the following objectives: (i) to reduce vulnerability to the impacts of climate change by building adaptive capacity and resilience; and (ii) to facilitate the integration of climate change adaptation in a coherent manner.

56 FMM/GLO/110/MUL (BABY 01)

57 FMM/GLO/112/MUL (BABY 02)

58 FMM/GLO/112/MUL (BABY 03)

59 For more information, please see <http://www.fao.org/in-action/naps/knowledge-tank/en/>

60 For more information, please see <http://www.fao.org/gleam/en/>

61 For more information, please see <http://www.fao.org/in-action/mosaicc/en/>

62 FMM/GLO/112/MUL Baby 03

63 For more information, please see <http://www.fao.org/rural-employment/en/>

64 FMM/GLO/100/MUL

65 FMM/GLO/119/MUL

66 For more information, please see <http://www.fao.org/rural-employment/work-areas/youth-employment/ica-programme/en/>

67 For more information, please see <https://elearning.fao.org/course/view.php?id=389>

68 FMM/GLO/115/MUL

69 FMM/GLO/113/MUL

70 PGM/MUL/2012-2017/FFF; GCP/GLO/495/MUL

71 GCP/GLO/812/GER

72 FMM/GLO/114/MUL

73 For more information, please see <http://www.fao.org/social-protection/overview/whatissp/en/>

74 FMM/INT/278/MUL

75 FMM/GLO/116/MUL

76 For more information, please see <http://www.fao.org/in-action/africa-digital-services-portfolio/en/>

77 For more information, please see <http://www.fao.org/giews/en/>

78 For more information, please see <http://www.fao.org/giews/earthobservation/index.jsp>

79 For more information, please see <https://wapor.apps.fao.org/home/1>

80 FMM/GLO/103/MUL

81 For more information, please see <https://www.save-food.org/>

82 For more information, please see <http://www.fao.org/gender/insights/detail/en/c/458484/>

83 For more information, please see <https://www.unitar.org/event/full-catalog/developing-gender-sensitive-value-chains>

84 For more information, please see <http://www.fao.org/save-food/en/>

85 FMM/GLO/118/MUL

86 FMM/GLO/117/MUL

87 For more information, please see <http://www.fao.org/in-action/food-for-cities-programme/toolkit/introduction/en/>

88 FMM/INT/277/MUL

89 FMM/RAF/508/MUL

90 For more information, please see <http://www.fao.org/world-census-agriculture/wcarounds/wca2020/en/>

91 For more information, please see <http://www.fao.org/economic/ess/ess-events/ess-apcas/apcas-27/en/>

92 FMM/RAF/508/MUL

93 FMM/RAF/507/MUL

94 FMM/RER/056/MUL

95 FMM/RLA/215/MUL

96 FMM/RAS/298/MUL

97 For more information, please see <https://www.apk-inform.com/en/conferences/kazgrain2018/about>

98 For more information, please see <http://worldmilltech.net/en/>

99 FMM/RLA/215/MUL

100 For more information, please see <http://www.fao.org/europe/events/detail-events/en/c/1147121/>

101 FMM/RAS/298/MUL

102 GCP /GLO/921/GQC

103 See <http://www.fao.org/rural-employment/toolbox/en/>

104 See <http://www.fao.org/rural-employment/policies/en/>

105 For more information, please see <http://www.fao.org/gender/resources/country-assessments/en/>

106 Fiji was removed following a budget revision and revised accelerated delivery plan

107 See <http://www.fao.org/sustainable-forest-management/toolbox/modules/forest-and-landscape-restoration/basic-knowledge/en/>

108 For more information, please see <http://www.fao.org/elearning/#/elc/en/course/CSAI>

109 Press releases and webstories available on the FFF News page at <http://www.fao.org/partnerships/forest-farm-facility/news/en/>

110 For more information, please see <http://www.cticdakar.com/fr/>

111 For more information, please see <http://www.ict.rw/index.html>

112 For more information, please see <http://www.fao.org/about/meetings/youth-in-agriculture/en/>

Business Development and Resource Mobilization Division (PSR)
PSR-Director@fao.org

Food and Agriculture Organization
of the United Nations (FAO)
Viale delle Terme di Caracalla
00153 Rome, Italy
Tel: (+39) 06 57051
FAO-HQ@fao.org
www.fao.org

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