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# PROGRAMME AND FINANCE COMMITTEES

**Hundred and Twenty-sixth Session of the Programme Committee and  
Hundred and Seventy-fifth Session of the Finance Committee**

**Rome, 18-22 March 2019**

**MID-TERM REVIEW SYNTHESIS REPORT - 2018**

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### *Executive Summary*

- The Mid-Term Review Synthesis Report 2018 (MTR) informs the membership of the progress during 2018 in implementing the approved Programme of Work and Budget 2018-19 (PWB) based on FAO's results-based monitoring framework for work under all sources of funds. It reports on the extent to which FAO is on track to deliver the Outputs against indicators and targets, highlighting achievements at global, regional and national level.
- 32 (74%) of the 43 Strategic Objective Output targets for the year were fully achieved, while 11 (26%) were partially achieved. The targets were generally skewed towards 2019 compared with 2018, confirming the Organization's strategic choice of consolidating results within a two-year time span, rather than with shorter one-year achievements. Progress against the 2019 cumulative targets is in line with the planning expectations.
- Key performance indicators are on track for delivering technical quality and services, including for the cross-cutting themes contributing to the Strategic Objectives. In particular, 14 out of the 15 minimum standards of the FAO gender mainstreaming policy have been systematically implemented, and 13 out of the 16 performance standards applicable to FAO of the UN System-Wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP) have been achieved.
- 28 of the 31 key performance indicators under the Functional Objectives and special Chapters measured in 2018 are on track, and all KPIs are expected to be achieved by end-2019.
- The 2018 Regional Conferences endorsed the 17 Regional Initiatives and welcomed their bringing in capacities, skills and resources from across the Organization and providing a leading entry point for enhancing partnerships.
- Programme management arrangements were strengthened with increased capacity of the Strategic Programme management teams and improved working modalities. The position of Regional Programme Leader was established in each Regional Office to help focus and ensure delivery of programmes and achievement of results at country level.
- The Service Level Agreements, which define the products and services to be delivered contributing to the Outputs and the allocation of resources, were strengthened, including with the facility to communicate technical support needs and agree on their provision.
- The repositioning of the UN development system is an important step towards making the UN a more effective and responsive partner to support UN Member States as they set national goals and targets to implement the 2030 Agenda, and FAO is participating actively in the governance of the repositioning process.
- The delivery of net appropriation resources in 2018, the first year of the biennium, is on track, at 49 percent of the budgeted resources.
- During 2018, 307 TCP projects for USD 58.3 million were approved against the 2018-19 appropriation, representing 43 percent of the biennial TCP appropriation available for project approval. Of this, 84 percent has been committed for development support, and 16 percent for emergency assistance. TCP delivery in 2018, for both 2016-17 and 2018-19 appropriation, amounts to USD 64.1 million.

**Suggested action by the Programme and Finance Committees**

The Committees are requested to:

- Review and advise on the progress towards achievement of results and financial delivery.

**For the attention of the Programme Committee:**

- *Section II*, which reports on progress against 2018 Output targets and achievements for each Strategic Objective and Objective 6, supported by *Annexes 1, 2 and 3*, as well as the progress and achievements on gender reported in *Annex 4* and on regional priorities through the Regional Initiatives reported in *Annex 5*.

**For the attention of the Finance Committee:**

- *Section III*, which reports on progress against key performance indicators and improvements in business processes for the Functional Objectives, TCP and Special Chapters, supported by *Annex 3*;
- *Section IV*, which reports on management of delivery and resources, including the financial delivery under all source of funds, as well as for the Technical Cooperation Programme.

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## I. Introduction

### *Scope of Report*

1. The Mid-term Review Synthesis Report 2018 (MTR) informs the membership of the progress during 2018 in implementing the approved Programme of Work and Budget 2018-19 (PWB) based on FAO's results-based monitoring framework for work under all sources of funds. It reports on the extent to which FAO is on track to deliver the Outputs against indicators and targets, highlighting achievements at global, regional and national level.

2. The MTR will inform the preparation at the end of 2019 of the Programme Implementation Report (PIR) 2018-19, which will provide information on the Organization's achievements against the biennial Output and Outcome indicators and targets, as well as operational and financial performance.

### *Overview of FAO's results framework 2018-21*

3. FAO's results framework for 2018-21 guides the planning and monitoring of the Organization's work on a biennial basis in the Programme of Work and Budget. The work planning and the monitoring process was elaborated in the Adjustments to the PWB 2018-19 in December 2017.

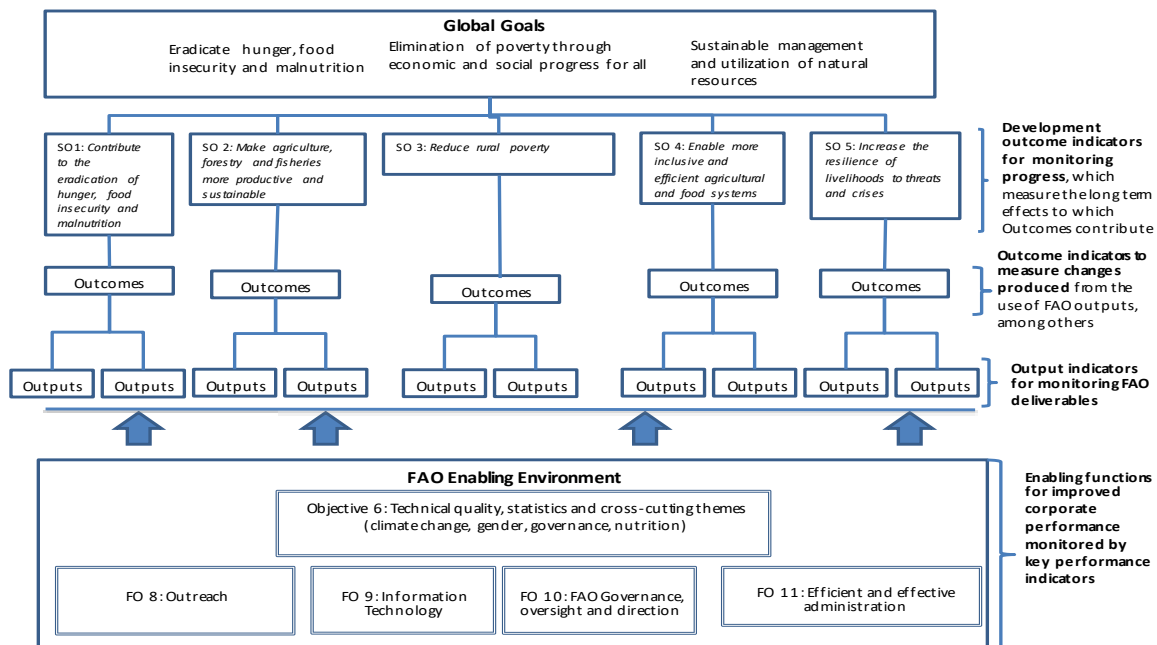
4. The results framework is based on a 'results chain' model that links the Objectives, Outcomes and Outputs as illustrated in *Figure 1*. It comprises: a) five Strategic Objectives with indicators, Outcomes with indicators and targets (two- and four-year) for the medium-term 2018-21, and Outputs with indicators and annual and biennial targets for the 2018-19 biennium; b) for Objective 6, the Functional Objectives and special Chapters, Outcomes with key performance indicators and targets (two- and four-year) and Outputs.

5. While the framework has been designed from the top down, that is by the design of outcomes needed to achieve each objective, and outputs to attain each outcome, delivery of results is planned and implemented from the bottom up, with all the levels of the Organization (headquarters units, regional, subregional and country offices) contributing to the delivery of the corporate outputs.

6. Outputs are FAO's direct contribution to the Outcomes in the results chain. They represent the results for which FAO is directly accountable at the national, regional and global levels through the tangible delivery of FAO's interventions funded through assessed and voluntary contributions. There are 40 Outputs under the five Strategic Objectives and 43 related Output indicators which are underpinned by a measurement methodology. The Strategic Programme Leaders are responsible for monitoring Output indicators of the Strategic Objectives.

7. Key performance indicators (KPIs) and targets have been established and are monitored and measured by the responsible heads of unit for Objective 6, the Functional Objectives and the special Chapters.

8. The monitoring process for Outputs is elaborated in *Annex 1*.

**Figure 1: FAO's results chain model****Guide to document**

9. *Section II* reports on Output level progress against 2018 targets and achievements for each Strategic Objective and Objective 6, supported by *Annexes 1, 2 and 3*, as well as the progress and achievements on gender in *Annex 4* and on regional priorities through the Regional Initiatives in *Annex 5*, for the attention of the Programme Committee.

10. *Section III* reports on progress against key performance indicators and improvements in business processes for the Functional Objectives, TCP and special Chapters, supported by *Annex 3*, for the attention of the Finance Committee.

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

## II. Progress and Achievements - Strategic Objectives and Objective 6

### Overview of Progress

#### Strategic Objectives

12. FAO's work in 2018 was guided by the Programme of Work and Budget 2018-19 approved by the Conference in July 2017 and Adjustments approved by the Council in December 2017. Progress on achieving Strategic Objective Outputs is monitored on an annual basis by indicators and targets published in the Strategic Objective results framework.<sup>1</sup> An overview of progress on achieving Output targets in 2018 and expectations for 2019 is provided below.

#### Overall Progress

13. Building on the lessons learned during the Medium Term Plan 2014-2017, the results framework for the MTP 2018-21 was further strengthened through the incorporation of SDG targets and indicators and through refinements at Outcome and Output level. Progress against the 40 Outputs established for 2018-21 is monitored through 43 Output indicators. The progress at end-2018 is shown in *Table 1* and *Annex 2*.

**Table 1: Progress against the 2018 output indicator targets**

	Performance against 2018 targets		
	Number of targets fully met	Number of targets partially met	Total
<b>SO1</b>	5	2	7
<b>SO2</b>	8	1	9
<b>SO3</b>	5	4	9
<b>SO4</b>	5	4	9
<b>SO5</b>	9	0	9
<b>Total</b>	32	11	43

74% of the 2018 targets fully met

14. As in 2016-17, Output indicator targets were considered met when actuals reached at least 100% of the target. On this basis, at the end of 2018, 32 (74%) of the 43 Output indicator targets for the year were fully achieved, while 11 (26%) were partially achieved.

15. The yearly distribution of the targets planned in 2018 and 2019 confirms the Organization's strategic choice of consolidating results within a two-year time span, rather than with shorter one-year achievements, with 72% of the targets planned for 2019 (*Annex 1*). The setting of biennial targets was facilitated through the sharpened focus of the FAO results chain from MTP 2014-17 to MTP 2018-21 and the improved work planning with engagement at all locations.

16. Progress against the 2019 cumulative targets is in line with the planning expectations with 35 out of 43 indicators (81%) having reached 30% or more of the biennial cumulative targets. Considering the ambitious targets set for 2019, the SPLs will continue to engage in careful monitoring of their work plans, prompting units and offices to take proactive actions to fulfil their biennial commitments.

17. The progress for each Strategic Objective is summarized below and described in more detail in the next Section.

<sup>1</sup> Results Framework 2018-19 – Strategic and Functional Objectives at [www.fao.org/pwb](http://www.fao.org/pwb)

18. Five of the seven Outputs of SP1 to *help eliminate hunger, food insecurity and malnutrition* have reached their 2018 targets and all are on track to achieve the biennial targets. Closer attention will be given to incorporating food security and nutrition objectives in legal and accountability frameworks (1.1.2), as well as continuing to raise advocacy to increase government resources to implement robust monitoring systems (1.3.2).

19. Work to *make agriculture, forestry and fisheries more productive and sustainable* (SO2) is on track for eight out of the nine indicators in 2018. Delivery is expected to be accelerated in 2019, especially for scaling-up the use of technologies and innovative practices in a sustainable manner (2.1.1.b) and for the development of global knowledge products (2.4.1).

20. FAO's work to *reduce rural poverty* (SO3) in 2018 showed satisfactory progress for the majority of its Output indicator targets set for 2018 (five out of nine). SP3 faced some challenges in forecasting with precision the number of results expected to be achieved due to the changes made to its results framework this biennium, including the addition of a new Outcome (3.4) and a corresponding reorganization of Outputs. In 2019, additional support will be provided to rural organizations and platforms for collective action (3.1.1), and to countries to enhance productive employment and decent work opportunities (3.2.1, 3.2.2), as well as to enhancing synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change (3.3.2).

21. Work to *enable more inclusive and efficient agricultural and food systems* (SO4) met the 2018 targets for five out of the nine indicators. Although intermediate targets had been set for the first year (2018), the majority of results are expected to be delivered during the second year of the biennium. Focus areas in 2019 will include the development of key strategic partnerships, involving the public and private sector, to accelerate support to countries and regional bodies in the development and implementation of trade agreements and voluntary guidelines (4.1.2). In addition, work will be accelerated to support countries in sustainable value chain development to meet the growing demand (4.3.1). This will require resource mobilization, refocusing the work of some technical units, and strengthening links to the work conducted in other areas such as food loss and waste, sector strategies, and rural investment and finance. Finally, further efforts will be needed to increase the development of gender-sensitive agriculture and food value chains, both through a stronger focus on gender considerations when supporting value chain development and a more accurate measurement of specific gender aspects when reporting achievements (4.3.1).

22. Work to *increase the resilience of livelihoods to threats and crises* (SO5) is on track for all nine Output indicators in 2018 and is on track to achieve the end-2019 targets. Increased support will be required to help more countries in formulating and institutionalizing their risk reduction and crisis management strategies (5.1.1), improving threat monitoring mechanisms/systems to enhance delivery of early warnings (5.2.1), and adopting standards, guidelines and practices for hazard and sector-specific emergency preparedness (5.4.1).

### **Objective 6**

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

24. Eleven KPIs measure progress and achievements of the six Outcomes; all are progressing adequately towards the 2019 targets. *Annex 3* describes the 2018 achievements and progress rate. Fourteen minimum standards of the FAO gender mainstreaming policy have been met (against the biennial target of 14), and 13 performance standards of the UN System-wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP) have been achieved (already exceeding the target for the biennium), as reported in *Annex 4*. Under FAO's work on climate change, FAO has supported 55 countries to implement and/or further develop the agricultural components of their Nationally Determined Contributions under the Paris Agreement (exceeding the 40 countries targeted for 2019).

***Regional Initiatives***

25. The Regional Initiatives serve as a mechanism to ensure effective delivery and impact contributing to the Strategic Objectives, providing a cohesive framework for FAO's actions at country level, through common themes across country priorities. The achievements in 2018 of the 17 Regional Initiatives endorsed by the Regional Conferences for the 2018-19 biennium are reported in *Annex 5*.

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

26. The focus of the Strategic Programme (SP1) is on building an enabling environment for the eradication of not only hunger, food insecurity and undernourishment, but also addressing problems related to nutritionally imbalanced diets, unsafe food and excess dietary energy intake. FAO contributes to this objective by working in partnership with governments and other development actors at global, regional and national levels, including Rome-based and other UN agencies in order to develop the policy and institutional environment and the capacities needed to eradicate in a sustainable manner hunger, food insecurity and all forms of malnutrition through:

- a) explicit political commitment in the form of policies, programmes and action plans, and legal frameworks (Outputs 1.1.1 and 1.1.2);
- b) inclusive governance, coordination mechanisms and partnerships to improve participation and coordination across sectors and stakeholders (Output 1.2.1);
- c) evidence-based policy processes supported by better information on food security and nutrition situations, enhanced capacities for monitoring and evaluation and improved impact assessment (Outputs 1.3.1 and 1.3.2);
- d) ensuring adequate allocation and use of financial resources to eradicate hunger, food insecurity and all forms of malnutrition and enhanced capacities of institutions involved in implementing actions for food security and nutrition (Outputs 1.4.1 and 1.4.2).

***Achievements***

27. As shown in *Annex 2*, five of the seven Outputs of SP1 have reached their 2018 targets and all are on track to achieve the biennial targets. Output 1.1.1 on policies and programmes mostly meets the planned target, and Output 1.1.2 on legal frameworks exceeds the target. This is mainly due to the increasing commitments of parliamentarians to take up issues of healthy diets, right to food and social protection. Strong support continues to be provided to translate global guidelines and other instruments, such as VGGTs and SSF<sup>2</sup> into national policies, programmes and legal frameworks.

28. In the domain of governance, coordination mechanisms and partnerships for food security and nutrition, results are fully achieved. Progress made at global and regional levels during the previous biennium has led to further progress at country-level in 2018. FAO is supporting governments and other national stakeholders to intensify dialogue and collaboration, adopt and adapt global normative and standard setting instruments, and raise political commitment to ensure the creation of enabling policy and institutional environment for the right to food. In 2018, FAO moved towards greater engagement with Parliamentary Alliances, Fronts, and other UN agencies to incorporate the legislative powers in the fight against hunger and all forms of malnutrition.

29. Results in the domain of evidence-based decision-making are largely on track. The results on the uptake of comprehensive analysis of food security and nutrition situation in policy processes focused on generating evidence on the importance of healthy diets through the application of the food-based dietary guidelines (FBDG), but also by specific evidence on the Mediterranean diet. Furthermore, FAO supported countries in including SDG indicators 2.1.1 (PoU) and 2.1.2 (FIES)<sup>3</sup> in comprehensive food security and nutrition analysis to inform national SDG planning. Additionally, FAO has continued developing capacities to apply some key normative products like the chronic scale of the Integrated Food Security Phase Classification (IPC) at country level, as well as continued engagement in interagency efforts to monitor regional policies and trends to produce and disseminate *Regional Overviews of Food Security and Nutrition*. While progress has been made on linking evidence to policy reform at regional and national levels, and the implementation of robust monitoring and evaluation systems, the evaluation of their impact remains an area that is under-resourced by governments and requires more support, especially at country level.

<sup>2</sup> Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT); Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF)

<sup>3</sup> Prevalence of Undernourishment (PoU); Food Insecurity Experience Scale (FIES)

30. Results in the domain of financial resources allocation and use (1.4.1) exceeded the targets, in particular in assisting countries to formulate agriculture and rural development investment plans. Work also focused on assisting countries to track public expenditures for food security and nutrition and to analyse the effectiveness of resource allocation options. Results in human resources and organizational development also exceeded the targets, especially at country and regional levels in the area of capacity building for monitoring SDG implementation through SDG indicators 2.1.1 and 2.1.2 and Minimum Dietary Diversity - Women (MDD-W); to enhance implementation capacities in food consumption data and FBDG; and capacity development relating to nutrition-sensitive agriculture and healthy diets.

### ***Highlights of global results***

31. FAO, together with other development partners and UN agencies, realized some key achievements in global policy processes in 2018 as highlighted below.

32. Support was provided to SDG 2 monitoring and implementation through the upgrading of Indicator 2.a.1 (Agriculture Orientation Index of Government Expenditures) to Tier I, as well as continued awareness-raising on the relevance of the MDD-W indicator to achieve SDG 2 targets.

33. The formulation of Voluntary Guidelines on Food Systems and Nutrition under the auspices of the Committee on World Food Security (CFS) was pursued. The information base to support global policy discussions on sustainable food systems and healthy diets was expanded through the IFPRI-FAO conference on accelerating the end of hunger and malnutrition, and the IFPRI-FAO forum on food systems for reducing obesity and overweight in Latin America and the Caribbean. Global political will and governance to leverage legislation, national budgets and improve policy implementation through the Global Parliamentary Summit were strengthened.

34. Global knowledge products and information base were developed to support regional- and country-level implementation under the auspices of the CFS on multi-stakeholder partnerships, highlighting the contribution of the livestock sector to SDGs, and contributing to the discussion at the 2018 High-level Political Forum on Sustainable Development (HLPF) on the importance of including food security in urban planning.

35. Support was provided to urban food systems, in collaboration with SP4, in the implementation of the New Urban Agenda and the Milan Urban Food Policy Pact (MUFPP), and partnerships with city and local government networks,<sup>4</sup> including through South-South and Triangular Cooperation and City-to-City Exchanges, were expanded. Dialogue was fostered at two fora held in Durban and Brazzaville.

36. In addition, FAO developed strategic inputs for, and actively engaged with various global processes to promote the inclusion of food security and nutrition goals, comprising overweight, obesity and non-communicable diseases (NCDs) considerations, including COFI, COFO, COAG the UN Standing Committee on Nutrition (UN-SCN), the Scaling Up Nutrition (SUN) movement, the UN Zero Hunger Challenge (ZHC), the Global Alliance for Climate-smart Agriculture (GACSA), and the Decade of Action on Nutrition, through the facilitation of Action Networks, the New Urban Agenda, and the UNFCCC<sup>5</sup> Koronivia Joint Work on Agriculture.

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<sup>4</sup>*Inter alia*, C40 Cities, Local Governments for Sustainability (ICLEI), United Cities and Local Governments (UCLG)

<sup>5</sup> United Nations Framework Convention on Climate Change (UNFCCC)

### ***Highlights of regional and country results***

37. Results from collaboration with various regional and subregional intergovernmental organizations in 2018 are highlighted below.
38. Capacities of regional and national institutions involved in food security and nutrition and sustainable agriculture were strengthened during a series of regional workshops in the context of the policy assistance facility FIRST<sup>6</sup> in partnership with the European Union in Africa, Latin America and the Caribbean, and Asia-Pacific.
39. FAO is scaling-up capacity development of national institutions to promote country ownership of the PoU and FIES methodologies. In 2018, 16 regional, subregional and national workshops were undertaken covering Southern Africa and SADC, Latin America and the Caribbean, Sahel and CILSS,<sup>7</sup> and the Arab Organization for Agricultural Development.
40. Through a series of capacity development actions in the Africa region, FAO enhanced capacities for the harmonization of the monitoring and evaluation framework of the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods and SDG 2. FAO supported the enhancement of governance and coordination capacities of subregional organizations, including through the establishment of the Food Security and Nutrition Working Group in IGAD, and the Civil Society Coordination Platform on Fisheries and Aquaculture in ECOWAS (PANEPAO).
41. The integration of food security and nutrition priorities into second generation National Agricultural Investment Plans (NAIPs) and implementation modalities continued in a number of countries,<sup>8</sup> and ECOWAS was supported to formulate a Capacity Development Strategy, and progress on FSN<sup>9</sup> and related policies reported in the Africa Regional Panorama, 2018. Advocacy was undertaken in collaboration with SP3, for creating youth employment opportunities (Regional Conference on Youth in Agriculture, Rwanda), and in supporting NEPAD<sup>10</sup> to develop national action plans for youth employment with funding from the Africa Solidarity Trust Fund.
42. In the Asia-Pacific region, as a complement to develop Zero Hunger Action Plans, focus in 2018 has been on mainstreaming diversification in the implementation of FSN-related policies through future smart foods in partnership with the CGIAR system and academia.
43. In Latin America and the Caribbean, FAO has endorsed the “100 Territories Initiative” as the main implementation modality of the CELAC<sup>11</sup> FSN Plan, focusing on the most vulnerable territories. FAO has supported the promotion of nutritional well-being and food and nutrition education through national school feeding frameworks in the region, as well as the Caribbean Development Bank in its Agriculture Sector Policy Review.
44. Inter-regional collaboration of regional Parliamentary Fronts working on food security issues<sup>12</sup> was further consolidated leading towards the commitment by the Spanish Senate to host a global parliamentary Summit Against Hunger in 2018. This has been underpinned by the establishment of national parliamentary alliances across regions in countries, such as the 20 countries that have

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<sup>6</sup> Food and nutrition security impact, resilience, sustainability and transformation (FIRST)

<sup>7</sup> Southern African Development Community (SADC); Permanent interstate committee for drought control in the Sahel (CILSS)

<sup>8</sup> Ghana, Guinea Bissau, Lesotho, Mozambique, Ghana, Rwanda, Senegal and Togo

<sup>9</sup> Food security and nutrition (FSN)

<sup>10</sup> Intergovernmental Authority on Development (IGAD); Economic Community of West African States (ECOWAS); Plateforme des Acteurs Non Etatiques Pêche Artisanale et Aquaculture en Afrique de l'Ouest (PANEPAO); New Partnership for Africa's Development (NEPAD)

<sup>11</sup> Community of Latin American and Caribbean States (CELAC)

<sup>12</sup> Pan-African Parliamentary Alliance, the Latin American Parliamentary Fronts, the Regional Latin America and Caribbean Parliament, the Sub-Regional Andean Parliament, the MERCOSUR Parliament, the Regional Arab Parliamentary Union and the European Alliance “Fight Against Hunger”

National Fronts Against Hunger in the Latin American and Caribbean region,<sup>13</sup> Spain, Senegal, Uganda, Sierra Leone and the Republic of Congo.

45. Over 35 countries mainstreamed FSN in sectoral policies and programmes and/or developed cross-sectoral policy frameworks for food security and nutrition. In countries such as Botswana, Rwanda, Senegal, Pakistan and Sudan the capacity of governments and stakeholders was strengthened for operationalizing the linkages between land tenure, fisheries, gender, food systems and food security and nutrition in policies and programmes.

46. Through the FIRST policy assistance facility, sectoral and cross-sectoral policies better integrated FSN, nutrition-sensitive agriculture and gender considerations in Niger, Ethiopia, Chad, Pakistan, Myanmar, Honduras, Guatemala, Fiji, Vanuatu, and Solomon Islands. The facility has strengthened coordination mechanisms in ECOWAS, Niger, West Bank and Gaza Strip, Guatemala, and Timor-Leste.

47. Over ten countries are developing and implementing legal frameworks supportive of the Right to Food and more secure and equitable access to resources and assets. More than 15 countries have been supported in developing investment plans to implement their sectoral strategies integrating issues of extreme poverty, social protection and nutrition, in addition to supporting public expenditure reviews to analyse budgets allocated to cross-sectoral food security and nutrition.

48. Development of national capacities to monitor, analyse, communicate and make better use of relevant FSN data and information for improved decision-making was undertaken in more than 40 countries, including through strengthening of capacities to utilize tools such as the IPC, FBDG, food consumption data and food price monitoring tools, as well as specific support to the development of monitoring and evaluation frameworks and systems for SDGs and national agriculture policies, strategies and plans.

#### ***Highlights in mainstreaming cross-cutting issues***

49. Gender mainstreaming is an important aspect of the FIRST policy assistance facility. The Policy Guidance Note on Gender Equality, developed by FAO with the EU, has been used to promote the integration of gender equality issues in national FSN policies and strategies by strengthening the capacities on gender analysis of the FIRST Policy Officers. FAO also engaged in facilitating multi-stakeholder consultations and the generation of data and knowledge for the formulation of national policy frameworks which integrate the perspectives of women's empowerment and gender equality in Botswana and Sri Lanka. Through the facility, FAO assisted the implementation of the Policy for Gender Equality of the Ministry of Agriculture, Livestock and Food of Guatemala, by facilitating the integration of a gender equality approach into the national programme to strengthen family farming (PAFFEC)<sup>14</sup> and the inclusion of the gender unit of the Ministry in the PAFFEC Technical Commission.

<sup>13</sup> Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Grenada, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Saint Vincent and the Grenadines, and Uruguay

<sup>14</sup> Programa de Agricultura Familiar para el Fortalecimiento de la Economía Campesina (PAFFEC)

***Strategic Objective 2: Make agriculture, forestry and fisheries more productive and sustainable***

50. The transition to more productive and sustainable production systems and practices in agriculture, forestry and fisheries with sustainable management of resources, is essential to feed a world impacted by climate change effects. FAO supports countries in this transition by providing technical advice, improving knowledge management and supporting decision-making and formulating or reviewing strategies, policies and investment programmes implemented through inclusive governance mechanisms.

51. Through SP2, FAO provides support to countries using the five interconnected sustainable food and agriculture (SFA) principles<sup>15</sup> to ensure that:

- a) producers achieve higher production and productivity in a sustainable manner while considering trade-offs and synergies (Outputs 2.1.1 and 2.1.2);
- b) countries develop conducive policies, investment plans, programmes and governance mechanisms on sustainable agriculture, forestry and fisheries (Outputs 2.2.1 and 2.2.2);
- c) countries strengthen policy implementation, including through international and regional instruments relevant to sustainable agriculture, forestry and fisheries (Outputs 2.3.1 and 2.3.2);
- d) countries promote the use of knowledge and information in decision-making, including monitoring of SDGs (Outputs 2.4.1 and 2.4.2).

***Achievements***

52. As shown in *Annex 2*, eight out of the nine Output indicators are on track in 2018. Furthermore, seven indicators are well advanced on the biennial targets, while two require close monitoring to ensure achievement of the 2018-19 targets.

53. FAO supported 32 countries in the piloting and scaling-up of a broad range of agricultural practices that are more productive and sustainable. These include piloting farmer-led agroecological innovations, production of hydroponic fodder, application of solar technologies and sustainable water harvesting. Particular emphasis was placed on scaling-up the use of technologies and innovative practices including the expansion of rice-fish farming, adoption of small-scale irrigation technologies, reuse of rice husks, forage-forecasting technology, land restoration and agroforestry among others.

54. Support was provided to strengthening the capacities of institutions and networks in 30 countries to promote and adopt more integrated and cross-sectoral practices and to foster innovation, including for climate change adaptation and mitigation, animal and plant genetic resources, agroecology, agroforestry, sustainable rice production, aquaculture, and illegal, unreported and unregulated (IUU) fishing. Support was also provided to global and regional networks on ecosystem services, climate smart agriculture, protected areas and wildlife, antimicrobial resistance and urban and peri-urban forestry.

55. Drawing on lessons learned in the 2016-17 biennium,<sup>16</sup> focused assistance was provided to 16 countries in developing policies, investment programmes and governance mechanisms on sustainable agriculture, forestry and fisheries, and to additional 16 countries in developing more integrated strategies and programmes related to the 2030 Agenda and Nationally Determined Contributions implementation plans.

56. During 2018, FAO provided important inputs to international governance mechanisms focusing on sustainable agriculture, forestry and/or fisheries, including for key submissions to the

<sup>15</sup> SFA principles: (i) improving resource use efficiency; (ii) managing natural resources and ecosystems sustainably; (iii) protecting and improving rural livelihoods and social wellbeing; (iv) enhancing the resilience of people, communities and ecosystems; and (v) promoting innovative, effective and responsible governance of both natural and human systems.

<sup>16</sup> C 2019/8 *Programme Implementation Report 2016-17*

Koronivia Joint Work on Agriculture of the UNFCCC and to the CBD.<sup>17</sup> FAO also supported 16 countries in implementing policies and international instruments that foster sustainable production and address climate change and environmental degradation. While action in 2018 has yielded good results in enhancing public organizations' capacities to mobilize financing and investments, further efforts are required in policy implementation and governance across sectors, particularly in view of achieving the 2030 Agenda, the Paris Agreement and the CBD.

57. In 2018, FAO published important global knowledge products on key topics, such as agroecology, biodiversity, soil pollution, ecosystem-based adaptation, greenhouse gas accounting and water management. For example, the publication *World Livestock: Transforming the livestock sector through the Sustainable Development Goals* addressing the contributions and interactions of livestock to and with the 17 Sustainable Development Goals (SDGs) was launched at a CFS event. In addition, FAO supported institutions in 22 countries to collect, analyse and report data for decision-making on sustainable production, climate change and environmental degradation, including relevant SDGs.

### **Highlights of global results**

58. FAO's effort towards leading a global approach on the sustainable development of agriculture, forestry and fisheries was spearheaded through the publication *Transforming Food and Agriculture to Achieve the SDGs*, a set of interconnected actions that serve as a guide for countries to work towards mainstreaming sustainable food and agriculture in the 2030 Agenda in an integrated manner, underpinning FAO's support to the High-level Political Forum on Sustainable Development held in 2018. FAO jointly published with Elsevier, the book *Sustainable Food and Agriculture: An Integrated Approach* which draws upon leading experts from various disciplines to provide a comprehensive overview of the state-of-the-art thinking and proposals for SFA. FAO also led the methodological development of SDG indicator 2.4.1<sup>18</sup> which resulted in the formal reclassification of the SDG 2.4.1 indicator from Tier III to Tier II, confirming that an international methodology was established.

59. During 2018, FAO organized conferences, international symposia and multi-stakeholder events for knowledge sharing, networking and partnership brokering in topics that cut across all agricultural sectors. In particular, the "International symposium on agricultural innovation for family farmers", the "International symposium on scaling up agroecology to achieve the SDGs", the "Multi-stakeholder dialogue on biodiversity mainstreaming across agricultural sectors" and the "International Conference on working across sectors to halt deforestation and increase forest area" had high levels of participation, ranging from 250 to 750 representatives from governments, non-state actors, research institutions and other UN agencies.

### **Highlights of regional and country results**

60. During 2018, FAO supported over 74 countries across the five regions and some key achievements, particularly significant because of their innovative nature or impact, are highlighted below.

61. Regional networks with a strong focus on climate smart agriculture were established or strengthened in different regions during 2018. In Latin America and the Caribbean, the Alliance Rural Climate Resilience was launched in early 2018, aiming to promote the adoption of policies, strategies, mechanisms, as well as social, environmental, economic and technological solutions to promote greater climate change adaptation and resilience. In East Africa, FAO provided organizational capacity to operationalize the Eastern Africa CSA Platform (EACSAP). In the Near East and North Africa region, FAO facilitated knowledge sharing on CSA practices and policies tailored to the different regional farming systems and livelihoods. Similarly in Asia, FAO supported the uptake of CSA, including through CSA country profiles developed with key partners and agroecological zoning in Pakistan.

<sup>17</sup> Convention on Biological Diversity (CBD)

<sup>18</sup> Proportion of agricultural area under productive and sustainable agriculture

62. FAO provided organizational and technical capacity support toward the designation of GIAHS<sup>19</sup> sites, including the first two European sites in Portugal and Italy, in addition to the preparation of proposals for new sites in China, DPR Korea, Iran and Japan. Brazil, Mexico and Morocco that were submitted to the GIAHS Scientific Advisory Group. New and existing designated sites benefitted from the establishment of GIAHS regional networks, that are fully operational in Europe and Latin America and the Caribbean.

63. In 2018, the Blue Growth Initiative increasingly promoted innovation in coastal communities and island countries, such as combining fish capture and seaweed production or using fish skin to produce clothes. The Sustainable Blue Economy Conference in Kenya and the Large Ocean Nations' Forum on Blue Growth in Malta, showcased some of these examples and promoted partnerships with the private sector for further scaling-up. Increased use of marine resources in the fashion industry can enhance the sustainability of both the marine industries and fashion industry by providing fisherfolk additional sources of income and by providing the fashion industry alternatives to its water-demanding cotton production or to synthetic fabrics that release micro plastics into the ocean.

64. The activities to implement the Port State Measures Agreement (PSMA)<sup>20</sup> continued from its entry into force. FAO published technical guidelines on methodologies and indicators for the estimation of the magnitude and impact of IUU fishing and supported countries to prepare national strategies and action plans on PSMA. Institutions in Bahamas, Chile, Costa Rica, Dominican Republic, Gabon, Guyana, Jamaica, Palau, Papua New Guinea, Saint Vincent and the Grenadines, and Trinidad and Tobago have received assistance to strengthen their strategies and legal frameworks in this area.

65. In support of the implementation of the SDGs, FAO assisted 16 countries to improve governments' and stakeholders' capacities to develop more integrated strategies and programmes, including for addressing climate change and environmental degradation. For example, FAO worked closely with the Ministry of Agriculture, Animal Industry and Fisheries to formulate the Uganda's NAP-Ag,<sup>21</sup> which was endorsed and released in November 2018. With FAO's support, several multi-stakeholder consultations were carried out bringing together different line Ministries, non-state actors, academic and research institutions to identify the priorities of climate change adaptation in the agricultural sectors.

66. FAO worked to strengthen countries' capacities on data collection and analysis for improved decision-making. FAO provided support for data collection to Belarus for its agricultural census, and work started in Georgia as a pilot country in the Agricultural Integrated Survey project. New technologies have also been rolled out, including a new software for digital soil mapping and automated soil data collection in Afghanistan, use of water accounting and accompanying software in Egypt, and AquaR Porta, a GIS based online platform for the Bureau of Fisheries and Aquatic Resources in the Philippines.

### ***Highlights in mainstreaming cross-cutting issues***

67. Achieving the SDGs requires transformational change in governance. The interconnected goals need to be addressed in an integrated way, resources need to be mobilized, and a wide range of stakeholders, including the private sector and civil society need to be engaged at all levels, from global to national to local. FAO continued to strengthen its work to mainstream food and agriculture in SDG implementation. Support at national and subnational levels was provided to a large number of countries, and FAO has strongly engaged at both regional and global levels to promote these governance changes which are necessary to make progress on the SDGs.

68. To ensure women's access to resources, services, local institutions and decent employment and to achieve sustainable agriculture, FAO promoted gender-sensitive practices in agroecology, biodiversity mainstreaming, and climate-smart agriculture. FAO supported agricultural mechanization and labour-saving technologies; worked with Farmer Field Schools and Dimitra Clubs to strengthen

<sup>19</sup> Globally Important Agricultural Heritage Systems (GIAHS)

<sup>20</sup> Agreement on Port State Measures to prevent, deter and eliminate illegal, unreported and unregulated fishing

<sup>21</sup> Integrating Agriculture in National Adaptation Plans (NAP-Ag)

farmers' capacities and empower rural women; and assisted 11 partners to integrate agriculture and gender equality into the National Adaptation Plans (NAPs) and develop gender-responsive climate finance mechanisms and programmes through GEF and GCF. New guidance products were developed, including an e-course on "Gender in Climate-Smart Agriculture Projects," in collaboration with the World Bank and IFAD; the "Practical Guidelines for Improving Gender Equality in Territorial Issues"; a dedicated gender module in the CSA Sourcebook; and a collection of gender-responsive CSA good practices, together with CARE International.

### *Strategic Objective 3: Reduce rural poverty*

69. Although progress has been made in reducing poverty, about 10 percent of the global population continues to live in extreme poverty and inequality is still pervasive. Most of the poor live in rural areas and depend on agriculture for their livelihoods. While pro-poor growth starts in agriculture, reducing rural poverty requires a broad, multi-dimensional approach for increasing agricultural productivity, creating jobs, economic diversification and investing in people. FAO's Strategic Programme on rural poverty reduction employs contextualized strategies to support countries to:

- a) strengthen rural organizations and institutions and facilitate collective action of the rural poor; develop strategies, policies, guidelines and programmes to improve rural poor's access and control over services, finance, knowledge, technologies, markets, and natural resources in the context of climate change; provide policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment (Outputs 3.1.1, 3.1.2 and 3.1.3);
- b) enhance decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women; strengthen the application of International Labour Standards in rural areas to improve job quality and safety, especially with respect to child labour and forced labour through policy support and capacity development (Outputs 3.2.1 and 3.2.2);
- c) provide policy support, knowledge generation, capacity development, and advocacy to expand coverage of social protection to the rural poor, including in fragile and humanitarian contexts; and to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change (Outputs 3.3.1 and 3.3.2);
- d) strengthen national capacities to design and implement comprehensive, gender equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the contexts of migration and climate change; and to provide data, knowledge and tools to promote, evaluate and monitor progress on them (Outputs 3.4.1 and 3.4.2).

### *Achievements*

70. FAO's work to reduce rural poverty in 2018 showed satisfactory progress for five out of nine Output indicator targets set for 2018. SP3 faced some challenges in forecasting with precision the number of results expected to be achieved due to the changes made to its results framework this biennium, including the addition of a new Outcome (3.4) and a corresponding reorganization of Outputs. In 2019, additional support will be provided to rural organizations and platforms for collective action. Countries and divisions are assisted in better channelling FAO's contribution to improve productive employment and decent work opportunities, and to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change.

71. FAO supported seven countries in strengthening rural organizations and institutions and facilitating collective action of the rural poor. As an example, FAO worked with the governments of Congo, Oman and Sudan to review and improve legislative frameworks of farmers' organizations. Work under this Output also supports more established initiatives, such as the Dimitra Clubs and Farmer Field Schools.

72. FAO supported 14 countries and two regions to develop and implement pro-poor policies and strategies to improve access to technologies, knowledge, inputs, and markets for the rural poor. Highlights of this work include support for water investment plans with a focus on poverty-reduction in Madagascar, Mali, Niger and Rwanda; strengthening agribusiness in China, Ethiopia, Guinea and Kenya; and supporting community-based forestry and small-scale forest enterprises in Cameroon, Zambia and the Central Africa subregion.

73. FAO provided policy advice and capacity development for gender-equitable and sustainable rural development and poverty reduction strategies to three countries and two regions. In Nepal, FAO worked to increase income and food security for rural Nepalese women and their families, improve

women's empowerment in agriculture in the context of male migration and better mainstream gender in the country's forestry sector.

74. FAO supported three countries and one region to enhance decent rural employment opportunities, entrepreneurship and skills development and to advance the application of International Labour Standards, with a major focus in Africa. In 2018, FAO continued pursuing work with Youth Champions, ILO, UNIDO, CTA and UNCDF<sup>22</sup> to develop a framework and roadmap to boost youth engagement in agriculture as a solid foundation towards eradicating poverty through decent youth employment. FAO also supported Mali, Senegal and Uganda, focusing on areas such as the effects of migration on youth employment, self-employment opportunities for youth and occupational safety.

75. FAO provided policy support, knowledge generation, capacity development, and advocacy to expand coverage of social protection to the rural poor, including in fragile and humanitarian contexts to four countries and two institutions in 2018. Additionally, FAO supported four countries and one regional institution to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change. FAO's work on social protection continued promoting a multi-sectoral approach and addressing the inter-relationships between social protection and agriculture, gender, resilience and economic shocks. FAO supported the inclusion of social protection dimensions in the National Investment Plans of Cote d'Ivoire and West Bank and Gaza Strip and supported the expansion of social protection systems to the poor through the development of farmer registries in Lesotho and Lebanon.

76. SP3's new Outcome (Outcome 3.4) for the MTP 2018-21 was designed to develop and promote multi-sectoral approaches to poverty reduction. The new Outcome has proven to be quite promising, and results in its first year of implementation have exceeded initial expectations. FAO supported nine countries and one regional office to increase national capacities to design and implement comprehensive, gender-equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the contexts of migration and climate change. Additionally, FAO supported four countries and one regional office in improving data, knowledge and tools to promote, evaluate and monitor progress on them. This work has contributed significantly to poverty reduction and its multi-faceted nature, focusing on areas such as the disaster-climate change-poverty nexus (Bangladesh and Vietnam), migration and poverty (Regional Office for Latin America and the Caribbean), implementation of a multidimensional poverty analysis tool (Bolivia and Kenya) and economic factors such as value chains and public-private partnerships (Benin).

### ***Highlights of global results***

77. FAO developed capacity building by collaborating with the Training Centre of the ILO (ITC/ILO) on social security and by facilitating knowledge exchange through South-South Cooperation activities. The collaboration with the ITC/ILO Academy on Social Security resulted in the preparation of a session on "Social protection for food and nutrition security and rural poverty reduction" in September 2018 with participation of over 100 policy-makers and government officials, as well as several training courses on social protection. Additionally, FAO provided in-depth analysis of the socio-economic conditions of poor smallholder family farmers to improve understanding of social protection and why it must be tailored to the livelihoods and characteristics of vulnerable rural populations.

78. FAO continues to be a leader in global migration issues, co-chairing the Global Migration Group (GMG) alongside the International Organization for Migration. As GMG co-chair, FAO coordinated efforts of the 22 member agencies, highlighted and advocated for the importance of the agriculture and rural development dimension, provided communication support to GMG member agencies on the positive messaging of the GCM<sup>23</sup> and contributed technical inputs to GMG advocacy briefs on migration, food security, agriculture and rural development; remittances; and migrants in

<sup>22</sup> International Labour Organization (ILO), United Nations Industrial Development Organization (UNIDO), Technical Centre for Agricultural and Rural Cooperation (CTA), United Nations Capital Development Fund (UNCDF)

<sup>23</sup> Global Compact for Safe, Orderly and Regular Migration (GCM)

vulnerable situations. Additionally FAO provided technical and advocacy support to intergovernmental negotiation rounds of the GCM. As a result of advocacy efforts with member countries and other actors, the final text of the Global Compact included important agriculture and rural development entry points for FAO's support to the implementation of GCM objectives 2, 13 and 20.

### ***Highlights of regional and country results***

79. The initiative "Poverty Reduction through Agricultural Development" in Sri Lanka reached over 50 000 vulnerable producers, 30 percent of whom women. The project applied an integrated approach to addressing rural poverty, including increased access to services, markets and productive infrastructure for vulnerable producers who are not eligible for formal credit. FAO worked with beneficiaries to increase productivity and diversification and to improve post-harvest practices and linkages to markets. Additionally, FAO strengthened capacities of both public institutions and local producer organizations.

80. In Uganda, FAO raised the awareness and developed the capacity of key stakeholders on occupational safety and health in agriculture, in particular protecting children and young workers from pesticide exposure.

81. In Latin America, FAO contributed to the development of a regional inter-sectoral Agenda for Social Protection and Productive Inclusion of the Central American System Integration, and is working with governments to develop national implementation plans based on this agenda. Throughout this process, FAO and SICA<sup>24</sup> implemented joint knowledge creation and dissemination campaigns, led political and technical dialogue and implemented a course on rural poverty, food security and nutrition and inclusive social protection systems in Central America for 60 public officials, and engaged with other UN agencies and international cooperation funds to promote assistance and dialogue processes on specific issues included in the regional agenda.

82. In Colombia, FAO continued work with rural communities to improve their access to land, markets and social protection measures and to facilitate dialogue between civil society organizations and rural people. FAO has positioned itself as a key and active participant in the peace process, strengthening institutional capacities of the new national agencies leading activities in areas such as territorial development, extension services and land tenure, among others. As part of these efforts, FAO supported the government to integrate social protection measures with the national system to grant the right to food, including for the organization of the "National forum of civil society", which gathered representatives from farmers' movements.

### ***Highlights in mainstreaming cross-cutting issues***

83. In Ethiopia, FAO supported the government with analytical work on nutrition-related impact analysis and nutrition-sensitive social protection policies. FAO is supporting the adaptation of the Productive Safety Net Programme (PSNP) to pastoralist areas, enhancing livelihoods and FSN outcomes.

84. In 2018, FAO supported ECOWAS in developing a subregional Outlook on Gender and Agrifood systems report. The report informed the subsequent formulation of an Action Plan on Gender and Agriculture for the ECOWAS region and provided opportunities for sensitizing and promoting policy dialogue.

85. In Viet Nam and Bangladesh, FAO generated new evidence on the nexus disaster-climate change-poverty and provided policy support to government institutions in policy coherence and programmatic approaches between the sectors of poverty reduction, agriculture, the environment and risk management and disaster response. In Viet Nam, FAO supported the Ministry of Agriculture and Ministry of Natural Resources and Environment to implement the FAO National Adaptation Plan Guidelines for Agriculture, Forestry, and Fisheries. In Bangladesh, FAO supported four ministries and two research institutions in conducting two country studies and assessing the agriculture climate change adaptation measures in agro-ecological zones in Bangladesh.

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<sup>24</sup> Central American Integration System (SICA)

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

86. Achieving the objective of more inclusive and efficient agricultural and food systems requires integrated and coherent policy and institutional solutions based on holistic analyses that identify, prioritize and address critical constraints, and which are implemented through the coordinated efforts of the public and private sectors, civil society organizations, regional economic community organizations and platforms, and international organizations. FAO contributes to enabling inclusive and efficient agricultural systems by addressing four critical areas of work:

- a) supporting countries in the formulation and adoption of international food safety, animal health and plant health standards; multilateral and regional trade agreements; and voluntary guidelines, which together contribute to the global governance of agricultural and food systems and provide the framework within which countries design and implement policies and regulations affecting system development (Outputs 4.1.1 and 4.1.2);
- b) promoting better cross-sectoral alignment of national policies and strategies by strengthening capacities of public sector organizations to design and implement policies, regulations and investment plans, as well as to promote the operational arrangements that facilitate greater inclusiveness of small-scale actors (Outputs 4.2.1 and 4.2.2.);
- c) strengthening the managerial and technical capacities of those involved in value chain activities, and of the providers of support services such as investment and finance (Outputs 4.3.1 and 4.3.2);
- d) strengthening the collection and use of data in supporting evidence-based decision-making at all levels, covering both the global market analysis and national level work on policy monitoring (Outputs 4.4.1 and 4.4.2).

***Achievements***

87. As shown in *Annex 2*, SO4 fully met the 2018 targets for five out of the nine Output indicators, and the majority of results is on track for the biennium.

88. FAO's work on international standards, agreements and voluntary guidelines is on track. Progress on the development and adoption of standards in food safety and quality and plant health was higher than expected, with 103 new or revised relevant international standards that were considered, had progressed, or were adopted. FAO's work to reinforce the capacities of countries and their regional economic communities in the formulation of international trade agreements and voluntary guidelines is progressing well with seven countries and regional bodies supported out of eight targeted.

89. FAO assisted more countries and regional bodies than targeted in designing and implementing policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agricultural and food systems development, reflecting growing interest of countries especially in response to emerging factors such as rapid population growth, urbanization, migration and youth unemployment. Work to strengthen public and private sector capacities to design and implement institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems is progressing, with six countries having received support (out of a target of nine).

90. FAO's work to equip value chain actors with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value chains is on track, with 18 countries supported. However, the number of countries supported to strengthen capacities to develop gender-sensitive value chains was lower than expected, calling for greater attention to ensure that gender equality aspects in the value chain development work is explicit and reported accordingly. FAO supported 16 countries (against 18 targeted) to increase responsible investments or design and implement financial instruments and services and risk management mechanisms, underscoring the good collaboration and partnerships with international financing institutions and other partners such as the Rabobank Foundation.

91. FAO's work on generating and disseminating evidence on agricultural and food systems development is well on track, with more FAO market information, analytical and knowledge products

published than targeted, reflecting the high demand for such products. Support to countries in establishing systems to monitor and analyse the impacts of trade, food and agriculture policies on national agriculture and food systems is on track, with six countries supported (out of seven targeted).

92. The reformulation of the SP4 results framework, with Outputs specifically designed for interventions at country level, facilitated coordinated support from technical units and integration of countries' support needs within their work plans. The reformulation also resulted in Outputs and Outcomes that facilitated a more integrated approach to diagnosing and alleviating food systems constraints at country level.

### ***Highlights of global results***

93. FAO provided scientific advice on food standards setting and enhanced the capacities of developing countries to participate effectively in IPPC and Codex standard setting processes. Thirty internationally agreed standards for animal health, plant health and food safety and quality were adopted, including a standard for quinoa; maximum residue limits for various combinations of pesticides and commodities; diagnostic protocols for various plant pests; and standards for the labelling of pre-packaged foods through date-marking.

94. FAO also provided up-to-date, easily accessible global trade and market data and information, with a view to promoting transparent markets and enhanced global, regional and domestic trade and market opportunities, including the 14<sup>th</sup> joint edition of the *OECD-FAO Agricultural Outlook 2018-2027*; bulletins providing an up-to-date perspective of different commodities; and the *Crop Prospects and Food Situation* which provides a review of the latest food situation by geographic region, a section dedicated to the LIFDCs and a list of countries requiring external assistance for food.

### ***Highlights of regional and country results***

95. FAO supported regional bodies, such as the Black Sea Economic Cooperation on promotion of agrifood trade in the region, addressing a wide range of aspects covering trade regulation, facilitation and export promotion and in collaboration with various actors, including public and private sectors and academia; the Latin American Integration Association to improve access of family farmers and small-scale enterprises to markets and to internationalize their business offerings; and the Arab Organization for Agricultural Development in developing a strategic framework for the date palm value chain in the region.

96. Public sector organizations in 25 countries were supported to design and implement national policies, strategies, regulatory frameworks and investment plans. This covered: improvement of cross-sectoral coordination in Costa Rica, Tanzania and Zambia; developing strategies to address food loss and waste in Ethiopia, Tunisia and Solomon Islands; and support to food safety regulations and quality control measures in Bangladesh. FAO also provided support to several countries in Latin America and the Caribbean to address antimicrobial resistance, through a regional alliance with OIE and WHO.<sup>25</sup>

97. FAO provided substantial support to the development of sustainable value chains in countries across all regions, such as the implementation of the Mountain Partnership Products participatory labelling scheme in Cuba, Kyrgyzstan and Nepal, and the roots and tubers value chain initiative in Malawi, Uganda and in Caribbean countries.

98. In India, FAO provided formulation support for a new World Bank project that focuses on strengthening producer groups and promoting entrepreneurship. In Tajikistan, together with IFAD and the World Bank, FAO provided implementation support to several investment operations in the livestock subsectors. In cooperation with the European Bank for Reconstruction and Development, FAO provided investment and policy support for the development of value chains for olives in Morocco and grains in Egypt.

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<sup>25</sup> World Organisation for Animal Health (OIE); World Health Organization (WHO)

***Highlights in mainstreaming cross-cutting issues***

99. FAO's efforts to mainstream gender in the agricultural and food systems development at country and regional levels has resulted in specific actions targeting and promoting the inclusion of women in different areas of work. For example, over one-third of the results under policy support to ensure sustainable food systems and to value chain development had a concrete gender focus. At the global level, an e-learning course was developed and rolled-out to support public and private practitioners and decision-makers in planning and implementing gender sensitive value-chain interventions to the equal benefit of women and men .

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

100. Building on lessons and experiences learned in sudden and slow onset natural disasters, in transboundary animal and plant pests and diseases, and in conflict and protracted crises situations, FAO provides multidisciplinary technical and operational expertise, helping countries to reduce multi-hazard risks and crises – essential ingredients to fight hunger, alleviate poverty and increase the resilience of livelihoods in order to foster sustainable development. FAO's resilience work contributes directly to targets under SDGs 1, 2, 11, 13, and 15. For building resilience, FAO supports countries in four complementary areas in order to:

- a) govern risks and crises through better understanding of the nature and dynamics of risks and the implementation and adoption of legal, policy and institutional systems, including coordination mechanisms and resources mobilization for risk reduction and crisis management (Outputs 5.1.1 and 5.1.2);
- b) watch to safeguard by producing and communicating early warning against potential, known and emerging threats, as well as promoting standards for analysing structural causes of food and nutrition crises (Outputs 5.2.1 and 5.2.2);
- c) reduce risk and vulnerability at household and community level (Outputs 5.3.1 and 5.3.2);
- d) prepare and respond to disasters and crises (Outputs 5.4.1 and 5.4.2).

***Achievements***

101. FAO's work to increase the resilience of livelihoods to threats and crises is on track for all nine Output indicators.

102. Results on sectoral or hazard-specific policies, strategies and plans met the target with 14 countries and regional institutions that formulated strategies and plans for risk reduction and crisis management. The formulation and promotion of these strategies and plans was supported by the finalization of 24 normative global and regional products such as the FAO Damage & Loss Assessment Methodology developed to report on impacts caused by hazards covering all agricultural subsectors, and to monitor progress towards achieving the Sendai Framework for Disaster Risk Reduction 2015–2030 (SFDRR) target C2 and SDG target 1.5. Coordination mechanism and resource mobilization strategies for risk reduction and crisis management were developed and implemented in 22 countries and regions.

103. Results on threats monitoring and early warning shows that 15 countries and regions have improved risk monitoring systems to enhance delivery of early warning. The FAO Early Warning Early Action (EWEA) reports on food security and agriculture, and ranks risks by their likelihood and potential impact and identifies the best interventions. FAO supported countries and regions to improve their capacities to undertake resilience and vulnerability analysis in 19 countries and regions.

104. FAO's support for improving prevention and impact mitigation capacities and measures has exceeded the target with technical measures for risk prevention and reduction implemented in 14 countries, and 18 countries that have applied socio-economic measures to reduce the vulnerability of communities at risk of threats and crisis. The Knowledge Sharing Platform on Resilience (KORE) supported the capitalization and dissemination of good practices, the facilitation of 17 webinars to present and discuss lessons learned and replicable and context-specific options for resilience building.

105. Results in terms of emergency preparedness surpassed expectations with eight countries benefitting from FAO's support to uptake standards, guidelines and practices for emergency preparedness. FAO provided timely and gender-responsive crisis assistance in 17 countries and regions affected by a crisis impacting agriculture. In Yemen, FAO reached over 5 million people with crop and vegetable seeds, fishing gear, poultry production kits and cash support and through animal vaccination and treatment campaigns. In Cox's Bazar, Bangladesh, FAO was one of the first actors to focus on supporting host communities, as well as refugees; this was critical in mitigating tensions and supporting social cohesion. In Somalia, FAO is delivering a large-scale assistance to 2 million herders and 200 000 rural people through technical assistance, cash+, input distributions and animal health support. In South Sudan, emergency interventions closely linked to resilience activities, have reached

around 3.1 million people. In north-east Nigeria 790 000 people received FAO's support for the rainy season campaign. In response to a pastoral crisis in the Sahel due to drought, FAO targeted more than 680 000 people with cash, agricultural inputs, animal health and feed support. FAO, UNICEF and WFP prepared a joint position paper "Sahel Early Action and Scale-up of Emergency Response" which has driven coordinated interventions in the region.

### ***Highlights of global results***

106. FAO co-organized the Global Conference on *Peste des Petits Ruminants* (PPR) with the World Organisation for Animal Health (OIE) and the European Union to reaffirm international political commitment to eradicate PPR, as a vital contribution to fight rural poverty, ensure food and nutrition security, and strengthen the resilience of communities. Within the framework of EMPRES, FAO has issued early warning and risk assessment reports on high-impact animal and plant diseases such as avian influenza, Ebola virus, Rift Valley Fever, fall armyworm, etc. Within the framework of the Emergency Centre for Transboundary Animal Diseases, implementation of the Emerging Pandemic Threats and the Global Health Security Agenda programmes continued in more than 20 countries in Africa and Asia to strengthen the capacity of veterinary services to prevent and detect priority zoonosis and emerging infectious diseases. The Emergency Management Centre for Animal Health, which provides the platform, tools, support and coordination to enhance country, regional and international capacities, adopted its 2018–2022 strategy to offer a holistic and sustainable international platform to reduce the impact of animal health emergencies in close collaboration with partners.

107. In 2018 critical steps were undertaken towards the operationalization of the Global Network Against Food Crises, a multi-partnership initiative launched at the World Humanitarian Summit in 2016 by FAO, WFP and the European Union to promote sustainable solutions to food crises across the humanitarian-development-peace nexus. FAO also signed with the European Union the "Global Network Against Food Crises Partnership Programme" - a major financial contribution to promote the work of the Network both at global and country level. The *Global Report on Food Crises* was released to inform the global community on the status of acute food insecurity in the world.

### ***Highlights of regional and country results***

108. FAO is working to optimize antimicrobial use and combat antimicrobial resistance (AMR) at national level in over 20 countries. FAO-ATLASS for the food and agriculture sectors has been applied in 18 countries in Asia, Africa, Europe and Central Asia. FAO is also providing support to the development of national and regional surveillance strategies for AMR and antimicrobial use. A Progressive Management Pathway (PMP) for AMR has been developed under the FAO/OIE/WHO Tripartite partnership and with UN Environment and will be piloted in several countries in the coming months.

109. FAO worked with partners to develop a common vision around social protection and resilience, while contributing to global processes, including the Grand Bargain and the humanitarian-development-peace nexus. FAO contributed to strengthening the livelihoods lens of social protection and resilience programming, in the context of climate related risks, extreme fragility and forced displacement. Examples of FAO's support include: (a) in partnership with ILO, UNICEF, WFP, UNISDR and ECHO,<sup>26</sup> support to a regional programme to provide policy and operational options to strengthen shock-responsiveness of social protection systems in ASEAN countries; (b) development of a strategy on social protection for poverty reduction and resilience for the NENA region; (c) contribution to the development of the Somalia national social protection strategy; (d) support for a cross-UN effort to align humanitarian intervention to national social protection systems in Cox's Bazar, Bangladesh; (e) development of proposals to support the access to social protection and livelihoods options for Syrian refugees and host communities in Turkey, Lebanon and Jordan; and (f) support to the Government of Ethiopia in strengthening the approach of its Productive Safety Net Programme for Pastoralist communities.

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<sup>26</sup> UN International Strategy for Disaster Reduction (UNISDR); EU Humanitarian Aid and Civil Protection department (ECHO)

110. FAO built capacities of governments to establish feed inventories and feed balance in Ethiopia and Kenya arid and semi-arid areas. The *Pastoralism in Africa's drylands – Reducing risks, addressing vulnerability and enhancing resilience* was published to support pastoral resilience programming at country level. Technical and policy-level engagement workshops and meetings have been held in the Horn of Africa and the Sahel to enhance cross border collaboration on animal health under the One Health initiative. Through the Memorandum of Understanding, the collaboration among Ethiopia, Kenya, South Sudan and Uganda has eased livestock movements for trade and pastures especially during lean periods and during droughts. Pastoral field schools have been supported in the Horn of Africa and the Sahel and continue to support livestock production, trade and peace initiatives especially in cross border areas. Generation of knowledge was fostered through studies conducted in partnership with reputable universities to analyse the seasonal and long-term trends in conflict, acute malnutrition and environmental variables in Chad, Sudan and South Sudan and livelihood transformation post-conflict in Karamoja. Based on experience and research in Kenya, work on predictive livestock early warning system - forage availability and nutrition has expanded. In partnership with UNOWAS<sup>27</sup> and others, FAO contributed to the discussions led by the UN Secretary-General on conflicts between farmers and herders in West Africa and the Sahel and to the publication of *Pastoralism and Security in West Africa and the Sahel*.

111. The *Corporate Framework to Support Sustainable Peace in the Context of Agenda 2030* was released in March 2018 to guide a more deliberate and transformative impact on sustaining peace and for improved conflict-sensitive programming. Through a partnership with Interpeace, support has been provided to decentralized offices (Iraq, Jordan, Kenya, Lebanon, Mauritania, Nigeria, Somalia, Sudan, Syria, Turkey, West Bank and Gaza Strip, the SP5 Resilience Team in East Africa, and RNE) to jointly develop corporate tools, guidance and training on conflict sensitivity and conflict analysis. Conflict-sensitive approaches have also been reflected in an increasing number of programmes, including the Global Network Against Food Crises and UN Peacebuilding Fund projects in the Sahel. FAO has continued to position itself in global discussions, including related to UNSC 2417,<sup>28</sup> and to advocate for its role through various events.

#### ***Highlights in mainstreaming cross-cutting issues***

112. SP5 provides strategic and technical guidance on mainstreaming DRR and climate resilience in the agriculture sectors, supporting the priority setting and the implementation of the 2015 global agendas relating to DRR and climate change and the 2030 Agenda for Sustainable Development in a more integrated manner within the agriculture subsectors, enhancing coherence across global, regional, national and subnational levels. Key interventions at country level included support in the development and implementation of national, subnational and regional DRR and/or natural hazard specific risk management plans for agriculture, like the Agriculture Action Plan for DRR in Myanmar ensuring their integration within overall sectoral development and national disaster risk reduction strategies, as well as the institutionalization in 15 countries of the global SFDRR indicator C2 on “Loss caused by disasters in agriculture”. Global products on DRR and climate resilience included the second FAO report *Impact of disasters and crises on agriculture and food security*, a study on *Benefits of farm level DRR practices in agriculture - returns from investments in DRR*, the contribution to a working paper/assessment tool on “Governance perspectives and drivers in the DRR and CCA convergence process” and the SOFI Report 2018 dedicated to climate resilience, by developing a chapter on “Working towards coherence of policies, programmes, and practices to address climate variability and extremes”. Additionally, SP5 continued to contribute to the UN Climate Resilience Initiative (A2R) together with UNEP and other stakeholders and to the formulation of a UN common guidance on resilience.

113. FAO provided policy and technical advice to countries to address the vulnerabilities of men and women and enhance their capacities, by applying risk-sensitive, labour-saving and climate-smart technologies, generating new income and targeting women's needs. It also supported adoption of community-based territorial development, and protection from gender-based violence, and sexual

<sup>27</sup> United Nations Office for West Africa and the Sahel (UNOWAS)

<sup>28</sup> UN Security Council Resolution on hunger and conflict (UNSC 2417)

exploitation and abuse. SP5 invested in rural infrastructure, analysing gender issues in prevention and mitigation practices, and promoted social protection to reduce risks on women and girls. The Dimitra Clubs, Caisses de résilience, Cash for Work and the Safe Access to Fuel and Energy initiatives strengthened the technical, social and financial capacities of vulnerable people to manage risks and sustaining peace, rebuilding infrastructure and resilient rural livelihoods. FAO monitored gender impacts in conflicts, disaster risk management and early warning, analysing gender aspects in needs' assessment and collecting sex-disaggregated data for resilience and vulnerability analysis.

***Objective 6: Technical quality, statistics and cross cutting themes (climate change, gender, governance and nutrition)***

114. To ensure a robust and practical results-based approach to all work of the Organization, FAO needs to ensure that it has the internal technical capacity to achieve the expected results. In an increasingly decentralized context, preserving the technical integrity of the Organization and building its capacity to mainstream key technical functions beyond institutional boundaries is of paramount importance. Objective 6 ensures the quality and integrity of FAO's core technical, normative and standard setting work (Outcome 1), the delivery of high-quality statistics (Outcome 2), and the coordination of the cross-cutting themes of gender (Outcome 3), governance (Outcome 4), nutrition (Outcome 5), and climate change (Outcome 6). Work and resources are planned to achieve these six specific Outcomes supporting the delivery of corporate technical activities and the Strategic Objectives.

115. Eleven key performance indicators (KPIs) measure progress and achievements of the six Outcomes. All of the KPIs are progressing well towards the 2019 targets. *Annex 3* provides detail of the 2018 achievements and rate of progress.

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

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

117. The quality and integrity of the technical and normative work of the Organization is assessed by one KPI, which is the aggregate measure of individual perceptions compiled from two anonymous surveys. In 2018, 68.6 percent of the respondents<sup>29</sup> agreed with FAO's quality of technical leadership.

118. Highlights in 2018 include:

- a) The Technical Committees (COFI, COFO, COAG, CCP) held their biennial sessions, including consideration of cross-cutting issues in relation to the 2030 Agenda, climate change and biodiversity. The Committees identified emerging issues and new priorities for the Organization and provided guidance on global policy and programmatic relevance.
- b) Five flagship publications (SOFA, SOFI, SOFIA, SOFO, SOCO)<sup>30</sup> were produced in 2018, each one based on an SDG underlying analysis, through monitoring a wide range of SDG indicators and exploring the interlinkages of SDG targets. The evidence gathered in these knowledge products was instrumental for FAO to engage in global policy fora and provide a comprehensive assessment of the global progress towards the 2030 Agenda.
- c) FAO was actively engaged in major global policy fora related to its mandate. Most notably, the Conference of the Parties (COP24) of the UNFCCC, COP14 of the CBD, the High-level Political Forum on Sustainable Development and its associated processes, the World Water Forum, the Sixth Global Environment Facility (GEF) Assembly and the UN General

<sup>29</sup> FAO respondents and external respondents (attendees at 2018 FAO Technical Committees).

<sup>30</sup> *The State of Food and Agriculture (SOFA)* focusing on migration, agriculture and rural development; *The State of Food Security and Nutrition in the World (SOFI)* underlining the connections between climate resilience, food security and nutrition; *The State of World Fisheries and Aquaculture (SOFIA)* highlighting contribution of the sector to meeting the SDGs; *The State of the World's Forests (SOFO)* analysing the contribution of forests to sustainable development; and *The State of Agricultural Commodity Markets (SOCO)* assessing the connections between agricultural trade, climate change and food security.

Assembly among others. Across all fora, FAO has supported policy and technical dialogue at the global level.

- d) The 17 Technical Networks covering a wide range of disciplines and thematic topics are consolidated and continue to provide a platform for sharing technical information and standards across all levels of the Organization, ensuring identification of good practices and consistency in policies and approaches. The technical networks also provided a channel for collaboration with academia, the private sector, the UN system and international financial institutions, which also entailed sharing of research, programme or project experiences between FAO staff and experts from these partner organizations, in particular RBAs.

119. The Multidisciplinary Fund (MDF) provides a means to strengthen collaboration across disciplines and organizational boundaries to increase FAO's effectiveness in priority areas of work, and to encourage creative measures that increase the efficiency and effectiveness of delivering and monitoring FAO's programmes. The 2018-19 MDF resources have been allocated to the Strategic and Regional Programme Leaders to support the Regional Initiatives and the work of the Strategic Programmes at country level, building on the consolidated programme management arrangements now in place. The funds are being used across seven major themes: policy and investment; social protection; climate change; migration; urban food agenda; One Health; and pastoral livelihoods.

***Quality and use of FAO Statistics to support evidence-based decision making is improved (Outcome 6.2)***

120. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty and to promote the sustainable use of natural resources. Under this Outcome, efforts are focused on strengthening countries' capacity to collect, analyse, disseminate and use data to support decision-making processes. This is underpinned by internal statistics governance, which is the responsibility of the Office of the Chief Statistician (OCS), supported by the IDWG on Statistics, and includes the endorsement of corporate statistical standards and the review of their implementation to ensure the harmonization, quality and integrity of the technical and normative work of the Organization.

***Achievements***

121. Achievements under Outcome 6.2 are tracked through two key performance indicators. One measures countries' capacity to monitor development outcomes, by assessing the proportion of SDG indicators under FAO custodianship reported at national level, in accordance with the Fundamental Principles of Official Statistics. In 2018, only 32% of the SDG indicators under FAO custodianship were reported at national level (biennial KPI target is 40%), mainly due to the fact that at present the majority of the FAO-relevant SDG indicators are new and internationally agreed methodologies for their compilation are still being finalized. However, with the recent endorsement of the proposed methodology for six SDG indicators and FAO's continued focus on capacity strengthening of national agricultural statistics systems, the 2019 target is expected to be achieved.

122. The other KPI assesses the quality of FAO statistical processes and outputs, using the FAO statistics quality assurance framework (SQUAF). Based on the 2018 quality assurance and planning survey (QAPS), which indicated that over 80% were considered of good quality, FAO is well on track to meeting the 2019 target.

123. Highlights in 2018 include:

- a) As a consequence of significant methodological work undertaken by FAO in 2018, the IAEG-SDGs<sup>31</sup> indicators approved the new methodologies proposed by FAO and the reclassification of six Tier III indicators to the Tier II category (SDGs 2.3.1, 2.3.2, 2.4.1, 12.3.1, 14.6.1, 14.b.1), which means that they can be used to begin collecting data. Only one FAO-relevant SDG indicator is still classified as Tier III.

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<sup>31</sup> Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs)

- b) Thirteen new statistical guidelines and technical standards relating to the SDGs were published, providing substantial methodological support to countries. FAO-led initiatives to improve the quality of national data also included the finalization of Volume 2 "Operational Guidelines" of the World Programme for the Census of Agriculture (WCA) 2020 and the publication of a further 21 technical guidelines and reports under the Global Strategy. In addition, the Classification of Individual Consumption According to Purpose (COICOP), was endorsed by the 49th Session of the UN Statistical Commission.
- c) Support to national statistical institutions intensified with FAO providing 28 in-depth training workshops at global and regional levels and 30 direct country technical assistance missions to strengthen the capacity of National Statistical Offices (NSOs) and national statistical systems to produce timely and reliable data to monitor the SDG indicators under FAO custodianship. In addition, 12 courses were launched online with training material on the SDG indicators.
- d) Capacity development support was also provided to 17 countries on agricultural censuses and surveys using the WCA 2020 guidelines. The first phase of the Global Strategy was completed, and the project obtained remarkable results in all three components of its implementation. On the basis of the excellent results obtained, a second phase of the programme was approved by the Global Steering Committee at the end of 2018.
- e) In terms of the production of high-quality and internationally comparable data, and making it accessible to all countries, there were 1 672 840 page visits to FAOSTAT, which represents a 6.6 percent increase compared to 2017. In addition, during the last 12 months, the FAO Statistics webpage was visited 1 340 000 times, and the SDG portal had 520 000 visits.
- f) The IDWG<sup>32</sup> on Statistics endorsed three new statistical standards aimed at improving the quality and consistency of FAO data production. In addition, the QAPS was conducted to support the preparation of the Statistical Programme of Work 2018-19, now published on FAO website. A total of 208 statistical activities were reported, marking a 10 percent increase compared to 2016.

***Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women (Outcome 6.3)***

124. 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 'leaving no one behind' of the Agenda 2030 for sustainable development. Therefore, FAO provides technical advice to member countries and strengthens their capacities to formulate, implement and monitor policies and programmes that provide women and men with equal opportunities to benefit from agricultural and rural development.

125. As central to FAO's mandate, gender is addressed as a cross-cutting theme in the Strategic Framework, to provide quality services, coherent strategies and approaches for the promotion of gender equality and women-targeted interventions under the SPs. The gender-related work is coordinated by a team of gender experts in the Social Policies and Rural Institutions Division (ESP) and in the five regional offices, and supported by an Organization-wide network of Gender Focal Points (GFPs).

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<sup>32</sup> Interdepartmental Working Group (IDWG)

## Achievements

126. Progress on the achievement of this Outcome is measured through two KPIs. More details are provided in *Annex 4*:

- a) Indicator 6.3.A based on the 15 Minimum Standards for gender mainstreaming and women-specific targeted interventions, as defined by the FAO Policy on Gender Equality. In 2018, the KPI was revised to monitor not only the establishment of institutional mechanisms for gender mainstreaming, but also their systematic implementation. Data collected through the revised KPI show that the biennial target set for this KPI was already met, with 14 out of 15 Minimum Standards being systematically implemented.
- b) Indicator 6.3.B based on the UN-SWAP<sup>33</sup> performance indicators, which was revised in 2018 (UN-SWAP 2.0) to introduce new performance standards increasing their total number to 17, and upgraded the existing ones. At the end of 2018, FAO met or exceeded 13 out of the 17 (one indicator does not apply to FAO) performance indicators, already exceeding the biennial target of 10 for 2019.

127. The performance against the two KPIs confirms FAO's successful efforts to establish and maintain effective institutional mechanisms and strengthen staff capacities to support countries' initiatives aimed at addressing gender equality.

128. At the end of 2018, the GFP network included approximately 140 staff. This network represents a key institutional mechanism for the delivery of gender-related work. In 2018, the Gender Team in ESP revamped its capacity development and mentoring strategy for GFPs, with a more systematic support and consistent access to the tools, guidelines and capacity development materials developed over the last few years.

129. Throughout 2018, 38 face-to-face workshops, seminars and webinars were organized to enhance staff awareness and understanding of gender in different technical areas addressed under the Strategic Programmes, including climate change, value chain development, social protection, natural resource management, women's land rights, technology innovation, disaster risk management and protection from gender-based violence. One example is the Gender and Forestry training held in Lebanon in line with the recommendations of the 2018 Regional Conference for the Near East to raise staff awareness on gender equality in the forestry sector and to integrate gender equality in the Sustainable agricultural livelihoods in marginal areas (SALMA) project.

130. The revision of KPI 6.3.A was carried out through an extensive consultation process and provided an excellent opportunity to take stock of gender mainstreaming mechanisms in place and identify those that needed to be revised or strengthened. For instance, in 2018 FAO was able to report on the inclusion of gender objectives in the PEMS<sup>34</sup> of GFPs, and efforts are ongoing to extend the requirement to other categories of staff. Similarly, FAO reviewed the audit methodology used by the Office of the Inspector-General and the guidelines for country offices' Annual Reports, to streamline the gender requirements and enhance the visibility of gender in corporate reporting mechanisms.

131. The efforts to foster an enabling institutional environment towards gender equality and women's empowerment paved the ground for consolidating the technical support provided to member countries under the SPs.

132. Highlights in 2018 include:

- a) *Expansion of the evidence base on gender in agriculture, food security and nutrition*: FAO continued to support the generation and dissemination of sex-disaggregated data to document the situation of rural women around the world and build the evidence base for policy-making and programme formulation. In 2018, 16 new Country Gender Assessments (CGAs) were finalized, providing governments and development partners with an updated gender profile of agriculture and rural livelihoods. In close collaboration with the African Union, RAF

<sup>33</sup> UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW)

<sup>34</sup> Performance Evaluation and Management System (PEMS)

developed the publication *Leaving no one behind: empowering Africa's rural women for zero hunger and shared prosperity*, a compendium of findings from 42 existing CGAs and gender profiles developed in collaboration with the African Regional Economic Communities. In RNE a review of sex disaggregated data in agriculture and rural development was conducted in eight countries (Egypt, Lebanon, Jordan, Tunisia, Morocco, Mauritania, Iraq and Sudan) and a synthesis report completed outlining recommendations for strengthening the use and production of sex disaggregated data and gender indicators. FAO also revised the *Guidelines for collecting data for sex disaggregated and gender-specific indicators in national agricultural surveys* to update the methodology for collecting and analysing data on cropping and livestock activities. As the designated custodian for SDG target 5.a.2 on women's equal rights to land, FAO has developed a methodology to assist countries in monitoring and reporting progress on this indicator. In 2018, 25 countries received support on how to apply the methodology to collect data and report on the indicator. In Asia and the Pacific FAO, in partnership with the Asia office of the Global Strategy to Improve Agricultural and Rural Statistics and the Statistical Institute for Asia and the Pacific strengthened the capacities of national experts from 13 countries to disaggregate and compile sex disaggregated data in order to report on the indicators for SDG 5.

- b) *Knowledge generation and capacity development*: In partnership with other UN agencies, international and national development partners and research institutions, FAO developed several knowledge products and capacity development materials pertaining to the technical areas addressed by the SPs. In 2018 a new corporate brochure *Empowering rural women, powering agriculture – FAO's work on gender* was published as part of a series of publications on different technical areas. As for capacity development materials, FAO produced a dedicated toolkit to support the mainstreaming of gender dimensions in the design, implementation and monitoring of social protection programmes, with a specific focus on cash transfer and public works programmes. The series on value chain development was expanded with new guidelines on how to address gender concerns in the formulation and implementation of value chain interventions and food loss reduction strategies. In 2018, FAO also finalized the Gender and Rural Advisory Services Assessment Tool (GRAST), designed to support providers of rural advisory services in their efforts to develop gender-sensitive programmes. To support work on climate change, targeted knowledge products were developed to consolidate good practices and lessons learned from FAO's work on climate smart agriculture, labour saving and information and communication technologies, and land-based investments. A training manual and a related online course on *Gender in Climate-Smart Agriculture Projects* were developed with the World Bank and IFAD, showcasing relevant tools and examples related to gender, climate change and agriculture. To raise awareness on rural youth, the paper *Enabling young rural women to participate in rural transformation in East and Southern Africa* was prepared, describing the main characteristics of rural transformation and the current lives of young rural women, and identifying key actions to give them equal opportunities to benefit from sustainable agriculture and rural development. At regional level, FAO provided technical contributions to the Asia-Pacific Gender Data Review East Asia report: *A quantitative assessment of gender inequality and its impact on children and adolescents* led by UNICEF, and to the ESCAP publication on *Pathways to influence – The SDGs and women's Transformative Leadership in Asia and the Pacific*.
- c) *Advocacy and policy dialogue*: FAO is recognized as the UN leading agency on rural women's issues and acts as a convener to promote the integration of these dimensions in national and international policy processes related to food security and nutrition. In 2018, at the 62nd Session of the Commission on the Status of Women (CSW 62), dedicated to the "Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls" FAO, in partnership with UN agencies and ESCAP, co-organized more than 14 side events on the topics of women's land rights, gender and climate change, rural women's economic empowerment, gender and ICTs amongst other. Similarly, FAO contributed to raising the profile of gender equality in the context of CFS, by organizing several side events to showcase good practices and lessons learned, such as the progress in

implementing CEDAW in Guatemala. At regional level, FAO provided technical support to ECOWAS in the preparation of a report on subregional outlook on gender and agrifood systems and of a Gender Action Plan (GAP) for Agriculture. The GAP will be adapted to the National Agricultural Investment Plan to systematically integrate gender in the regional agricultural planning instruments of the countries in the ECOWAS region. Together with the International Institute for Sustainable Development and OXFAM, FAO also supported the launch of the Network of ECOWAS Parliamentarians on gender and investments in agriculture and food security; thus encouraging parliamentarians to engage on effective legislation and policies and share good practices for transformative change. In Latin America and the Caribbean, FAO continued to provide technical support to the implementation of the Gender Strategy of the CELAC Plan 2025 for Food Security, Nutrition and Hunger Eradication. The region also supported a global Campaign for the Empowerment of Indigenous Women for Zero Hunger and, with the support of the government of Canada, organized a High Level Regional Dialogue of Indigenous Women in Mexico City to promote an inter-cultural vision for peace and prosperity.

***Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes (Outcome 6.4)***

133. Through the programmatic work undertaken for the cross-cutting theme on governance, FAO aims to enhance the effectiveness of its policy and governance work at global, regional and national levels. The programmatic work on governance includes development of concepts, methods and frameworks, provision of strategic advice and support to the five Strategic Programmes, and activities to strengthen the impact of FAO policy and governance perspectives in key global governance mechanisms. Direct support is provided to FAO's work in selected countries, including through Regional Initiatives. A network of officers across the Organization engages in governance work at all levels.

134. FAO's work under the cross-cutting theme on governance is coordinated by the Governance and Policy Support team in the Economic and Social Development Department, in close collaboration with a Governance Support Technical Network (GSTN). The governance Outcomes are tracked through two KPIs, one on FAO services and leadership provided to major global governance mechanisms and the other on addressing governance issues in national and regional programmes.

***Achievements***

135. The work planned for the biennium is progressing according to plan and the targets for the two KPIs on governance results are on track for the biennium.

136. FAO exercised a leadership role in three targeted global governance mechanisms with the specific objectives of supporting Members' implementation of the SDGs. This included contribution to the regional and global follow-up and review of the 2030 Agenda with the positioning of food, agriculture and rural transformation as key drivers for achieving SDGs and the 2030 Agenda. FAO also worked successfully as part of the UN reform effort to ensure that the importance of the contributions of specialized agencies to norms, standards and policy guidance developed at global level, including policy perspectives on food and agriculture embedded in the 2030 Agenda, is well understood and incorporated. Under the aegis of SP4, FAO has been assuming a leadership role in a variety of partnerships with UN and non-UN entities, including the Alliances for Action (A4A) with the International Trade Centre, and the Smallholder and Agri-SME Finance and Investment Network (SAFIN)<sup>35</sup> convened by IFAD with more than 40 finance and investment partners. These partnerships enable policy dialogue with a view to promoting scaled-up investment in value chains and territorial development where family farming, aquaculture, fisheries, pastoralism and forestry are prominent.

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<sup>35</sup> A multistakeholder forum to deepen the knowledge base, promote policy alignment and dialogue, and link smallholders and rural small and medium-sized enterprises (SMEs) with partners and initiatives committed to smallholder development at different levels

137. Continued focus on governance and political economy aspects in regional and country-level engagements improved the effectiveness of FAO-supported action. Some 10 interventions spanning all five Strategic Programmes benefited from approaches focused on governance aspects, including policy coherence and impact of sectoral policies on sustainable water management in Morocco (SP2), strengthening cross-sectoral coordination for food security and nutrition in Chad (SP1), learning from agricultural transformation in Malaysia (SP4), looking at country experiences in using the 2030 Agenda to address food and agriculture issues, especially improvements in family farmers' incomes and productivity in Colombia, Mali, and Sudan (SP2, SP3), and providing guidance for governance analysis of opportunities and constraints for convergence and integrated action between disaster risk reduction and climate change adaptation in agriculture (SP5).

138. Highlights in 2018 include:

- a) FAO continued to provide technical assistance, strengthen capacities, support collection and analysis of data, as well as development of policies and programmes calibrated to the transformational aspirations of the 2030 Agenda. Support was provided to frame and prioritize discussion of SDGs in all Technical Committees. FAO led regional efforts for harmonization of established regional development frameworks (e.g. the African Agenda 2063) with the 2030 Agenda, including by aligning targets and streamlining monitoring frameworks, with a specific focus on food- and agriculture-related targets and indicators.
- b) Focus on governance issues has increased the effectiveness of FAO's policy support and country-level work. In Chad, for example, as part of the FIRST partnership, FAO supported the government in strengthening the country's food security and early warning information system<sup>36</sup> and securing financial resources for its efficient functioning.
- c) In response to a request from the World Bank to draw from Malaysia's agricultural transformation relevant experiences and lessons for other countries, FAO prepared several evidence-based studies to examine the past and present contribution of smallholders to the country's rapid and sustained growth, focusing on the policy choices enabling inclusive smallholder-led transformation, poverty reduction, and the governance arrangements for effective coordination and service delivery.
- d) The Political Economy Coaching Facility helped country-assigned policy officers to apply governance and political economy analysis in the policy effectiveness assessments initiated by the FIRST programme in the participating countries. The Facility reviewed 14 policy assessment outlines, organized coaching sessions with small groups of policy officers, and drafted a guidance note on "Integrating political economy into policy effectiveness assessments".
- e) A strong and growing Governance Support Technical Network (GSTN) continued to provide peer-to-peer technical support and input to FAO staff. At the request of SPs and technical divisions, the Network organized several governance dialogue series seminars.

139. In 2018, work to develop a general corporate framework for FAO work on the cross-cutting theme of governance progressed toward expected completion in early 2019. The framework paper, developed in consultation with the GSTN, provides concepts, methods and tools for governance and political economy analysis at global, regional, national and subnational (or territorial) levels. In addition, in late 2018, work was launched on an online governance and political economy training course with case studies. Together the framework paper and the training course will help build common understandings of the role and work of FAO in achieving more effective governance and institutions, and support more systematic governance assessment of new technical and policy interventions.

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<sup>36</sup> Système d'Information durable sur la Sécurité alimentaire et d'Alerte précoce (SISAAP)

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

140. The establishment of nutrition as a cross-cutting theme has enabled FAO to mainstream nutrition in the Strategic Programmes and to confirm FAO's strategic position as a leader in global initiatives and governance mechanisms for improved nutrition. The cross-cutting theme is coordinated by the Director, Nutrition and Food Systems Division (ESN) and performance is measured by two KPIs.

141. In 2016, the UN General Assembly proclaimed 2016-2025 as the Decade of Action on Nutrition, with a view to accelerate implementation of the commitments made at the Second International Conference on Nutrition (ICN2), achieve the Global Nutrition and diet-related non-communicable diseases targets by 2025, and contribute to the realization of the Sustainable Development Goals by 2030.

***Achievements***

142. FAO and WHO were called upon to act as the Nutrition Decade's Secretariat. The first KPI aims to measure FAO's presence within the international nutrition architecture and contribution to the global nutrition agenda. The second KPI aims to track improvement in FAO's nutrition-sensitive country programming together with development of internal human capacities on nutrition. The performance realized in 2018 confirms that the Organization is on track to achieve the biennium targets.

143. Highlights in 2018 include:

*Under Output 6.5.1*

- a) In 2018, FAO contributed in an extensive way to the international nutrition architecture and to advancing the global nutrition agenda, in particular by acting as the Secretariat of the Nutrition Decade, by contributing to the policy convergence processes of the work stream on nutrition of the CFS and by hosting the UN System Standing Committee on Nutrition (UNSCN) and providing support for the coordination of the UNSCN Secretariat.
- b) FAO, jointly with WHO, was instrumental in preparing the first report on the *Implementation of the United Nations Decade of Action on Nutrition (2016-2025)*, released in April 2018 and conveyed by the Secretary-General to the UN General Assembly.
- c) In July 2018, FAO facilitated the first meeting of the "Global action network on sustainable food from the oceans and inland waters for food security and nutrition" organized by Norway.
- d) Brazil, under the responsibility of the Ministry of Health and with input from FAO, is moving forward to setting-up two out of the five regional action networks - one on food-based dietary guidelines (co-chair: Uruguay); and the other on the reduction of salt intake (co-chairs: Costa Rica and Colombia).

*Under Output 6.5.2*

- e) The document *Strengthening nutrition action: A resource guide for countries based on the policy recommendations of the Second International Conference on Nutrition (ICN2)* was elaborated jointly by FAO and WHO to assist countries in reviewing the appropriateness of each of the 60 voluntary ICN2 recommendations made through the ICN2 Framework for Action against their national needs, conditions and already existing policies, programmes and investments.

*Under Output 6.5.3*

- f) The development of a corporate approach to nutrition mainstreaming, has enabled FAO to enhance the strategic focus of its products and services in the delivery mechanisms towards a more nutrition-sensitive food systems approach, and allowed the inclusion of nutrition concerns into FAO's key flagship publications and Technical Committees.

- g) FAO's network of nutrition mainstreaming focal points across Strategic Programmes and decentralized offices has led to the identification of cross-cutting and region-specific challenges and opportunities. As a corporate priority, efforts focused on the development of normative work (e.g. technical and operational guidance to integrate nutrition into FAO's CPFs and project cycle, policy analysis tools and databases, technical publications and seminars), capacity building (e.g. development of e-learning modules and guidance materials), as well as communications activities.

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

144. The cross-cutting theme on climate change, coordinated by the Climate and Environment Division, ensures technical leadership for FAO's work to enhance national capacity to address climate change and agriculture, and improve the integration of food security, agriculture, forestry and fisheries considerations into international governance. It is measured by two KPIs both of which are fully on track for achievement in 2019.

145. Work on climate change has been prominent in the current biennium, accompanied by a growing demand for considerations of climate change in virtually all sectors of the Organization's work, and the acknowledgement that future food security in countries that are most vulnerable to the impacts of climate change must be addressed now. The FAO Strategy on Climate Change that was adopted in 2017 is the key guiding framework for the Organization's work on climate change, connecting actions across FAO that contribute to climate change adaptation and mitigation.

***Achievements***

146. The FAO 2018-19 biennial theme "Climate change and its impact on the work and activities of FAO," generated meaningful discussions in all governing body meetings in 2018, including Regional Conferences and Technical Committees, and featured prominently in all flagship publications, with SOFI, SOFO and SOCO analysing the current and potential impacts of climate change on food insecurity, agriculture and trade respectively.

147. Highlights in 2018 include:

- a) Through its programme Integrating Agriculture in National Adaptation Plans (NAP-Ag), FAO supported 11 countries in developing their NAPs and linking them to NDCs.<sup>37</sup>
- b) Through the Mitigation of Climate Change in Agriculture programme and under the umbrella of the NDC-Partnership, FAO supported 29 countries on NDC-related analysis, planning, monitoring and reporting, including on the Enhanced Transparency Framework under the UNFCCC.
- c) Climate change adaptation and disaster risk reduction support was provided to 12 countries (Grenada, Guyana, Kyrgyzstan, Lebanon, Lesotho, Malawi, Mozambique, Serbia, St. Kitts and Nevis, Suriname, Ukraine, Zambia), including capacity development on risk and vulnerability assessment, comprehensive national level risk assessment, training programme on agro-climate services, implementation of adaptation and disaster risk reduction good practices, preparation of project proposals, and national climate change adaptation strategies.
- d) FAO supported the development of several Green Climate Fund (GCF) readiness proposals, ten of which in nine countries have been approved and implementation has started. Two full-scale GCF funding proposals have been approved in 2018 (El Salvador and Paraguay to support implementation of their NDCs) for a total of USD 220 million. Support has been provided to four countries (Bangladesh, Cuba, Nicaragua, Sri Lanka) to access funding for improving their capacities on the Enhanced Transparency Framework under the Paris

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<sup>37</sup> Nationally Determined Contributions (NDCs)

Agreement through the Global Environment Facility (GEF) *Capacity Building Initiative for Transparency* (CBIT) window securing USD 3.5 million.

- e) FAO has actively contributed to, and participated in several meetings of the UN Framework Convention on Climate Change (UNFCCC), a number of regional meetings providing training on identifying and reporting adaptation actions in national communications, and several other global and regional meetings focusing on agriculture, food security and climate change, including as organized by the World Bank, regional development banks, GCF and GEF, and other UN partner organizations including WMO and CBD.
- f) FAO convened two Koronivia Dialogues, in support of developing and implementing the Koronivia Joint Work on Agriculture (KJWA) decision of the UNFCCC COP23, as well as two NAP-Global Support Programme dialogues in the Philippines and Panama, the International Climate Initiative (IKI) NDC Cluster on Adaptation in Thailand, and an NDC Regional Dialogue for Asia and Arab States.

148. Analysis of NDCs continued with detailed regional analyses for Eastern Africa, Southern-Eastern Europe and Central Asia which facilitated gap analysis and support NDC implementation and leveraging climate finance in the respective countries. FAO is developing the Climate-Land Hub, an online knowledge and information-sharing platform to support NDC implementation with 31 countries which contributed to an external stakeholder consultation on design and functionalities in March 2018.

### **III. Performance - Functional Objectives**

#### **A. Overview of Performance - Functional Objectives and Special Chapters**

149. Improvements in delivery of the Functional Objectives (outreach, information technology, FAO governance, oversight and direction, and efficient and effective administration) and special Chapters (TCP, Capital and Security Expenditure) are measured and reported through 33 key performance indicators (KPIs) and targets. Heads of Business Units use established methodologies to collect KPI data and assess performance, which is reviewed and validated by supervisors. The scores for 2018 are tabulated in *Annex 3*.

150. Of the 33 KPIs for the Functional Objectives and special Chapters:

- a) 28 are on track in 2018 and should achieve their end-2019 cumulative targets;
- b) 3 KPIs, relating to approval rate of TCP resources (7.1.A), delivery of governing body documents (10.1.A) and percentage of Capex projects delivered on time, quality and within budget (13.1.A) have not reached the foreseen level in 2018, but are expected to achieve the end-2019 targets;
- c) 2 KPIs relating to user traffic to FAO.org and client satisfaction with administrative services, will be measured at the end of the biennium.

151. This section reports on the KPI scores and achievements for the Functional Objective and Special Chapters. Progress on the Technical Cooperation Programme is reported in *Section IV*.

### ***Functional Objective 8: Outreach***

152. Functional Objective 8 provides the basis for measuring the outreach functions of the Organization, comprising partnerships, advocacy, capacity development and South-South Cooperation; communications; and resource mobilization. The responsible business units in 2018 were respectively the Partnerships and South-South Cooperation Division (DPS), the Office for Corporate Communication (OCC); and the Resource Mobilization Division (TCR).

153. Three main priorities drive the work related to this Objective:

- a) the engagement of a variety of non-state partners to enhance the scope and results of the Strategic Programmes, including through South-South and Triangular Cooperation, while contributing to long-term enhancement of Members' capacities, in alignment with SDG 17;
- b) flexible, strategic and targeted communication to help mobilize support for the Strategic Programmes and other initiatives focusing on country level results and within the 2030 Agenda;
- c) an increased and diversified resource base with improved alignment of voluntary contributions to the Strategic Framework and the 2030 Agenda.

### ***Achievements***

154. FAO is on track to achieve the eight biennial key performance indicators on Outreach.<sup>38</sup>

155. In 2018, the Organization has brokered and sustained 36 strategic partnerships<sup>39</sup> against the biennial target of 20, by engaging with parliamentarians, civil society, private sector, academia, family farmers' and indigenous peoples' organizations, and other non-state actors. Private sector partnerships were built on data, tools and technologies in support of the Strategic Objectives at regional and country levels, including with ENI in Nigeria, Telefónica in Latin America and Google in collaboration with UNFCCC. The farmer-to-farmer initiative has benefited 1 150 family farmers from 67 countries on issues such as family farming, agroecology, land tenure, and pastoralism. Fifteen advocacy initiatives have been implemented against the biennial target of 8 to support corporate activities and Strategic Programmes through communications for development and rural communication services at country level.

156. Corporate communication has been further ramped up on digital channels to increase the dissemination and uptake of information worldwide. The new corporate World Food Day website achieved over 740 000 page views (83 percent increase over 2017). FAO's digital brand and overall social media presence continued to be strengthened, including through the @FAO handle for Instagram. Social media followers reached 3 million globally (with 750 000 new in 2018) against the biennial target of 2.2 million. The "Share of Voice,"<sup>40</sup> a new key metric to measure impact of FAO's digital work, showed that FAO owned 79 percent of the #ZeroHunger<sup>41</sup> conversation.

157. Greater digital reach and influencer marketing was pursued by establishing and strengthening partnerships with digital outlets. For example, short videos Zero Hunger and climate change garnered 4 million and 2 million views respectively. Regarding the level of media presence, the Organization has reached an average of 20 250 hits per month against the biennial target of 23 000. FAO news releases, web stories, and opinion pieces earned at least 243 000 news stories in print and online media outlets around the world; considering radio and television interviews and coverage, the potential total audience reach exceeded 1 billion people. On the publications side, all five FAO flagship publications were produced in all six language versions and launched simultaneously. A new *The State of the World* mini-site was developed, in all official languages, including revamped and harmonized sites for each flagship. In 2018 overall, 768 publications, 1 097 brochures, and 100 e-books have been produced.

<sup>38</sup> One of which will be measured in 2019.

<sup>39</sup> JM 2018.2/4

<sup>40</sup> The percentage of the conversation an organization owns on a specific topic.

<sup>41</sup> Compared to the UN (12%), WFP (8%), and IFAD (1%).

158. Concerning resource mobilization, FAO mobilized USD 978.4 million voluntary contributions (preliminary data at end-December 2018) in support of its Strategic Framework and the Organization is firmly on track to reach its biennial target of USD 1.7 billion. Approximately 80 percent of 2018 resources came from FAO's top 20 resource partners. 52 percent came from the top five resource partners (United States of America, European Union, GEF, UNOCHA, United Kingdom). Resource partnerships have nevertheless been expanded, with new partners such as the Guyana REDD+ Investment Fund, Green Climate Fund (for readiness and preparatory support) and World Meteorological Organization.

159. The regional spread of contributions shows that RAF attracted 41%, RAP 14%, RLC 12%, RNE 10% and REU 2%. Inter-regional and global programmes and projects made up 21% of the total share. The share of resources mobilized per Strategic Objective amounted to: 57% for SO5, 26% for SO2, 7% for SO3, 5% for SO4, 3% for SO1 and 1% for Objective 6. Voluntary contributions in 2018 for resilience programming under SO5, including emergencies, amounted to USD 463 million. 50 percent of these contributions met needs in protracted crisis countries facing the risk of famine, namely Somalia, South Sudan and Yemen. Key resource partners for resilience funding include the USA, UNOCHA, EU, Norway, UK and Sweden.

160. In 2018, Multi-Partner Trust Funds (MULs) attracted USD 60 million (6 percent of the total voluntary contributions), also thanks to revamped multi-partner mechanisms, such as the Flexible Multi-Partner Mechanism (FMM), offering a more programmatic approach, upgraded governance, allocation and reporting procedures. In addition, FAO has relaunched the Africa Solidarity Trust Fund (ASTF); and Unilateral Trust Funds (UTFs) represented 8 percent of overall voluntary contributions mobilized for 2018, amounting to USD 66 million approvals in 23 countries. The largest approvals were: Brazil, Colombia, Chad, Pakistan and Myanmar. These domestic resources enable countries to benefit from FAO's expertise for their own development needs and also support South-South Cooperation. Resources mobilized through the Associate Professional Officer (APO) scheme continued into 2018, with 16 new APOs from six countries who came on duty in 2018, adding valuable technical and logistical capacity to the Organization.

### ***Functional Objective 9: Information Technology***

161. Functional Objective 9 provides for timely, quality, effective, cost-efficient and customer-oriented information technology solutions and services addressing organizational business needs across all locations, under the leadership of the Information Technology Division (CIO). This is achieved through three Outputs:

- a) FAO business processes are effectively supported by the provision of cost effective and timely products and services (9.1.1);
- b) FAO IT policies, architecture and standards that enable effective delivery of effective and efficient IT solutions are defined and applied throughout the Organization (9.1.2);
- c) relevant and accurate information assets are secure against unauthorized access and made available to authorized FAO personnel, facilitating their work for the Organization (9.1.3).

### ***Achievements***

162. The Organization is on course to meet the biennial targets for the two key performance indicators.

163. 75 percent of clients expressed to be fully satisfied with the provision of IT solutions exceeding the biennial target of 70 percent (9.1.A) through the “customer thermometer” online feedback tool for IT Solutions requests. The percentage of quality of digital assets available for use by the Organization in support of its work reached 47 percent against the biennial target of 75 percent (9.1.B). FAO business processes were effectively supported by the provision of cost effective and timely products and services. In 2018 the utilization of cloud-based services was accelerated, and following the successful implementation of Office 365, work began to utilize both infrastructure and software cloud services.

164. Specific achievements in 2018, include:

- a) mass migration of information systems from the FAO headquarters data center to the Amazon Web Services (AWS) cloud, including the utilized FAO information systems (fao.org and FAOSTAT);
- b) contractual agreement signed with Google to begin utilizing cloud service;
- c) in the area of Digital Innovation, CIO has worked on the development of proof of concepts in order to improve internal operation and programme delivery and other important achievement is the promotion of ICT (information and communication technologies) challenges for young developers in order to address the issue of employment for youth and promote entrepreneurship in Africa;
- d) design and/or establishment of five new cloud-based platform capabilities in the areas of Digital Assets Management, Learning Management Systems, Integrated Pest Management Platform, Water Resources Management, Digital Marketing, Enterprise Search and Identity, Resources and Endpoint Management;
- e) adoption of a full SaaS (software as a service) solution for the management and delivery of emergency message notifications to FAO staff at headquarters and in the field;
- f) adoption of a modern SaaS solution for event registration and participants’ management both at headquarters and decentralized offices, including management of building passes and automatic check-in;
- g) major improvements in the area of administrative and operational products and services through adaptation of existing information systems to meet dynamic Organizational needs, including evolution of the ERP (enterprise resource planning) environment, and the introduction of Taleo recruitment and on-boarding solution released in September 2018;

- h) improvements of IT governance to align Global FAO IT expenditures to established policies and procedures, including updating of the Project Cycle to allow CIO to be aware of IT projects at an early stage and assist in ensuring conformity to policies and standards;
- i) from the security point of view, integration of the IT security confidentiality, integrity and availability (CIA) principles to ensure that information assets are secure against unauthorized access.

***Functional Objective 10: FAO governance, oversight and direction***

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

166. These functions aim for effective direction of the Organization through strategic management and oversight, and enhanced political commitment and collaboration with Member States. This involves establishing the institutional arrangements and processes to assess and take action on programmatic results and on the underlying health of the Organization; and supporting effective governance by ensuring compliance with the Basic Texts and with the policies adopted by the governing bodies. A major priority for the biennium is to accelerate the implementation of the reviewed Strategic Framework, taking account of major global policy developments.

***Achievements***

167. FAO is on track to meet the biennial targets for seven of the eight key performance indicators.

168. Concerning FAO governance, 90 percent of governing body decisions are implemented within the prescribed deadline (biennial target 90 percent). However, only 79 percent of governing body documents were delivered according to deadlines and language requirements in 2018 (biennial target 100 percent), compared to 82 percent in the prior biennium. Several measures have been put in place to monitor the production of documentation and ensure deadlines are respected. The main factor impeding timely submission of documentation is the tight sequence of governing body sessions and the need to provide up-to-date data and information, which is often unavailable until shortly before the start of the sessions.

169. Regarding oversight, OIG is on track to deliver its planned audit coverage.

170. On direction, FAO has met 74 percent of the 2018 Strategic Output targets and the Organization is delivering according to the biennial plans. Furthermore, agreed management responses to strategic evaluations are on track. For audit recommendations, 91 percent of high-risk audit recommendations by OIG have been implemented by the due date (biennial target 80 percent) while 6 percent of the recommendations have been outstanding for more than two years (biennial target below 10 percent). The improvement from prior years is a result of the close follow up from Senior Management.

171. Specific achievements in 2018, include:

- a) FAO has delivered its first Statement of Internal Control, with the 2017 financial statements, and work is underway to strengthen formal risk management practices throughout the Organization. An anti-fraud strategy and action plan was launched and a tool which will allow the preparation and monitoring of fraud risk plans has been developed.
- b) As of end-December 2018, OIG had produced 20 audit reports (including 11 of decentralized offices and 9 of major programmes or corporate initiatives) including more than 200 agreed actions, in addition to several memoranda aimed at strengthening elements of FAO's accountability, internal control, risk management, integrity and fiduciary frameworks. The audits were prioritized according to a risk-based audit plan and, as a result they de-emphasized the compliance component and prioritized value-for-money aspects.
- c) OED is on track to deliver the indicative rolling work plan of strategic and programme evaluations 2017-2019. Overall, OED has completed two major evaluations of Strategic Objectives 1 and 2, a synthesis of lessons learned from the application of the country programming framework and six country programme evaluations.

- d) The Legal Office gave priority to time-sensitive projects and funding agreements, e.g. ILOAT<sup>42</sup> and Appeals Committee submissions, documents for governing and statutory bodies, and treaty actions. In 2018, more than 100 agreements were entered into the Agreements Database. Legal assistance was provided to Members under 89 projects. Significant efforts were made to enhance implementation of the VGGT and the CFS-RAI principles. 8 950 new legislative texts, including national policies, were added to the FAOLEX<sup>43</sup> database, which now operates with new features providing additional legal information services.
- e) OSD reorganized its functions around thematic pillars, to further strengthen oversight and knowledge exchange and foster efficiency and effectiveness in the decentralized office network. A Country Offices Transformation plan has been developed and adopted, providing the decentralized office network with greater flexibility to adapt office structures to requirements. In 2018, priority has also been given to supporting FAO's engagement in the reform of the UN Development System, and work to implement reform initiatives will continue during 2019.

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<sup>42</sup> International Labour Organization Administrative Tribunal (ILOAT)

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

***Functional Objective 11: Efficient and effective administration***

172. Functional Objective 11 provides the basis for measuring the effective and efficient management and administration of human, financial and other physical assets and resources through six key performance indicators with biennial targets. The responsible business units are the Corporate Services Department and the Office of Human Resources.

173. The priorities for work under this Functional Objective during the biennium centered on continuing the reform of administrative business processes, through offshoring, streamlining, and providing support to decentralization; and enhancing mechanisms to monitor compliance, including through the greater use of available IT tools.

***Achievements***

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

175. Concerning human resources management, the time required to recruit staff has been reduced to 112 days, less than the biennial target of 120 days, with the support of the new online recruitment platform which allows stronger automation and streamlining. The equitable geographic representation and gender parity has been enhanced, with the ratio of member countries that are equitably represented (86 percent) significantly exceeding the biennial target, due to targeted outreach activities.

176. During 2018, 62 mobility transfers were approved, with another 43 transfers approved for 2019, well in excess of the biennial target of 75. These mobility transfers foster knowledge sharing and cross-divisional collaboration to deliver as “One FAO” and are a possibility for staff members to increase their career opportunities and professional development. Several measures have been adopted to support staff members on mobility and areas of further improvement will be identified during 2019.

177. FAO also continued its efforts to rejuvenate the workforce by acquiring youth talents, especially through partnerships with non- and under-represented member countries. Programmes for Junior Professional Officers (P1), Associate Professional Officers (P2), as well as internships expanded the opportunities for youth from the concerned countries, increasing the awareness about the work and career prospects in FAO.

178. FAO received an unmodified opinion on its 2017 financial statements (prepared during 2018) from the External Auditor, for the first time also including a Statement on Internal Control. Focus continues to be on improving internal control through oversight and monitoring activities, particularly in decentralized offices, and several training initiatives are being implemented, supporting better use of the systems, assisting the offices in their management of risks and improving the efficiency of operations.

179. Strengthened risk and compliance management tools for the investment portfolios enable FAO to better monitor levels of risk and control the work performed by external managers, while facilitating informed decision-making.

180. The level of client satisfaction with services provided in finance, human resource management, and physical resources management is measured on a biennial basis by a global survey of employees and will be published in the Programme Implementation Report 2018-19.

181. Specific achievements in 2018, include:

- a) The implementation of the Corporate Environmental Responsibility Policy continued with several environmental savings initiatives put in place during the year. The target of KPI 11.3.B was met, with 86 percent of FAO offices that provided data on greenhouse gas (GHG) emissions, based on an inventory carried out in line with the UN Inventory Management Plan, the GHG Protocol Corporate Standard and the IPCC Guidelines for National Greenhouse Gas Inventories.
- b) A significant revision of procurement policies has been undertaken and will be released in 2019, introducing changes aiming at efficiency improvements, as well as strengthening of internal controls.

- c) Procurement services continued to be strengthened with the launch of a new tendering tool, accompanied by a worldwide training programme; and additional international procurement officers in country offices with high-risk operations to mitigate and manage the risks, but also to continue to build capacities of country operations and improve programme delivery.
- d) The Shared Services Centre consolidated its operations and changed the operating model of the two SSC hubs in Bangkok and Santiago. A new tool “Customer Thermometer” was introduced to measure customer satisfaction with every service request, indicating a satisfaction average of approximately 92 percent.
- e) A new workflow for sick leave management was implemented, with enhanced monitoring and follow-up to extended sick leaves in order to enable FAO Medical Officers to review and assess long-term cases and facilitate return to work.

### ***Capital Expenditure***

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

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

### ***Results achieved in 2018***

184. FAO is moving forward to achieve the two biennial key performance indicators on Capital Expenditure (*Annex 3*). All approved Capex projects have defined cost-benefit analyses and benefit realization plans (13.1.A). Eleven Capital Expenditure projects are active for the 2018-19 period, out of which three were planned for completion in 2018, seven are to be closed in 2019 and one will be completed in 2020. Of the three projects planned for 2018, two were completed on time and within budget, and one has been extended to 2019 (indicator 13.1.B at 67 percent for 2018). The outstanding projects will undergo close follow-up in order to meet the 2019 completion target of 85 percent.

### *Security Expenditure*

185. Conference Resolution 5/2005 established the Security Expenditure Chapter as an expenditure facility for the provision of comprehensive coverage of staff and non-staff costs directly related to security and safety of staff and assets. Security Expenditure provides the basis for measuring the facilitation of safe and secure working environments at headquarters and decentralized offices. The responsible business unit is the Security Service.

### *Achievements*

186. FAO is on track to achieve the five biennial key performance indicators for Security Expenditure. The four indicators of safe and secure operating environment for worldwide programme delivery are fully met, the indicator on percentage of staff having completed the basic security training (14.1.A) had a 93 percent compliance rate compared to a target of 90 percent.

187. In 2018 progress under the Organization's occupational safety and health (OSH) programme included the provision of awareness training to employees involved in occupational safety matters; work on addressing OSH aspects specific to decentralized offices; the finalization of the security and safety risk assessment for headquarters premises and the design of the health survey for FAO staff worldwide.

188. Specific achievements in 2018, include:

- a) The high percentage of staff having completed the Basic Security in the Field (BSITF) training in 2018 was a success resulting from the requirement that authorization for travel would be granted only to staff and non-staff travelers holding BSITF certificates valid for the entire duration of the travel.
- b) Drawing on lessons learned in the 2016-17 biennium,<sup>44</sup> and following participation in the headquarters L-345 Response Mechanism, FAO has created a surge capacity consisting in a stock of security equipment at headquarters (Personal Protective Equipment and handheld radios), ready for fast delivery in case of emergencies in decentralized offices' areas of responsibility. In addition, following feedback from the self-assessment exercise on compliance with the Security Risk Management Measures (SRMM/ex MOSS), special attention has been given in 2018 on improving the status of those few decentralized offices not yet fully compliant.
- c) FAO also worked on the development of a comprehensive notification system (ENS)<sup>46</sup> that dispatches notifications alerts to staff in case of emergencies such as fires, extreme weather conditions or terrorism before, during and after emergencies.

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<sup>44</sup> C 2019/8 *Programme Implementation Report 2016-17*

<sup>45</sup> The Declaration of a Level 3 Emergency Response: the timeline and sequence of the initial actions the Organization will take in response to a large-scale, sudden-onset crisis are largely dictated by the Inter-Agency Standing Committee (IASC) humanitarian response coordination mechanism and the specific circumstances of the crisis. Within 48 hours of a major emergency event, the IASC principals decide whether to declare a humanitarian system-wide Level 3 Emergency Response. Concurrently FAO will conduct its own assessment of the impact on agriculture, food security and nutrition and/or food safety, and decide internally whether to declare a Level 3 Emergency Response.

<sup>46</sup> Emergency Notification System (ENS)

## **IV. Management of delivery and resources**

189. This section provides an overview of developments in the delivery of the programme of work, the financial delivery under all source of funds, and the performance of the Technical Cooperation Programme.

### **A. Management of delivery**

190. The MTP 2018-21/PWB 2018-19 and the Adjustments to the PWB 2018-19 approved in December 2017, put in place measures to strengthen programme delivery.

191. The five Strategic Programmes are designed, planned, managed and monitored by the Strategic Programme Leaders and their management teams to achieve the Outputs in the results framework. In 2018-19, the position of Regional Programme Leader was established in each Regional Office to help focus and ensure delivery of programmes and achievement of results at country level.

192. The Strategic Programmes are delivered by teams comprising staff from technical divisions and decentralized offices operating through Service Level Agreements, which define the products and services to be delivered contributing to the Outputs and the allocation of resources. To help focus work at country level, the Service Level Agreements for 2018-19 were strengthened, including with the facility to communicate technical support needs and agree on their provision. Partnerships with national and regional institutions were also leveraged, guided by the priorities in the Regional Initiatives and country programming frameworks.

193. In terms of organizational effectiveness, the consolidation of the Shared Services Centre (SSC) into a global team in Budapest increased consistency, transparency and quality of the services provided to staff, irrespective of location.

194. A Control and Compliance Unit was created under DDO to strengthen internal controls and risk management across the administrative areas and oversee the implementation of the anti-fraud strategy and action plan.

195. As part of the 2017 financial statements, FAO delivered its first statement of internal control.

196. FAO considers the UNGA resolution 72/279 on the repositioning of the UN development system an important step towards making the UN a more effective and responsive partner to support UN Member States as they set national goals and targets to implement the 2030 Agenda. In this regard, FAO is participating in the governance of the repositioning process at the global level, including working within the Chief Executives Board for Coordination (CEB) subsidiary bodies, an array of specific working groups, task teams, design teams and reference groups and, for overall guidance, the UNSDG and its Core and Advisory Groups on UN development system reform.

## **B. Financial delivery**

197. Conference Resolution CR 12/2017 approved the 2018-19 budgetary appropriation of USD 1,005.6 million and the Programme of Work, subject to adjustments based on guidance provided by the Conference. The revised distribution of the net appropriation by budgetary chapters was approved by the Council in December 2017 in the Adjustments to the Programme of Work and Budget 2018-19.<sup>47</sup>

198. FAO's Programme of Work is implemented through an integrated budget comprising the net appropriation and voluntary contributions. In the revised distribution of the net appropriation approved by the Council, USD 575 million (57 percent) was programmed under the Strategic Objectives and Chapter 6; USD 250 million (25 percent) was programmed under the Functional Objectives; USD 140.8 million (14 percent) was programmed under the Technical Cooperation Programme; and USD 39.9 million (4 percent) under the special Chapters for Capital Expenditure, Security Expenditure and Contingencies. Voluntary contributions required to implement the Programme of Work were estimated at USD 1,564.4 million of which USD 1,554.2 million (99 percent) for the Strategic Objectives and Objective 6, and USD 10.2 million (1 percent) for the Functional Objectives and Security Expenditure.

199. The delivery of net appropriation resources in 2018, the first year of the biennium, is on track. Delivery against the approved biennial budget programmed in Strategic and Functional Objectives, and special Chapters of USD 864.8 million reached approximately USD 422.8 million (49 percent). Delivery against the 2018-19 Technical Cooperation Programme is reported in the next section.

200. Delivery of voluntary contributions stands at approximately USD 956 million, 61 percent of the level of resources estimated in the 2018-19. This high rate of delivery is partially a result of a number of large emergency programmes in countries experiencing drought and/or conflict.

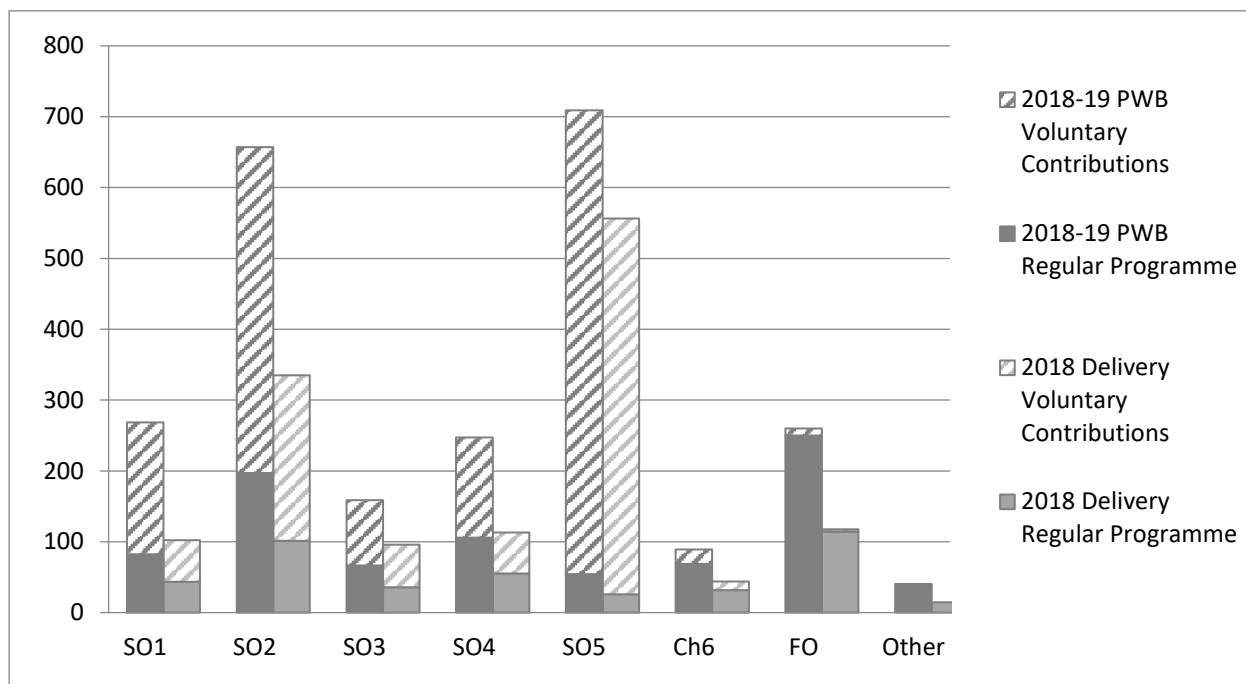
201. Financial delivery reported in this document is preliminary. It is based on 2018 expenditures, commitments and income as at end-December in the unaudited accounts of the Organization prior to closure of the 2018 annual accounts in March 2019.<sup>48</sup>

202. The 2018-19 budgeted resources are compared with 2018 delivery for the Strategic Objectives, Objective 6, Functional Objectives, and Capital and Security Expenditure (labelled "Other") in *Figure 2*.

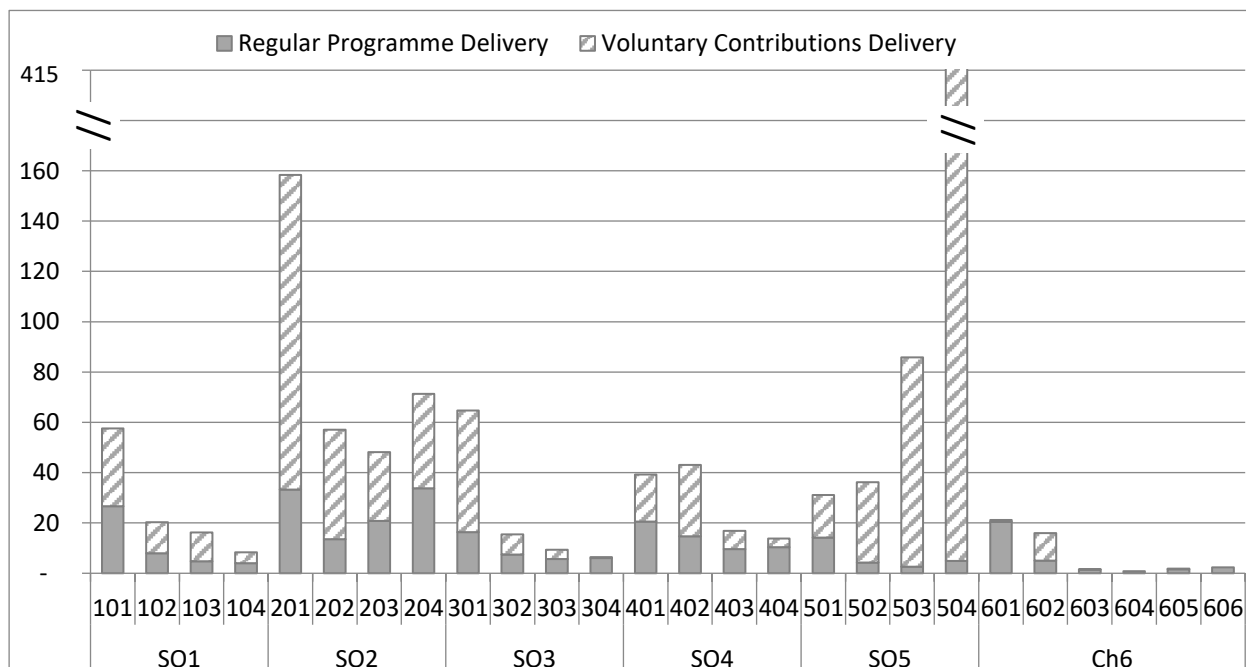
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<sup>47</sup> CL 158/3 Table 2, CL 158/REP, paragraph 7

<sup>48</sup> Final figures will be reported in the Audited Accounts – FAO 2018, Statement V

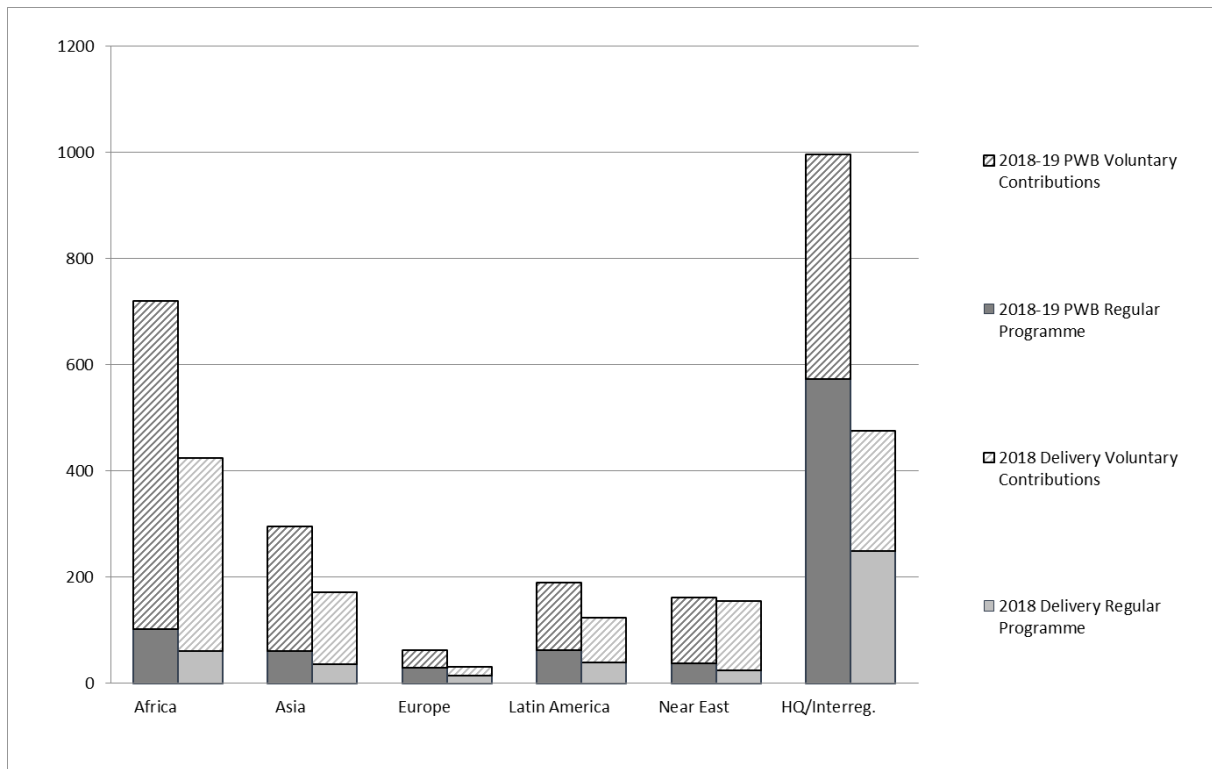
**Figure 2: Budget compared to 2018 delivery by budgetary chapters (excluding TCP) (USD 000)**

203. The annual report on budgetary performance and budgetary transfers in the 2018-19 biennium is presented to the Finance Committee at this session. The document outlines biennial forecasted expenditure and forecasted budgetary transfers arising from the implementation of the 2018-19 Programme of Work. Financial performance at Outcome level for the Strategic Objectives and Objective 6 is shown in *Figure 3*.

**Figure 3: Delivery in 2018 at Outcome level for Strategic Objectives and Chapter 6 (USD 000)**

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

**Figure 4: Budget compared to 2018 delivery by regions and headquarters (USD 000)**



### C. Technical Cooperation Programme

205. During 2018, 307 TCP projects for USD 58.3 million were approved against the 2018-19 appropriation, representing 43 percent of the appropriation of USD 135.8 million available for project approval. Of this, 84 percent has been committed for development support, and 16 percent for emergency assistance.

**Table 2: TCP biennial approvals at the end of 2018 (USD million)**

TCP Type and Recipient Region	2018-19 Appropriation	2018 Approvals	Percentage Approved
Africa	44.3	19.2	43
Asia	26.6	11.9	45
Europe	11.1	4.0	36
Latin America	19.9	9.6	48
Near East	9.7	3.1	32
Interregional	3.5	1.5	42
Subtotal Technical Cooperation	115.0	49.2	43
Subtotal emergency assistance	20.8	9.1	44
<b>TOTAL</b>	<b>135.8</b>	<b>58.3</b>	<b>43</b>

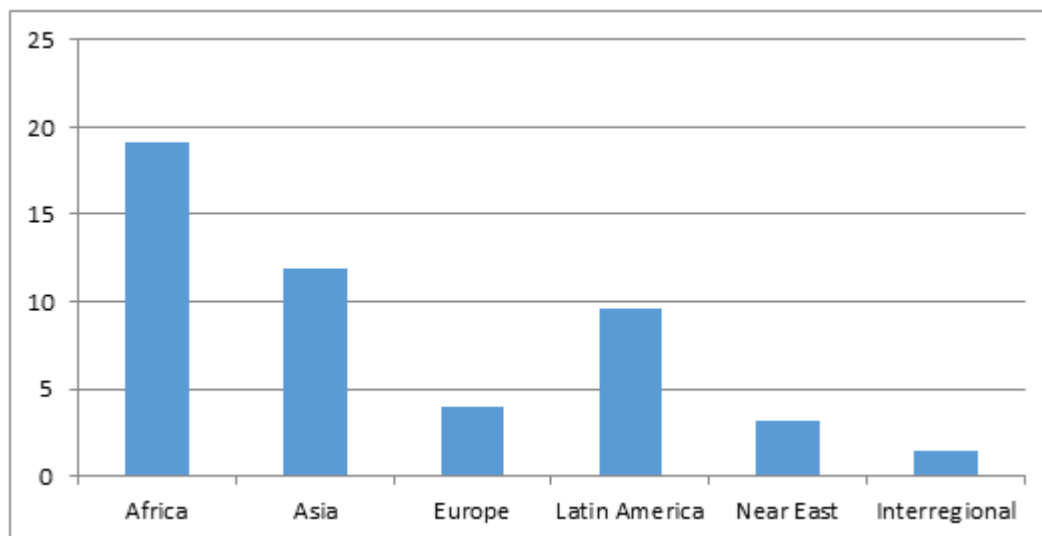
206. While the approval rate of TCP resources against the 2018-19 appropriation is somewhat lower than foreseen at end-2018 (43 percent), the end-2019 target (100 percent) is expected to be achieved. This is not only due to the increased rate of project approvals as the biennium progresses, but also due to a number of measures that have been put in place in early 2019 to streamline the TCP procedures, including: a streamlined standard format of the TCP project document that significantly reduces the length and focuses on information relevant at project approval stage; flexibility for requests to be signed by a relevant government counterpart rather than requiring a ministerial/cabinet level letter and, for multi-country regional projects, an official request from two beneficiary countries being sufficient, with others able to express interest informally.

207. TCP funds are available for expenditure over two biennia (delivery starts in the funding biennium and continues into the following one). TCP delivery in 2018, for both 2016-17 and 2018-19 appropriations, amounts to USD 64.1 million. Of this, USD 56 million was expensed for projects approved against the 2016-17 appropriation, bringing the total delivery of 2016-17 appropriation to 88 percent. The average monthly expenditure rate indicates that the target of 100 percent delivery against the 2016-17 appropriation will be reached by end 2019.

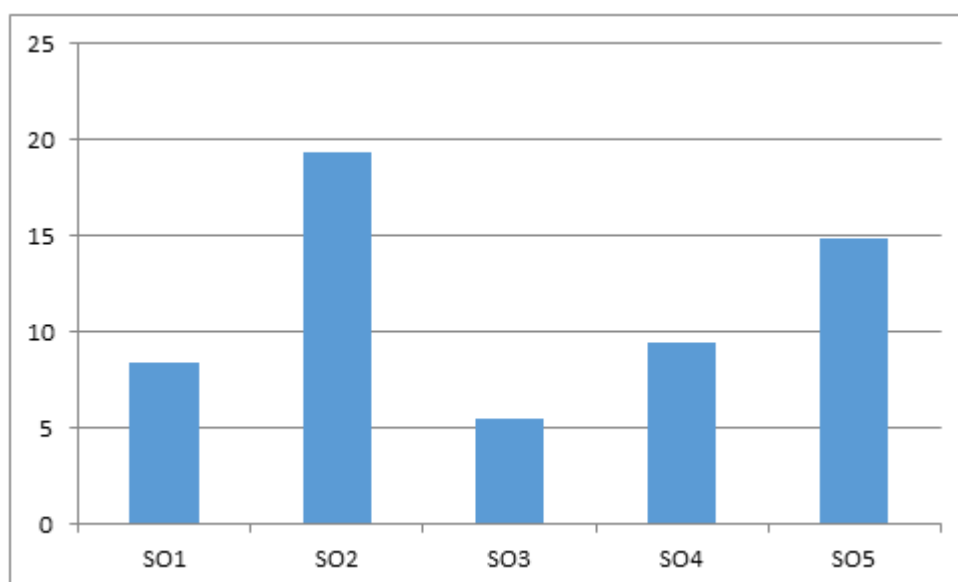
208. As reported in *Annex 4*, out of 312 eligible TCP projects approved in 2018,<sup>49</sup> 53 percent addressed gender equality. TCP assistance delivered under approved projects in 2018 was distributed as illustrated in *Figures 5 and 6* by recipient and by Strategic Objective.

<sup>49</sup> 316 TCP were approved in 2018, including nine against the 2016-17 appropriation. Four of these 316 TCP were not eligible for gender consideration (preparatory studies).

**Figure 5: TCP 2018 delivery by region (USD million)**



**Figure 6: TCP 2018 delivery by SO (USD million)**



### ***Annex 1: Target setting and monitoring process – Outputs***

209. The FAO results framework for 2018-21 guides the planning and monitoring of the Organization's work. At the core of the framework are the indicators and targets that measure progress at each level of the results chain: Outputs, Outcomes and Strategic Objectives. This provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level. The process of monitoring results has been progressively developed by the Secretariat since 2013.

210. Monitoring and reporting at the Strategic Objective and Outcome level takes place at the end of the biennium and is reported in the Programme Implementation Report (PIR). Progress on Outputs is monitored on an annual basis and reported in the Mid-term Review Synthesis Report as well as the PIR. This annex briefly describes the process of setting and monitoring progress on Output targets for the 2018-19 biennium.

#### ***Target setting process***

211. Outputs are FAO's direct contribution to the Outcomes in the results chain. They represent the results for which FAO is directly accountable at the national, regional and global levels through the tangible delivery of FAO's interventions funded through assessed and voluntary contributions.

212. Building on the lessons learned during the Medium Term Plan 2014-2017, the results framework for the MTP 2018-21 was further strengthened through the incorporation of SDG targets and indicators, and through refinements at Outcome and Output level. There are 40 Outputs for 2018-21 which follow a more standardized formulation around FAO's Core Functions (norms and standards, data and information, policy dialogue, capacity development, knowledge and technologies, partnerships, advocacy and communication). Each of the related 43 Output indicators are underpinned by a measurement methodology.

213. Strategic Objective work plans for 2018-19 were developed taking into account three improvements: (i) a more comprehensive process for formulating results whereby offices/units planned contributions to the corporate outputs, and the related milestones and technical support; (ii) a stronger articulation of country needs and supply of technical support; (iii) more precise target setting with preliminary targets set in March/April 2017 based on trends and completed in September 2017 incorporating detailed information from the work planning. The final targets were published in the Adjustments to the PWB 2018-19.<sup>50</sup> The yearly distribution of the 2018-19 targets confirms the Organization's strategic choice of consolidating results within a two-year time span, rather than with shorter one-year achievements, with 72 percent of the targets planned for 2019.

#### ***Monitoring process***

214. The results framework integrates country, regional and global planning and monitoring of results, with indicators that measure progress in the Organization's work. Each of the 43 Output indicators is underpinned by a measurement methodology. Reporting on the strategic outputs delivered in 2018 was undertaken by responsible managers (heads of country offices, Regional Programme Leaders, heads of headquarters technical units, and Strategic Programme Leaders) during the last quarter of 2018, as follows:

- a) Responsibilities were assigned and support provided for data collection, processing and analysis by country offices, regional offices, technical units, and Strategic Programme teams using corporate information systems.
- b) Special attention was given to the systematic selection of Output indicators by country offices to report on results achieved by FAO at country level.
- c) Strategic Programme Leaders analysed, validated and aggregated the measures of all reported Output indicators against a common set of quality assurance criteria and in accordance with the methodological notes. Only validated results have been included in reporting on progress against targets in the MTR 2018.

<sup>50</sup> PC 124/2-WA2

- d) Progress against 2018 targets was rated as on-track if 100 percent of the 2018 target was met or exceeded, the same test as was used in 2016-17.
- e) Progress against the 2019 cumulative targets was reviewed according to the distribution of the planned results over the biennium. Accordingly, cases under 30 percent of progress compared to the 2019 targets were highlighted for attention.

**Annex 2: Progress against Strategic Objective Output indicators 2018-19**

● **Fully achieved ( $\geq 100\%$ );** ▲ **Partially achieved ( $< 100\%$ )**

<b>SO1: Contribute to the eradication of hunger, food insecurity and malnutrition</b>							
<b>Outcome</b>	<b>Output</b>	<b>Indicator</b>	<b>End 2018 target</b>	<b>Actual 2018</b>	<b>Progress against 2018 target</b>	<b>End 2019 target (cumulative)</b>	<b>Progress against biennial target</b>
<b>1.1 Countries made explicit political commitment to eradicate hunger, food insecurity and malnutrition by 2030</b>	1.1.1 Capacities of governments and stakeholders are improved to develop sectoral and cross-sectoral policy frameworks and investment plans and programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030.	● Number of policy processes with enhanced human and institutional capacities for the incorporation of food security and nutrition objectives and gender considerations in sectoral policies, investment plans and programmes as a result of FAO support.	83	80	▲	127	63%
	1.1.2 Capacities of governments and stakeholders are improved to develop and implement legal and accountability frameworks to realize the right to adequate food.	● Number of policy processes with enhanced human and institutional capacities for the incorporation of food security and nutrition objectives and gender considerations in legal and accountability frameworks as a result of FAO support.	11	14	●	29	48%
<b>1.2 Countries implemented inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030</b>	1.2.1 Capacities of governments and stakeholders are improved for food security and nutrition governance.	● Number of policy processes with enhanced human and institutional capacities for food security and nutrition governance as a result of FAO support.	26	26	●	43	60%
<b>1.3 Countries made decisions based on evidence for the eradication of hunger, food insecurity and all forms of malnutrition by 2030</b>	1.3.1 Capacities of governments and stakeholders are improved to analyse food insecurity and all forms of malnutrition and the contribution of sectors and stakeholders to the eradication of hunger, food insecurity and all forms of malnutrition by 2030.	● Number of policy processes with enhanced human and institutional capacities for the analysis of food security and nutrition situation, including the contributions of different sectors, for informed decision-making as a result of FAO support.	9	12	●	21	57%

SO1: Contribute to the eradication of hunger, food insecurity and malnutrition							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
	1.3.2 Capacities of governments and stakeholders are improved to monitor and evaluate policies, programmes and legislation relevant to the eradication of hunger, food insecurity and all forms of malnutrition by 2030.	<ul style="list-style-type: none"> <li>Number of policy processes with improved human and institutional capacities for monitoring and evaluating the impact of food security and nutrition policies and programmes for decision-making as a result of FAO support.</li> </ul>	22	15	▲	36	42%
<b>1.4 Countries implemented effective policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030</b>	1.4.1 Capacities of governments and stakeholders are improved for the allocation and use of financial resources to eradicate hunger, food insecurity and all forms of malnutrition by 2030.	<ul style="list-style-type: none"> <li>Number of policy processes with enhanced human and institutional capacities for allocating and using financial resources for food security and nutrition as a result of FAO support.</li> </ul>	10	16	●	17	94%
	1.4.2 Capacities of governments and stakeholders are improved for human resource and organizational development in the food security and nutrition domain.	<ul style="list-style-type: none"> <li>Number of organizations that have strengthened capacities for human resource and organizational development in the food security and nutrition domain as a result of FAO support.</li> </ul>	38	38	●	74	51%

SO2: Make agriculture, forestry and fisheries more productive and sustainable							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
<b>2.1 Countries adopted practices to increase productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries</b>	2.1.1 Innovative practices and technologies piloted, tested or scaled up by producers, to sustainably increase productivity, address climate change and environmental degradation.	<ul style="list-style-type: none"> <li>A) Number of initiatives where innovative practices and technologies are piloted, validated and adapted to sustainably increase productivity and production, while addressing climate change and/or environmental degradation.</li> </ul>	30	28	▲	76	37%
		<ul style="list-style-type: none"> <li>B) Number of initiatives where innovative practices or the use of technologies are scaled up to sustainably increase productivity and production, while addressing climate change and/or environmental degradation.</li> </ul>	11	11	●	43	26%
	2.1.2 Capacities of institutions are strengthened to promote the adoption of more integrated and cross-sectoral practices that sustainably increase productivity and production, address climate change and environmental degradation.	<ul style="list-style-type: none"> <li>Number of institutions (extension services, producer organizations, government institutions, relevant civil society organizations, research and education institutions) that received organizational or technical capacity development support to promote the adoption of integrated and cross-sectoral practices.</li> </ul>	42	69	●	168	41%
<b>2.2 Countries developed or improved policies and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry</b>	2.2.1 Policies, strategies and investment programmes formulated, in support to sustainable agriculture, forestry and fishery, and address climate change and environmental degradation.	<ul style="list-style-type: none"> <li>Number of policies, strategies or investment programmes formulated with substantial support from FAO aiming at making agriculture, forestry and fisheries more productive and more sustainable, and addressing climate change and environmental degradation.</li> </ul>	22	28	●	61	46%
	2.2.2 Government and stakeholders' capacities improved to facilitate cross-sectorial policy dialogue to develop more integrated strategies and programmes for sustainable agriculture, forestry and	<ul style="list-style-type: none"> <li>Number of strategy documents on sustainable agriculture, forestry and fisheries developed through cross-sectoral policy dialogue, related to 2030 Agenda and NDC implementation plans.</li> </ul>	18	18	●	40	45%

SO2: Make agriculture, forestry and fisheries more productive and sustainable							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
	fisheries, address climate change and environmental degradation.						
<b>2.3 Countries improved implementation of policies and international instruments for sustainable agriculture, fisheries and forestry</b>	2.3.1 Support provided to ensure effective integration of agriculture, forestry and fisheries in international governance mechanisms, in particular in relation to 2030 Agenda, climate change, biodiversity and desertification as well as environmental agendas and instruments.	<ul style="list-style-type: none"> <li>Number of formal session documents with input by FAO submitted to international governance mechanisms, and focusing on sustainable agriculture, forestry and/or fisheries considerations.</li> </ul>	24	31	●	50	62%
	2.3.2 Capacities of institutions strengthened to implement policies and international instruments that foster sustainable production and address climate change and environmental degradation	<ul style="list-style-type: none"> <li>Number of countries where the capacities of governmental and other relevant institutions were strengthened to implement policies, strategies or governance mechanisms that foster sustainable production and/or address climate change and environmental degradation.</li> </ul>	15	16	●	43	37%
<b>2.4 Countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation.</b>	2.4.1 Strategic knowledge products developed addressing regional or global issues that integrate information on sustainable production, climate change and environmental degradation.	<ul style="list-style-type: none"> <li>Number of new or substantially updated strategic knowledge products related to sustainable production, climate change and environmental degradation that were developed in an inclusive manner and are published to make them available to countries.</li> </ul>	27	29	●	111	26%
	2.4.2 Capacities of institutions are strengthened to collect, analyse and report data for decision- making on sustainable production, climate change and environmental degradation, including relevant SDGs.	<ul style="list-style-type: none"> <li>Number of institutions that received capacity development support from FAO to collect, analyse and report data for decision making that foster sustainable production, address climate change and environmental degradation, including relevant SDGs.</li> </ul>	30	32	●	77	42%

SO3: Reduce rural poverty							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
<b>3.1 Rural poor and rural poor organizations empowered to access productive resources, services and markets</b>	3.1.1 Rural organizations and institutions strengthened and collective action of the rural poor facilitated.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to strengthen rural organizations and institutions and facilitate collective action of the rural poor.</li> </ul>	10	7	▲	25	28%
	3.1.2 Strategies, policies, guidelines and programmes to improve the rural poor's access to, and control over, a set of services, finance, knowledge, technologies, markets and natural resources, including in the context of climate change.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to improve the rural poor's access to, and control over, a set of services, finance, knowledge, technologies, rural infrastructure, markets and natural resources, including in the context of climate change.</li> </ul>	13	17	●	38	45%
	3.1.3 Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to accelerate gender equality and rural women's economic empowerment as a pathway out of poverty.</li> </ul>	5	5	●	16	31%
<b>3.2 Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women</b>	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.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to generate decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women.</li> </ul>	6	3	▲	19	16%
	3.2.2. 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.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided 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.</li> </ul>	3	1	▲	7	14%

SO3: Reduce rural poverty							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
<b>3.3 Countries enhanced access of the rural poor to social protection systems</b>	3.3.1 Policy support, knowledge generation and capacity development, and advocacy provided to expand coverage of social protection to the rural poor, including in fragile and humanitarian contexts.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to expand the coverage of social protection to the rural poor, including in fragile and humanitarian contexts.</li> </ul>	5	6	●	14	43%
	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.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change.</li> </ul>	6	5	▲	17	29%
<b>3.4 Countries strengthened capacities to design, implement and evaluate gender equitable multi-sectoral policies, strategies and programmes to contribute to the achievement of SDG 1</b>	3.4.1 Strengthened national capacities to design and implement comprehensive, gender equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to design and implement comprehensive, gender-equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change.</li> </ul>	6	10	●	18	56%
	3.4.2 Data, knowledge and tools provided to promote and evaluate comprehensive, gender equitable, multi-sectoral rural poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction.	<ul style="list-style-type: none"> <li>Number of countries (or regional and global institutions) in which support was provided to evaluate comprehensive, multi-sectoral, gender equitable rural poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction.</li> </ul>	3	5	●	9	56%

SO4: Enable more inclusive and efficient agricultural and food systems							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
<b>4.1 International standards, agreements and voluntary guidelines formulated to improve countries' access to, and functioning of, international markets</b>	4.1.1 New and revised international standards for food safety and quality and plant health formulated and agreed by countries to serve as references for international harmonization.	<ul style="list-style-type: none"> <li>Number of new or revised international standards in food safety and quality and plant health based on new issues considered, draft standards progressed or new standards adopted.</li> </ul>	93	103	●	179	58%
	4.1.2 Countries and their regional economic communities' capacities reinforced to engage effectively in the formulation of international agreements and voluntary guidelines that promote transparent market actions, enhanced market opportunities and more efficient agricultural and food systems.	<ul style="list-style-type: none"> <li>Number of countries or (regional bodies) for which evidence, capacity development or fora for dialogue in relation to international trade agreements and voluntary guidelines have been provided by FAO.</li> </ul>	8	7	▲	28	25%
<b>4.2 Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development</b>	4.2.1 Public sector organizations' capacities strengthened to design and implement national policies, strategies, regulatory frameworks and investments plans supportive of inclusive and efficient in agricultural and food systems development.	<ul style="list-style-type: none"> <li>A) Number of countries in which public sector organizations benefitted from FAO support to strengthen their capacities to design and implement national policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agricultural and food systems development.</li> </ul>	19	25	●	65	38%
		<ul style="list-style-type: none"> <li>B) Number of regional bodies that benefitted from FAO support to strengthen their capacities to design and implement national policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agricultural and food systems development.</li> </ul>	5	8	●	17	47%
	4.2.2 Public and private sector organizations' capacities strengthened to design and implement institutional arrangements supportive of inclusiveness	<ul style="list-style-type: none"> <li>Number of countries in which public and private sector organizations benefitted from FAO support to strengthen their capacities to design and implement</li> </ul>	9	6	▲	19	32%

SO4: Enable more inclusive and efficient agricultural and food systems							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
	and efficiency in agricultural and food systems.	institutional arrangements that are supportive of inclusiveness and efficiency in agricultural and food systems.					
<b>4.3 Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development</b>	4.3.1 Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value.	<ul style="list-style-type: none"> <li>Number of countries provided with FAO support to strengthen technical and managerial capacities of value chain actors.<sup>51</sup></li> </ul>	18	18	●	57	32%
	4.3.2 Public and private sector organizations capacities strengthened to increase investments in, and design and implement financial instruments and services and risk management mechanism for efficient and inclusive agricultural and food systems.	<ul style="list-style-type: none"> <li>Number of countries receiving FAO support to increase responsible investments in, or to design and implement financial instruments and services and risk management mechanisms for, efficient and inclusive agricultural and food systems.</li> </ul>	18	16	▲	32	50%
<b>4.4 Countries made decisions based on evidence to support agrifood systems development</b>	4.4.1 Up-to-date global market information and analysis provided to promote transparent markets and enhanced global and regional domestic trade and market opportunities.	<ul style="list-style-type: none"> <li>Number of FAO market information, analytical and knowledge products published.</li> </ul>	25	27	●	62	44%
	4.4.2 Public sector organizations equipped to establish systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agricultural and food systems.	<ul style="list-style-type: none"> <li>Number of countries benefiting from FAO support to establish systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agriculture and food systems.</li> </ul>	7	6	▲	17	35%

<sup>51</sup> Regarding the sub-indicator, eight out of the 18 countries were supported to strengthen the capacities of value chain actors to develop gender-sensitive value chains and enable women to benefit equally (out of a target of 12).

SO5: Increase the resilience of livelihoods to threats and crises							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
<b>5.1 Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management</b>	5.1.1 National capacities of government and public organizations strengthened to formulate and promote risk reduction and crisis management policies, strategies, plans and investment programmes.	<ul style="list-style-type: none"> <li>A) Number of countries or regions that formulated and institutionalized a strategy/plan for risk reduction and crisis management as a result of FAO support.</li> <li>B) Number of normative global and regional products that support countries in formulating and promoting risk reduction and crises management policies, strategies, plans and investment programme.</li> </ul>	12	14	●	46	30%
			24	24	●	80	30%
	5.1.2 Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management.	<ul style="list-style-type: none"> <li>Number of countries or regions that improved resource mobilization and coordination mechanisms for risk reduction and crises management as a result of FAO support.</li> </ul>	15	22	●	35	63%
<b>5.2 Countries made use of regular information and early warning against potential, known and emerging threats</b>	5.2.1 Mechanisms set up or improved to identify, monitor threats, and assess risks and deliver integrated and timely Early Warning.	<ul style="list-style-type: none"> <li>Number of countries or regions that have improved threat monitoring mechanisms/systems to enhance delivery of early warnings as a result of FAO support.</li> </ul>	15	15	●	56	27%
	5.2.2 National capacities improved to assess vulnerability and measure resilience.	<ul style="list-style-type: none"> <li>Number of countries or regions that improved resilience/vulnerability mapping and analysis as a result of FAO support.</li> </ul>	12	19	●	35	54%
<b>5.3 Countries reduced risks and vulnerability at household and community level</b>	5.3.1 Capacities of government, communities and other key stakeholder strengthened to implement prevention and mitigation good practices to reduce the impacts of threats and crises.	<ul style="list-style-type: none"> <li>Number of countries with improved application of integrated and/or sector-specific standards, technologies and practices for risk prevention and mitigation as a result of FAO support.</li> </ul>	8	14	●	37	38%
	5.3.2 Communities equipped with vulnerability reduction practices and measures.	<ul style="list-style-type: none"> <li>Number of countries with improved application of measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis as a result of FAO support.</li> </ul>	6	18	●	31	58%

SO5: Increase the resilience of livelihoods to threats and crises							
Outcome	Output	Indicator	End 2018 target	Actual 2018	Progress against 2018 target	End 2019 target (cumulative)	Progress against biennial target
<b>5.4 Countries prepared for and managed effective responses to disasters and crises</b>	5.4.1 Capacities of national authorities and stakeholders reinforced for emergency preparedness to reduce the impact of crises.	<ul style="list-style-type: none"> <li>Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness.</li> </ul>	8	8	●	27	30%
	5.4.2 Humanitarian assistance for livelihood saving timely delivered to crises affected communities.	<ul style="list-style-type: none"> <li>Number of countries or regions affected by a crisis impacting agriculture in which FAO provided timely, nutrition and gender-sensitive responsive crisis response.</li> </ul>	15	17	●	35	49%

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

**Progress: On-track ●; Attention □**

<b>OBJECTIVE 6</b> <b>TECHNICAL QUALITY, STATISTICS AND CROSS-CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION)</b>			
<b>Outcome statement</b> - Technical quality, knowledge and services delivered; quality statistics produced with integrity and disseminated by FAO; and quality services for work on gender, governance, nutrition and climate change provided to the Strategic Programmes			
Key performance indicators	Target 2019	Actual 2018	Progress
<b>6.1: Quality and integrity of the technical and normative work of the Organization</b>			
<b>6.1.A:</b> Quality of technical leadership, <i>measured by:</i> - a survey methodology to assess the feedback of stakeholders on elements of technical leadership.	70%	68.6%	●
<b>6.2: Quality and use of FAO Statistics to support evidence-based decision-making is improved</b>			
<b>6.2.A:</b> Proportion of SDG indicators under FAO custodianship reported at national level in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1).	40%	32%	●
<b>6.2.B:</b> Proportion of FAO statistical processes of good quality on the basis of the FAO Statistical Quality Assurance Framework (SQUAF).	80%	82.3%	●
<b>6.3: Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women</b>			
<b>6.3.A:</b> Number of gender mainstreaming minimum standards implemented.	14	14	●
<b>6.3.B:</b> Number of performance standards of revised UN-SWAP on gender met or exceeded by FAO.	10	13	●
<b>6.4: Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective Programmes</b>			
<b>6.4.A:</b> Number of selected global governance mechanisms or processes where FAO exercises a leadership role that promotes progress on issues related to the five Strategic Objectives.	3	3	●
<b>6.4.B:</b> Number of instances where FAO's contribution on governance has promoted progress in relation to the five Strategic Objectives at national and regional level.	20	10	●

<b>OBJECTIVE 6</b> <b>TECHNICAL QUALITY, STATISTICS AND CROSS-CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION)</b>			
<b>6.5: Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Objectives and strengthening FAO's contribution in the international nutrition architecture</b>			
Key performance indicators	Target 2019	Actual 2018	Progress
<b>6.5.A:</b> Number of global nutrition mechanisms/processes with FAO contributions where progress on ICN2 follow-up has been reported).	5	3	●
<b>6.5.B:</b> Progress made in incorporating nutrition concerns, considerations and objectives into Country Programming Frameworks and in developing capacities of FAO staff to assist governments in mainstreaming nutrition (Percentage increase compared to the previous biennium).	25%	40.8%	●
<b>6.6: Quality and coherence of FAO's work on climate change ensured in line with the climate change strategy through mainstreaming across the Strategic Objectives and strengthening FAO's contribution to the national, regional and international climate change architecture</b>			
<b>6.6.A:</b> Number of countries supported by FAO to implement and/or further develop the agricultural components of their Nationally Determined Contributions under the Paris Agreement. (Contributes to SDG 13.2.1)	40	55	●
<b>6.6.B:</b> Number of policy financing and/or technical dialogues related to climate action at global and regional levels where FAO takes the lead in promoting the integration of food and agricultural perspectives (e.g. Green Climate Fund, UNFCCC, Agenda 2030).	24	22	●

## CHAPTER 7: TECHNICAL COOPERATION PROGRAMME

**Outcome statement** – TCP delivered effectively, in full alignment with SOs, and in support of the implementation of the CPF results

Key performance indicators		Target 2019	Actual 2018	Progress
<b>7.1: TCP management and support</b>				
<b>7.1.A</b>	Approval rate of TCP resources against 2018-19 appropriation.	100%	43%	□
<b>7.1.B</b>	Delivery rate of TCP projects against 2016-17 appropriation.	100%	88%	●

## FUNCTIONAL OBJECTIVE 8: OUTREACH

**Outcome statement** - Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management

### 8.1: Partnerships, advocacy and capacity development including South-South Cooperation

	Key performance indicators	Target 2019	Actual 2018	Progress
<b>8.1.A</b>	Number of strategic partnerships brokered and sustained.	20	36	●
<b>8.1.B</b>	Number of advocacy initiatives implemented to support corporate activities and Strategic Programmes.	8	15	●
<b>8.1.C</b>	Number of capacity development methodologies applied in support of the Strategic Programmes.	10	20	●
<b>8.1.D</b>	Number of ongoing South-South and Triangular Cooperation agreements and programmes.	25	15	●

### 8.2: Communications

<b>8.2.A</b>	User traffic to FAO.org (based on Web access statistics to the FAO Document Repository).	8.5 million	To be assessed in 2019	N/A
<b>8.2.B</b>	Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service.	23,000 news hits per month	20,250 news hits per month	●
<b>8.2.C</b>	Increase in aggregate number of followers of FAO's social media accounts (combined).	2.2 million	3 million	●

### 8.3: Resource Mobilization

<b>8.3.A</b>	Biennial level of voluntary contributions mobilized.	USD 1.7 billion	USD 978 million	●
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### FUNCTIONAL OBJECTIVE 9: INFORMATION TECHNOLOGY

**Outcome statement** - IT at FAO provides value through improved utility of digital assets for delivering in all geographical locations through timely, quality, effective and cost-efficient innovative solutions, transformative technologies and external partnerships, underpinned by a set of FAO IT policies and standards

	Key performance indicators	Target 2019	Actual 2018	Progress
<b>9.1.A</b>	<p>Level of satisfaction with the provision of IT solutions by strategic business clients, <i>measured by:</i></p> <ul style="list-style-type: none"> <li>- <i>percentage of strategic business clients fully satisfied (source: annual client survey).</i></li> </ul>	70%	75%	●
<b>9.1.B</b>	<p>Quality of digital assets available for use by the Organization in support of its work in a secure and timely manner, <i>measured by:</i></p> <ul style="list-style-type: none"> <li>- <i>percentage of digital assets (in-house information systems, links to external data sources) that utilize the provided digital platform.</i></li> </ul>	75%	47%	●

<b>FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION</b>				
<b>Outcome statement</b> - Effective direction of the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight				
<b>Key performance indicators</b>		<b>Target 2019</b>	<b>Actual 2018</b>	<b>Progress</b>
<b>10.1: FAO Governance</b>				
<b>10.1.A</b>	Governing body documents delivered according to deadlines and language requirements.	100%	79%	□
<b>10.1.B</b>	Implementation of governing body decisions within prescribed deadlines.	90%	90%	●
<b>10.2: Oversight</b>				
<b>10.2.A</b>	Percentage of audit coverage delivered, including high risk ones.	90% (including 100% high risk)	58%	●
<b>10.2.B</b>	The number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme and other major programme evaluations.	13	6	●
<b>10.3: Direction</b>				
<b>10.3.A</b>	Share of Strategic Objective Output targets met.	85%	74%	●
<b>10.3.B</b>	Percentage of recommendations of strategic evaluations where the agreed management response has been completed by the due date.	90%	97%	●
<b>10.3.C</b>	Percentage of high risk audit recommendations which have been completed by due date.	80%	91%	●
<b>10.3.D</b>	Percentage of long outstanding audit recommendations (i.e. above 24 months).	Below 10%	6%	●

<b>FUNCTIONAL OBJECTIVE 11: EFFICIENT AND EFFECTIVE ADMINISTRATION</b>				
<b>Outcome statement</b> - Maximize effectiveness and work towards ensuring value-for-money in fulfilling fiduciary, policy setting and monitoring and control functions				
<b>Key performance indicators</b>		<b>Target 2019</b>	<b>Actual 2018</b>	<b>Progress</b>
<b>11.1: Efficient and effective management of human resources</b>				
<b>11.1.A</b>	Time required to recruit staff.	120 days	112 days	●
<b>11.1.B</b>	Percentage of member countries that are equitably represented.	75%	86%	●
<b>11.1.C</b>	Geographic mobility (posts).	75	62	●
<b>11.2: Efficient and effective management of financial resources</b>				
<b>11.2.A</b>	FAO receives an unmodified opinion on its financial statements, including on its statements of internal control.	Unmodified external audit opinion (annual)	Unmodified external audit opinion	●
<b>11.3: Efficient and effective administration</b>				
<b>11.3.A</b>	Level of client satisfaction with quality of service provided.	70%	To be assessed in 2019	N/A
<b>11.3.B</b>	Corporate Environmental Responsibility measured by proportion of FAO office buildings/compounds that shall provide annual data on Greenhouse Gas emissions.	86%	86%	●

### CHAPTER 13: CAPITAL EXPENDITURE

**Outcome statement** - FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and Strategic Objectives delivery

Key performance indicators		Target 2019	Actual 2018	Progress
<b>13.1.A</b>	Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, <i>measured by:</i> - <i>annual review.</i>	100%	100%	●
<b>13.1.B</b>	Percentage of CAPEX projects that are delivered on time, quality and within budget, <i>measured by:</i> - <i>Project Portfolio.</i>	85%	67%	□

### CHAPTER 14: SECURITY EXPENDITURE

**Outcome statement** - FAO employees are able to carry out their functions safely and securely in all locations where the Organization operates

Key performance indicators		Target 2019	Actual 2018	Progress
<b>14.1: Safe and secure operating environment for headquarters programme delivery</b>				
<b>14.1.A</b>	Percentage of staff having completed Basic Security Training.	90%	93%	●
<b>14.2: Safe and secure operating environment for worldwide programme delivery</b>				
<b>14.2.A</b>	Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS).	100%	90%	●
<b>14.2.B</b>	Percentage of international staff at decentralized offices that comply with Residential Security Measures (RSM).	100%	100%	●
<b>14.2.C</b>	Percentage of reported security-related incidents at decentralized offices with prompt follow-up.	100%	100%	●
<b>14.2.D</b>	Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required.	100%	100%	●

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

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

*Indicator 6.3.A – Number of gender mainstreaming minimum standards implemented*

216. The indicator measures the implementation of the 15 Minimum Standards for gender mainstreaming and women-specific targeted interventions, as defined by the FAO Policy on Gender Equality. The Standards aim to foster an enabling institutional environment by supporting the establishment of gender mainstreaming mechanisms which focus on the key functions of the Organization. They were designed to be compatible and complementary to the UN-SWAP Performance Indicators, which are binding for all UN organizations and against which FAO reports on an annual basis.

217. In the MTP 2014-2017, FAO monitored and reported on the establishment of gender mainstreaming mechanisms. In 2018, the KPI was revised through extensive consultation with divisions and offices accountable for the Minimum Standards of the Policy. The revision led to the identification of criteria and benchmarks which enable the Organization to measure the extent to which these mechanisms are being implemented.

218. By the end of 2018, FAO was implementing 14 out of 15 Standards (93 percent). For the first time, FAO is able to report on Standard 12 related to the inclusion of gender equality objectives in the Performance Evaluation and Management System (PEMS) of FAO staff, although only for a restricted category of staff. Similarly, FAO now complies with Standard 9 on staff learning, having established a mandatory course on gender equality for all staff. The assessment of this Standard was also expanded to include capacity development opportunities beyond e-learning. Standard 14 is not yet implemented as FAO has information on the number of projects targeting women, but is still unable to associate a gender-related budget to its projects and programmes.

219. In 2018, as 14 standards out of 15 are implemented, FAO is fully on track to meet its biennial target.

**Table 3: FAO minimum standards for gender mainstreaming (end-2018)**

	Minimum Standards for Gender Mainstreaming	Implementation Status	2018 Summary Results
1	All major FAO statistical data bases incorporate sex-disaggregated data, where relevant and as available.	Implemented	Eight FAO major databases, available to the public, are relevant for sex disaggregation. These also include the new data repository related to the SDGs. Out of the total, seven include sex disaggregated information. FAO disseminates sex-disaggregated data through its knowledge products, and particularly through its flagship publications. In 2018 four out of five <i>State of the World Reports</i> included sex-disaggregated data and discussed the gender dimension of the main themes addressed.
2	FAO invests in strengthening the capacity of member countries to develop, analyse and use sex-disaggregated data in policy analysis and programme and project planning and evaluation.	Implemented	FAO strengthens the capacity of member countries to collect and analyse sex-disaggregated data. In 2018, government officials from 70 countries took part in regional or national training workshops/roundtable discussions which included modules or shared information on the importance of sex-disaggregated data collection and analysis for food security. FAO also played an active role in supporting national stakeholders to collect and disseminate sex-disaggregated data in 27 agricultural censuses and surveys.
3	For all Strategic Objectives, a gender analysis is carried out and a gender action plan is developed; progress on gender equality is measured for all corporate outcomes.	Implemented	<p>Data show that, in 2018, 9.3 percent of total results planned by the Strategic Programmes were gender-specific (i.e. had a strong gender dimension made explicit in the title). It should be noted, however, that this figure tends to underestimate FAO's gender-related activities, which are often embedded in broader expected results.</p> <p>Gender-sensitive indicators and qualifiers enable the Organization to track the achievement of gender-related results at Output level. In 2018, 41 percent of results reported (337 out of 819 in total) highlighted a specific gender component. As for the Outcome level, the corporate assessment will be carried out at the end of the biennium. It was reported that 10 percent of the questions included in assessment are gender-related.</p>
4	A financial target for resource allocation for the FAO gender equality policy is set and met.	Implemented	The Programme of Work and Budget sets a dedicated allocation for gender work across the Organization.
5	A country gender assessment is undertaken as part of country programming.	Implemented	FAO promotes the development of Country Gender Assessments as an important, even though not exclusive, basis for country programming frameworks (CPFs) and project formulation. In 2018, 16 new assessments were carried out, while an analysis of all the CPFs endorsed in the year showed that 83 percent explored gender-related constraints and addressed them through activities in the results matrix.
6	A gender equality stock-taking exercise is conducted for all services to provide a basis for better implementation of gender mainstreaming, including measuring progress and performance.	Implemented	FAO promotes a periodic stock taking of gender work in each division/office (this is a task for gender focal points), to review achievements, identify gaps and plan for gender-related activities. In 2018, 28 units/offices carried out such a review which will inform work planning.
7	Gender analysis is incorporated in the formulation of all field programs and projects and gender-related issues are taken into account in project approval and implementation processes.	Implemented	Gender mainstreaming in programme and project formulation and the implementation of gender-related activities can be tracked through specific requirements established by FAO in its project cycle. In 2018, a very high percentage (91 percent) of projects was formulated based on gender analysis. Over the same period, 70 percent of terminal project reports scored on track on the implementation of gender-related activities (not all FAO projects are relevant for gender inclusion).

Minimum Standards for Gender Mainstreaming		Implementation Status	2018 Summary Results
8	All program reviews and evaluations fully integrate gender analysis and report on the gender-related impact of the area they are reviewing	Implemented	In line with the OED Guidelines for the assessment of gender mainstreaming, all evaluations (17) carried out in 2018 integrated gender in their terms of reference. All evaluation reports also contained a dedicated gender section, based on an analysis that covered design, management and results of the initiative evaluated. A high percentage (82 percent) of evaluations included suggested actions or recommendations.
9	A mandatory gender mainstreaming capacity development program is developed and implemented for all professional staff and managers.	Implemented	<p>One of the tasks of Gender Focal Points is to identify capacity development needs within their divisions/offices, both at headquarters, and in regional and country offices. Results from a survey carried out in November 2018 showed that forty 40 percent of staff expressed interest in an introductory training of key concepts in gender and food security. 69 percent requested training in how to address gender in a technical area. 62 percent are interested in gender-related project formulation and implementation and 46 percent in how to mainstream gender in policy processes.</p> <p>FAO offers a variety of gender-related training options to its staff, including a newly established mandatory course on gender for all staff. In 2018, data show that 1,223 number of staff have completed gender-related e-learning courses offered on the internal learning platform, you@fao, while 38 different face-to-face workshops/seminars or webinars dedicated to gender issues were organized at headquarters and in decentralized offices.</p>
10	Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them.	Implemented	The FAO competency framework, includes gender under the core value: “Respect for all” and all professional level vacancy announcements encourage applications from qualified female candidates. Depending on their needs, hiring divisions can highlight gender experience or qualifications in vacancy announcements. In 2018, 8.5 percent of VAs advertised for professional and above contained a requirement for experience, knowledge and/or gender related responsibilities.
11	Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products.	Implemented	Every year, Gender Focal Points are sent a survey to report on the extent to which they contribute to the delivery of gender work within their divisions/units. In 2018, 87 percent reported a direct involvement (40 percent on a regular basis, and 47 percent occasionally) in one or more of the following: gender-related planning and reporting (50 percent); representation of FAO in inter-agency meetings (70 percent); supporting the development the country planning document (40 percent); project formulation (60 percent); review of knowledge products (37 percent).
12	An assessment of the contribution to achieving FAO’s gender equality objectives is included in the Performance Evaluation and Management System (PEMS) of all professional staff	Implemented	In 2018, for the first time, FAO is able to report on how many staff members include a gender objective in their performance evaluation. This year the assessment was based on the gender focal points and we can report that 68% have a gender-related objective or indicator in their PEMS. In 2019, FAO is planning to extend this review to other categories of staff to also cover supervisors and managers.
13	Human and financial resources and normative and operational results related to gender equality from the HQs to the country level are systematically tracked and reported to FAO governing bodies and to the UN system	Implemented	The corporate monitoring framework tracks gender-related results by strategic and functional objectives, and reports them to member countries through the MTR and PIR reports. These corporate reports also include updated information on the allocation and delivery of financial resources dedicated to gender. FAO is also implementing an Action plan on Gender parity and reports on human resources to the governing bodies.

Minimum Standards for Gender Mainstreaming		Implementation Status	2018 Summary Results
14	30% of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions	Not implemented	In 2018, the vast majority (55 percent) of FAO approved projects fell under the gender marker G2a (gender equality is addressed in a systematic way, but it is not one of the main objectives of the project), while the share of projects marked G2b (where gender is the main objective) was 7 percent. This standard is not yet implemented because FAO is still unable to determine the gender-related budget of individual interventions.
15	The share of Technical Cooperation Program's (TCP) total portfolio allocated to programmes and projects related to gender equality is increased from 9 to 30%	Implemented	The Technical Cooperation Programme (TCP) enables FAO to make its know-how and expertise available to member countries upon request, drawing from its own resources. In 2018, out of 312 approved TCP projects, 53 percent address gender equality.

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

220. The UN System-wide Action Plan on gender equality and women's empowerment (UN-SWAP) is an accountability framework to accelerate mainstreaming of gender equality and the empowerment of women in all institutional functions of the entities of the UN system. It constitutes a response to ECOSOC agreed conclusions 1997/2. The reporting mechanism and requirements of UN-SWAP were endorsed by the United Nations Systems Chief Executives Board for Coordination (CEB) in April 2012, and set 2017 as the target for the UN system to meet its performance indicators (PIs). The UN-SWAP requires annual reporting by each participating entity, department and office.

221. The UN-SWAP underwent a revision process in 2017 and early 2018. As a result of the consultation, an upgraded UNSWAP 2.0 was launched in 2018 for the next five years (2018-2023). This framework extends the reach of UN-SWAP 1.0 by including new performance indicators (PIs) and by updating the existing ones. The Organization is fully engaged in interagency networks on gender equality and the empowerment of women and systematically participates in them according to its mandate. In the first months of 2018, FAO contributed to the piloting exercise on the reporting methodology for the new PIs.

222. Indicator 6.3.B assesses FAO's performance against the UN-SWAP standards, as FAO recognizes this accountability framework as a driving force for improvement and streamlining of internal processes for gender equality and the empowerment of women. 2018 marks the first year of the reporting under the upgraded UN-SWAP 2.0 and FAO confirms its successful performance by meeting or exceeding 13 out of 16 UN-SWAP performance indicators (*Table 4*). The UN-SWAP 2.0 includes a total of 17 indicators; however one indicator does not apply to FAO.

223. Despite the upgrades of some requirements under UN-SWAP 2.0, FAO was also able to exceed the PI 4 on evaluation and PI 5 on audit. By 2018, FAO had met the UNEG gender equality-related norms and developed tools for auditing gender equality and the empowerment of women related issues.

**Table 4: 2018 UN-SWAP 2.0 FAO rating by Performance Indicator**

PI	Title	2012	2013	2014	2015	2016	2017	UN-SWAP 2.0 Title <sup>52</sup>	2018
1	Policy and plan	approaches	meets	meets	meets	meets	meets	Strategic planning gender-related SDG results	meets
2	Gender responsive performance management	approaches	approaches	meets	meets	meets	meets	Reporting on Gender-related SDG results	exceeds
3	Strategic planning	approaches	exceeds	exceeds	exceeds	exceeds	exceeds	Programmatic Gender-related SDG Results not captured in PI 1	not applicable to FAO
4	Monitoring and reporting	approaches	meets	exceeds	exceeds	exceeds	exceeds	Evaluation	exceeds
5	Evaluation	meets	meets	meets	meets	approaches	meets	Audit	exceeds
6	Gender responsive auditing	meets	meets	meets	meets	meets	meets	Policy	meets
7	Programme review	approaches	meets	meets	meets	meets	meets	Leadership	meets
8	Resource tracking	approaches	meets	meets	meets	meets	meets	Gender-responsive Performance Management	meets
9	Resource allocation	missing	meets	meets	meets	meets	meets	Financial Resource Tracking	meets
10	Gender architecture and parity	approaches	approaches	approaches	approaches	approaches	approaches	Financial Resource Allocation	meets
11	Organizational culture	approaches	exceeds	exceeds	exceeds	exceeds	exceeds	Gender Architecture	approaches
12	Capacity assessment	meets	meets	exceeds	exceeds	exceeds	exceeds	Equal Representation of Women	approaches
13	Capacity development	approaches	approaches	approaches	approaches	approaches	meets	Organizational Culture	meets
14	Knowledge generation and communication	meets	meets	exceeds	exceeds	exceeds	exceeds	Capacity Assessment	meets
15	Coherence	exceeds	exceeds	exceeds	exceeds	exceeds	exceeds	Capacity Development	meets
16								Knowledge and Communication	meets
17								Coherence	approaches

<sup>52</sup> As per the UN-SWAP reporting timeline to the ECOSOC of the UN, ratings are to be confirmed in July 2019

### ***Annex 5: Regional Initiatives***

224. FAO has focused and integrated its work in the Regions through Regional Initiatives. These Initiatives serve as a mechanism to ensure effective country delivery and demonstrate impact of FAO's work on the key priorities of the Regions, while responding to FAO's Strategic Objectives. The Regional Initiatives are aimed at bringing in capacities, skills and resources from across the Organization, showing its wealth and breadth and providing a leading entry point for enhancing partnerships, including resource partners. This Annex describes the achievements in 2018 of the 17 Regional Initiatives endorsed by the Regional Conferences for the 2018-19 biennium.

<b>Region</b>	<b>Regional Initiatives 2018-19</b>
<b>Africa</b>	Africa's Commitment to End Hunger by 2025 Sustainable production intensification and value chain development in Africa Building resilience in Africa's drylands
<b>Asia and the Pacific</b>	Zero Hunger Challenge Blue Growth Inter-regional initiative on Small Island Development States for the Pacific Climate Change One Health
<b>Europe and Central Asia</b>	Empowering smallholders and family farms for improved rural livelihoods and poverty reduction Improving agrifood trade and market integration Sustainable natural resource management under a changing climate
<b>Latin America and the Caribbean</b>	Hunger Free Latin America and the Caribbean Family farming and inclusive food systems for sustainable rural development Sustainable use of natural resources, climate change adaptation and disaster risk management
<b>Near East and North Africa</b>	Water scarcity Small-scale family farming (SSFF) Building resilience for food security and nutrition (FSN)

### *Africa*

225. FAO has been responding to the challenges and priorities identified at the Regional Conference for Africa by focusing its work in 2018-19 on three Regional Initiatives: *Africa's Commitment to End Hunger by 2025*, *Sustainable Production Intensification and Value Chain Development in Africa*, and *Building Resilience in Africa's Drylands*.

#### **Africa's Commitment to End Hunger by 2025**

226. FAO contributed to the formulation of Malabo-compliant agriculture investment plans and to providing an enabling policy and investment environment for food security and nutrition and sustainable agriculture in Ghana, Guinea Bissau, Lesotho, Mozambique, Rwanda, Senegal and Togo (1.1.1). It supported ECOWAS to integrate food security and nutrition issues in fisheries and aquaculture sub-sectors, and to formulate a capacity development strategy in support of NAIP implementation at country level (1.4.2).

227. FAO also contributed to food security and nutrition governance by supporting the establishment of parliamentary alliance on food security and nutrition in several African countries, strengthening capacities of the African Parliamentary Alliance on the right to adequate food, and supporting the establishment of the regional and national platforms and frameworks for coordination (1.2.1). FAO is also supporting the fight against obesity in cities, including Accra and Dar-es-Salaam through street vendor education. In terms of generating evidence and supporting M&E and accountability mechanisms, FAO supported the refinement of Biennial Review instruments, ensuring their alignment with the SDG reporting mechanisms, contributed to strengthening the capacity of national statistics institutions on agriculture and food security indicators in Niger and Congo (1.3.1), supported public expenditure tracking (1.4.1), and the design of a nutrition scorecard in collaboration with the African Development Bank.

228. FAO prepared the 2018 Regional Overview of Food Security and Nutrition report jointly with UNECA, and supported several countries that integrated the Minimum Dietary Diversity indicator into their national programme implementation plans and use it to estimate diet quality and micronutrient adequacy of women (1.1.1). Gender analysis and interventions are integrated into the regional and national strategic documents and reports. Activities were also implemented to promote and ensure women participation in different platforms (3.4.1). The RI collaborated with SP3 on policy dialogue on youth employment (Conference on Youth Employment in Agriculture in Rwanda), and in supporting the NEPAD Agency to develop national action plans for youth employment (3.2.1) in Benin, Cameroon, Malawi and Niger through the Africa Solidarity Trust Fund.

#### **Sustainable production intensification and value chain development in Africa**

229. In 2018, FAO supported advances in sustainable agricultural production covering crops, livestock, aquaculture, fisheries and forests. On the sustainable production side, programmes focused on capacity development through Farmer Field Schools and mainstreaming efficient production systems at farm level, and working closely with research, extension, cooperatives, development and farmer's organizations (2.2.2). Results were also achieved to improve One Health prevention, preparedness and response to plant (Fall Armyworm), animal (peste des petits ruminants, foot-and-mouth disease, avian influenza) and zoonotic diseases (Ebola, rabies) (5.2.1). Supporting transhumance movements particularly in the Sahel and Horn of Africa with feed, seed, water, and livestock interventions to support pastoralists was of relevance, in particular in light of climate-related environmental changes (5.4.2). Supporting access to nutritious and safe food products was achieved through strengthening national food control systems, phytosanitary measures and promoting safe and appropriate use of antimicrobials, and reducing post-harvest losses (4.2.1).

230. From the climate change perspective, significant collaboration with the African Union facilitated support to countries to implement and report against their NDC commitments, developing climate smart agriculture profiles, and preparing a draft policy brief on climate change and agriculture. Support was provided to land and water management programming and forest restoration, within the framework of the African Forest Landscape Restoration Initiative (AFR100), and through the voluntary guidelines for securing sustainable small-scale fisheries (2.2.1).

**Building resilience in Africa's drylands**

231. FAO focused its work on the formulation and institutionalization of strategies and plans for risk reduction and crisis management. Specifically, the FAO Resilience Strategy was developed for Southern Africa (2018-2021), Eastern Africa, Madagascar and Tanzania. Similarly, an animal feeding action plan was developed to sustain livestock-dependent livelihoods in Eastern Africa by reducing the impacts of droughts and associated risks (5.1.1). Capacities of FAO country offices were reinforced for emergency preparedness to reduce the impact of crises. Support was provided to the African Union Commission on the review of certain indicators of the Malabo Declaration, including a tailored Resilience Index Measurement and Analysis (RIMA) training. The Knowledge Exchange Programme on “Strengthening Social Protection Linkages with Agriculture for Resilience and Rural Poverty Reduction” was held in Dakar for government and non-government stakeholders from nine francophone African countries (3.3.1).

### *Asia and the Pacific*

232. In 2018, FAO's work focused largely in responding to challenges and priorities identified by the Regional Conference for Asia and the Pacific, focusing mainly on the five Regional Initiatives (RIs), namely: *Zero Hunger Challenge*, *Blue Growth*, *Climate Change*, *One Health* and the *Inter-Regional Initiative on SIDS for the Pacific*.

#### **Zero Hunger Challenge**

233. While all countries in the Asia Pacific region have made commitments to achieve SDG2 by 2030, several countries (Afghanistan, Cambodia, Fiji, Lao PDR, Myanmar, Nepal, Timor-Leste, Thailand, Vietnam) officially declared their determination to the eradication of hunger and malnutrition by 2025-2030. Some countries have either endorsed or initiated processes to develop national policy frameworks or strategic action plans on Zero Hunger through production diversification and dietary diversity and tap into the potential of highly nutritious, climate-sensitive, but largely underutilized crops in the region (1.1.1).

234. FAO's support contributed to the mainstreaming of food, nutrition security and agriculture in the national SDGs debate in Afghanistan (1.1.1), and the operationalization of a National Information and Early Warning System on Food Security in Timor-Leste (5.2.1). In Indonesia, FAO provided support to the strengthening of capacities of key government agencies and other stakeholders in the collection and analysis of sex-disaggregated data in the context of improved SDG monitoring (2.4.2). In Bangladesh, FAO provided technical support in updating the national Integrated Food Security Phase Classification for chronic and acute food insecurity analyses to support informed decision-making on resource allocations and effective responses to external shocks affecting food and nutrition security (5.2.1). Support was also provided to Pakistan in the implementation of comprehensive National Food Security Policies (1.1.1).

235. Strategic alliances were forged with partners in the region and national agricultural research institutes in 12 countries (Australia, Bangladesh, Bhutan, Cambodia, India, Lao PDR, Myanmar, Nepal, Pakistan, Philippines, Thailand, Vietnam) to promote agriculture diversification and sustainable intensification through the Future Smart Food initiative and mountain agriculture (2.2.2).

#### **Inter-regional Initiative on Small Island Developing States for the Pacific**

236. Activities in support of this initiative were undertaken under FAO's Global Action Programme on Food Security and Nutrition in SIDS. FAO's work in Pacific SIDS focused on strengthening the evidence base in support of multisectoral policy actions, enhancing implementation of multi-sectoral policy commitments and on improving the sustainability, resilience and nutrition sensitivity of food systems (1.3.1).

237. Achievements of FAO's support towards enhanced evidence base include the organization of SDG indicators awareness raising and knowledge sharing among ten SIDS; agricultural census support in Fiji, Papua New Guinea and Samoa; SDGs monitoring technical support to the National Statistics Authorities of the Solomon Islands and Tonga; launching of a new Pacific Strategic Plan for Agriculture and Fisheries Statistics (2.4.2); development of a platform to facilitate adoption of innovative pricing and regulatory policies for improved nutritional outcomes and to monitor impacts of relevant policy measures on food availability and consumption patterns; technical support to assess the effects of food taxes in Palau, Solomon Islands and Tonga; and development of national food baskets for Palau (1.1.1).

238. Achievements relating to enhancing multi-sectoral commitments and actions in SIDS includes the endorsement by the Government of Vanuatu of the National Food Security, Food Safety and Nutrition Policy; development of a National Food Security, Food Safety and Nutrition Policy 2018-22 in the Solomon Islands; the development of a methodology and toolkit for a scoping study and capacity needs assessment for school nutrition education programmes (1.1.1); and support to improving capacity for national food safety monitoring in Kiribati (4.4.2).

239. On improving the sustainability, resilience and nutrition sensitivity of food systems, results included the successful organization of FAO/SPC<sup>53</sup> Consultation on Small-Scale Tuna Fishery Development and associated value-chains; case studies on the contribution of nearshore fish aggregation devices to food security in Samoa and Marshall Islands (4.3.1); development of a breadfruit commercialization strategy and strengthening of capacities on contract farming in Samoa (4.3.2); and supporting the Country Gender Assessments in Fiji, Samoa, Solomon Islands, Tonga and Vanuatu (3.4.2).

### **Blue Growth**

240. On the basis of a restructured programmatic framework and scope of the Regional Initiative on Blue Growth (RI-BG), the implementation of RI-BG during the 2018-19 biennium covers the full spectrum of aquaculture, capture fisheries and protection and sustainable use aquatic ecosystems and biodiversity.

241. At regional level, capacity was developed for 10 regional and national institutions in applying aquaculture planning management tools (2.2.2). Capacities of 20 regional and national organizations and institutions in addressing antimicrobial resistance (AMR) and associated risks in aquaculture were also strengthened through a regional consultation (4.2.1). Meanwhile, technical guidelines for “innovative rice-fish farming and climate resilient tilapia farming” and “pilot application of aquaculture planning and management tools in Indonesia, Thailand and Vietnam” were finalized and disseminated in the Asia-Pacific (2.3.2).

242. At country level, four countries were supported to demonstrate and scale-up innovative rice-fish farming; three countries were supported to demonstrate and scale up climate resilient tilapia farming practices; and one country was supported to scale-up an integrated mangrove-shrimp farming system (2.1.1). Support was provided to two countries for protection and sustainable use of inland aquatic ecosystems and aquatic biodiversity (2.2.1). Support was provided to China to mainstream the governance in protection and sustainable use of Dongting Lake Wetland System and its biodiversity. In Indonesia, support was provided on sustainable management of inland fisheries and natural population of three flagship inland fish species (2.2.2).

### **Climate Change**

243. FAO worked with a range of partners to develop climate-smart agriculture country profiles, provide guidance to countries on NDC prioritization and implementation, undertake a study on the climate change, disaster and poverty nexus to promote resilient livelihoods, as well as agriculture climate change adaptation and mitigation options assessments in Bangladesh, Cambodia, Indonesia, Lao PDR, Myanmar, Nepal, Philippines, Thailand, Vietnam (2.3.1).

244. Geospatial and other analytical tools for NDC planning, decision-making and implementation, Vulnerability and Risk Assessment of agriculture sectors, and agriculture-integrated decision support systems were developed (2.4.2). Socio-economic models to support resilient livelihoods of communities vulnerable to both climate hazards and conflict, and risk-informed options for shock-responsive social protection are being developed in Bangladesh, Cambodia, Myanmar, Philippines, Vietnam, and in fragile contexts in countries such as Afghanistan, DPR Korea and the Philippines (3.3.1).

245. In Bangladesh, capacity building was provided for monitoring of environmental impacts of the energy sector including on air pollution, GHG emissions and soil, and enhancing the use of renewable energies. In Nepal, Thailand and Vietnam, monitoring and evaluation systems for tracking of adaptation in the agriculture sector are being developed (2.4.2).

246. To raise the profile of food security and agriculture in the climate agenda, FAO together with partners has supported ASEAN<sup>54</sup> Member States in its Koronivia submission that has been endorsed by ASEAN Ministers of Agriculture (2.3.1).

<sup>53</sup> Secretariat of the Pacific Community (SPC)

<sup>54</sup> Association of Southeast Asian Nations (ASEAN)

247. At the 2018 Asian Ministerial Conference, FAO actively promoted the role of agriculture sector in implementing the Sendai Framework for Disaster Risk Reduction (DRR) by demonstrating the emerging experience in integrating DRR, climate change adaptation and sustainable development within related frameworks of the 2030 Agenda (5.1.1).

### **One Health**

248. FAO's expertise in core technical areas was used to deliver solutions to complex issues in emergency and non-emergency situations. In Bangladesh, the enactment of eight regulations for food control across the chain and in Nepal the drafting of food safety legislation and its regulations has been facilitated through the One Health approach involving various ministries (1.1.1). At the regional level, an AMR policy review and development framework was finalized. Institutional structures for early detection of priority diseases to facilitate rapid responses and crisis management have been put in place, supported by a coordination framework which was endorsed by ASEAN Ministers of Agriculture (4.1.2).

249. The capacity of relevant institutions to manage multi-sectoral risks has been strengthened. In Bangladesh, a network of 23 public and private laboratories were assisted to build its analytical capacity for the development of a database of science-based chemical and microbial hazards for food safety. In Indonesia, surveillance operations were improved against avian influenza in live bird markets and swine influenza. In Vietnam, monitoring, risk reduction and preparedness was improved and a review of the key policies and legislation for a new law on agricultural production was completed (5.2.1).

### *Europe and Central Asia*

250. The FAO programmatic framework in the region, guided by the trends and challenges identified at the Regional Conference for Europe to support formulation and implementation of the country programmes, is focused on three Regional Initiatives: *Empowering smallholders and family farms for improved livelihood and poverty reduction*, *Improving agrifood trade and market integration*, and *Sustainable natural resource management under a changing climate*.

251. FAO remains committed to mainstreaming gender equality concerns and promoting social protection as an instrument for poverty reduction across all Regional Initiatives. Among the key results are a publication *What gender mainstreaming means in practice: selected cases from the European Union*, a series of trainings on gender mainstreaming practices and tools, and two thematic side events at the UN Regional Forum on Sustainable Development 2018 and the ERC (3.1.2). In Western Balkans, FAO conducted a review of social protection programmes and its impact on rural men and women, raising awareness on the key issues through its subregional report and a consultation meeting (3.3.2).

252. Taking into account the universality and cross-cutting nature of the SDGs, FAO mainstreams them across its interventions under all Regional Initiatives. Specifically on SDG implementation and monitoring, FAO supported awareness raising on the SDGs and elaboration of the baseline reports in Albania, Georgia, Moldova and Uzbekistan, mapping and conducting gap analysis in Azerbaijan, and the preparation of the technical report on integration of SDGs in the agriculture sector in Kyrgyzstan (2.2.2).

253. The flagship publication *The Regional Overview of Food Security and Nutrition in Europe and Central Asia* reviewed progress made towards achieving the SDG2 indicators across the region was reviewed in (1.3.2). FAO facilitated launching of the “Regional Nutrition Capacity Development and Partnership Platform in Central Asia and Caucasus” jointly with UNICEF, WHO and WFP aimed to promote multi-stakeholder partnerships for nutrition-sensitive education, policy and programming (1.4.2). At country level, FAO strengthened the FSN and social protection policy measures by supporting piloting and uptake of the Cash+ methodology, FSN expenditures review in Armenia and Tajikistan and development of the National Food Security and Nutrition Programme in Kyrgyzstan through the FIRST programme (1.4.1).

254. FAO raised awareness on the profile and state of the smallholders and family farms advancing recommendations for the integrated and inclusive rural development based on the findings from its eight country studies (3.4.1). The Organization facilitated a high-level dialogue on the key role of the sustainable food and agriculture and food systems in the economy of the region (2.3.1). Launched at COP24, the FAO-led Policy Analysis of Nationally Determined Contributions in Europe and Central Asia provided a regional mechanism to guide policy decision-making on natural resource governance and climate action and to increase the countries’ access to green finance instruments such as GEF and GCF (2.4.1).

### **Empowering smallholders and family farms for improved livelihood and poverty reduction**

255. FAO promoted discussions with partners at the national and regional level on policies and programmes for integrated community development and sustainable production, drawing on the knowledge generated from eight comprehensive country studies and a regional synthesis report (3.4.1). With FAO assistance provided at country level, the Strategy for Agriculture and Rural Development and a draft feasibility study for rural tourism were elaborated in Bosnia and Herzegovina (3.4.1). Fostering dissemination and uptake of innovative practices and modern technologies, FAO promoted best irrigation practices in Moldova and production of phylloxera-resistant grape varieties in Armenia (2.1.1). At regional level, the Organization continued the policy dialogue on land consolidation, including through the 10<sup>th</sup> and 11<sup>th</sup> International LANDNET conferences held in FYR Macedonia and Estonia and facilitated high-level exchanges on the potential of digitalization and e-agriculture for farmers at the e-agriculture Forum “*2gether4strong digital agriculture*” in Bulgaria (3.1.2).

### **Improving agrifood trade and market integration**

256. FAO assists countries in enhancing the agrifood trade policy environment enabling access to diverse markets, including global, regional and domestic. Strengthening its partnership with the Black Sea Economic Cooperation (BSEC), FAO facilitated a technical multi-stakeholder consultation on intraregional trade promotion drawing on its analytical study on BSEC countries (4.1.2). FAO facilitated specialized knowledge sharing through a regional workshop “How to use WTO instruments in the interest of agri-business”, and strengthened national capacities to analyse impacts of the trade, food and agriculture related policies through the Agricultural Trade Expert Network. The Organization promoted exchanges on geographical indications and organic production for development of sustainable agrifood value chains at the ERC side event, presenting findings of the six country studies and relevant experience of Hungary, Croatia and Poland (4.2.1).

257. In close cooperation with Kazakhstan as coordinator for the FAO/WHO Coordinating Committee for Europe, FAO facilitated a regional workshop for 17 countries for inclusive and participatory policy dialogue on food safety and preparedness on Codex Alimentarius issues (4.2.1). Substantial effort is continuing to minimize food loss and waste through a regional platform and to support five countries in their national food loss and waste reduction strategy development. FAO increasingly promoted awareness and capacity development to reduce the advance of antimicrobial resistance jointly with OIE and WHO, including by organizing the regional ATLASS<sup>55</sup> training in Russia to promote its assessment tool for laboratories and AMR surveillance (4.2.1).

### **Sustainable natural resource management under a changing climate**

258. FAO supports countries in promoting sustainable natural resource management in agriculture, forestry, fisheries and in scaling-up agroecology by strengthening national capacities in statistics and policy alignment, including for integration of climate change adaptation and mitigation and disaster risk reduction into national legislation. The FAO regional report on *Policy Analysis of Nationally Determined Contributions (NDC) in Europe and Central Asia* and the *Regional Strategy for Enhanced Engagement with the Green Climate Fund* provided a regional mechanism for evidence-based decision-making and enhanced access to climate financing instruments. At country level, one full proposal for Kyrgyzstan and three readiness proposals for Azerbaijan, FYR Macedonia and Serbia were submitted to the GCF Secretariat (2.2.1). Promoting sustainable agricultural production and ecosystem, FAO supported adoption of the strategic framework of the Global Agenda for Sustainable Livestock by countries of the EU Eastern Partnership and Central Asia, elaboration of the National Plant Genetic Resources Conservation Strategy in Belarus and integrated forest management plan in Turkey (2.2.1). National capacities on locust prevention and control were strengthened in Central Asia (5.3.1).

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<sup>55</sup> FAO Assessment Tool for Laboratories and Antimicrobial Resistance Surveillance Systems (ATLASS)

### *Latin America and the Caribbean*

259. FAO is responding to the challenges and priorities identified at the Regional Conference for Latin America and the Caribbean, in particular to establish innovative processes to accelerate delivery to address SDGs and emerging challenges, by focusing its work in 2018-19 on three Regional Initiatives: *Hunger Free Latin America and the Caribbean*, *Family farming and inclusive food systems for sustainable rural development*, *Sustainable use of natural resources, climate change adaptation and disaster risk management*.

#### **Hunger Free Latin America and the Caribbean**

260. In 2018, the Parliamentary Fronts Against Hunger in Latin America and the Caribbean actively participated in the first World Parliamentary Summit against Hunger and Malnutrition held in Spain. In addition, five new Parliamentary Fronts were created: ParlaSur, Chile, Haiti, Grenada and Barbados (1.2.1).

261. Partnerships among UN agencies, especially those based in Rome, were strengthened enabling a more integrated view of the problems and solutions, as well as the uptake of policy measures. The 2018 *Outlook of Food Security and Nutrition in Latin America and the Caribbean*<sup>56</sup> jointly produced by FAO, PAHO/WHO, UNESCO and UNICEF included concrete measures for overweight and obesity reduction that (1.3.2). Other significant collaborative efforts included a cooperation agreement with ECLAC<sup>57</sup> and work with UNESCO on strengthening school feeding programmes at the regional level (1.3.1).

#### **Family farming and inclusive food systems for sustainable rural development**

262. The strategy “100 territories free from hunger and poverty” was launched to advance towards a transformative agenda for sustainable rural development. This strategy seeks to make an impact on the hard-core rural poor through the application of integrated policies tailored to each of the lagging territories in 13 countries<sup>58</sup> and focus actions in specific territories in Central America that concentrate people leaving their communities (3.4.1).

263. The topic of migration is of increasing importance to countries in the region. In collaboration with ECLAC, FAO has produced studies and supported policy dialogues to develop a strategy for the revitalization of rural territories in the Northern Central American Triangle (Guatemala, Honduras, El Salvador) and Mexico, from where a large part of migrants come (3.4.2). Furthermore, in response to the increasing flow of Venezuelan migrants to countries of the region (especially South America), FAO has joined the UN Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela. In addition to regional- and national-level coordination, the Platform implements projects in border areas aimed at rapid recovery of migrants and host community livelihoods (3.4.1).

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

264. To increase resilience and reduce the impact of climate change, focus was placed on actions to assist countries in opportunities to elaborate large scale Green Climate Fund (GCF) and Global Environmental Facility (GEF) projects. Special attention was given to promoting the link between sustainable natural resources management and resilience at local and community level, breaking the bond between poverty and climate vulnerability starting with sustainable productive options. Key results include the approval of two high impact projects by the GCF: Poverty, Reforestation, Energy and Climate Change in Paraguay (USD 90 million) and Upscaling Climate Resilience Measures in the Dry Corridor Agro-ecosystems in El Salvador (USD 127.7 million). A new CARICOM<sup>59</sup>-Mexico-Canada - FAO fund was created to support access of countries in the subregion to funding for resilience and adaptation projects (2.3.1). This agenda contributes to the achievement of SDGs and

<sup>56</sup> Panorama de la seguridad alimentaria y nutricional 2018

<sup>57</sup> Economic Commission for Latin America and the Caribbean (ECLAC)

<sup>58</sup> Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay and Peru.

<sup>59</sup> Caribbean Community Secretariat (CARICOM)

creates capacity within governments, communities, organizations and FAO itself, with an innovative vision (2.2.1).

265. Latin America and the Caribbean countries are implementing 42 GEF projects in the region associated with sustainable agriculture, livestock, forestry and fisheries and FAO supported the development of 23 additional GEF projects<sup>60</sup> in areas related to mainstreaming biodiversity in productive systems, adaptation to climate change, international waters, food systems, landscape restoration and sustainable forest management, the activities are focused on upscaling innovative practices and technologies (2.1.1), policy and programme support (2.2.1) to governments and stakeholders to facilitate cross sectorial dialogue and implementation of integrated strategies and programmes at country level (2.2.2).

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<sup>60</sup> Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Jamaica, Mexico, Nicaragua, Peru, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, Uruguay and Venezuela.

### *Near East and North Africa*

266. FAO is responding to the challenges and priorities identified at the Regional Conference for Near East and North Africa by continuing its regional trend analyses and policy guidance and by focusing its work in 2018-19 on three Regional Initiatives: *Water scarcity, Small-scale and family farming, Building resilience for food security and nutrition.*

#### **Water scarcity**

267. In 2018, FAO implemented activities related to water accounting, water productivity, climate change and drought, including the establishment of a Water Accounting Unit within the Ministry of Water Resources and Irrigation of Egypt and an equivalent platform in Tunisia for crop mapping, comprised of staff from different technical operational units of national institutions. Moreover, technical staff from eight countries<sup>61</sup> of the region were trained on water productivity and are receiving support from FAO to conduct water productivity measurements to generate information for decision-making (2.4.2). FAO also contributed to the 3rd Arab Water Conference, focused on water sustainability, which led to the establishment of a platform for policy dialogue on the 2030 Agenda (2.2.2). FAO also organized a Regional Stakeholders Meeting in Oman on the potential of protected agriculture in the Gulf Cooperation Council (GCC) countries attended by government and private sector representatives from Bahrain, Kuwait, Oman, Saudi Arabia, and United Arab Emirates and prepared a technical report with the support of ICBA and ICARDA<sup>62</sup> to enhance sustainable agriculture in the GCC countries (2.4.1).

#### **Small-scale and family farming**

268. In 2018, FAO prepared a report on the Impacts of Climate Change on Farming Systems and Livelihoods in the Near East and North Africa (NENA) (2.4.1) and co-hosted the first regional workshop on climate-smart agriculture in the NENA region with the Islamic Development Bank that enabled the development of 15 country-specific roadmaps on climate-smart agriculture solutions (2.1.2). Under decent rural employment and social protection, FAO developed and aligned a social protection regional work plan of activities with the countries and helped prioritize the Interagency Social Protection Assessment recommendations in Palestine (3.3.1). Furthermore, together with ILO, FAO contributed to the first regional study commissioned by the League of the Arab States on child labour in the Arab states. Similar national studies were conducted in Lebanon with UNICEF and ILO. Related to rural organizations and institutions, FAO coordinated a regional TCP on the enhancement of producers' organizations in Lebanon, Oman and Sudan (3.2.2).

#### **Building resilience for food security and nutrition**

269. As part of risk governance, FAO developed monitoring systems for food security and nutrition indicators to inform policy formulation in Egypt and West Bank and Gaza Strip (1.1.1). As part of risk monitoring, FAO developed food security information systems in Iraq, Sudan and Yemen (1.3.1) and mapped land cover and other natural resources in Jordan (2.4.2). In order to reduce risk and vulnerability, FAO supported countries to build capacity and awareness of local communities on nutrition and resilience-related gender issues in Jordan and Mauritania (5.3.2). Furthermore, FAO contributed to improved surveillance, prevention and response capacity to transboundary animal and plant pests and diseases both at country (e.g. Egypt, Iraq) and regional levels (5.3.1). To support preparedness and response, FAO contributed to increasing the awareness of policy-makers on the importance of sustainable food systems against the backdrop of the various threats and crises faced by the region (5.1.1). FAO also co-sponsored the Afro-Arab Parliamentary Economic Forum that resulted in efforts to establish a Parliamentary Network for Food Security and Nutrition in Africa and Arab regions (1.2.1).

<sup>61</sup> Algeria, Egypt, Iran, Jordan, Lebanon, Morocco, Palestine and Tunisia

<sup>62</sup> International Centre for Biosaline Agriculture (ICBA); International Center for Agricultural Research in the Dry Areas (ICARDA)

*List of Acronyms*

<b>AfDB</b>	<i>African Development Bank</i>
<b>ALADI</b>	<i>Latin American Integration Association</i>
<b>AMR</b>	<i>Antimicrobial resistance</i>
<b>AOAD</b>	<i>Arab Organization for Agricultural Development</i>
<b>ASEAN</b>	<i>Association of Southeast Asian Nations</i>
<b>ATLASS</b>	<i>FAO Assessment Tool for Laboratories and Antimicrobial Resistance Surveillance Systems</i>
<b>BSEC</b>	<i>Black Sea Economic Cooperation</i>
<b>BSITF</b>	<i>Basic Security in the Field</i>
<b>CARICOM</b>	<i>Caribbean Community Secretariat</i>
<b>CBD</b>	<i>Convention on Biological Diversity</i>
<b>CCP</b>	<i>Committee on Commodity Problems</i>
<b>CEDAW</b>	<i>Committee on the Elimination of Discrimination against Women</i>
<b>CELAC</b>	<i>Community of Latin American and Caribbean States</i>
<b>CFS</b>	<i>Committee on World Food Security</i>
<b>CGA</b>	<i>Country Gender Assessment</i>
<b>CGIAR</b>	<i>CGIAR System Organization</i>
<b>CILSS</b>	<i>Permanent interstate committee for drought control in the Sahel</i>
<b>COAG</b>	<i>Committee on Agriculture</i>
<b>COFI</b>	<i>Committee on Fisheries</i>
<b>COFO</b>	<i>Committee on Forestry</i>
<b>COICOP</b>	<i>Classification of Individual Consumption According to Purpose</i>
<b>COP</b>	<i>Conference of the Parties</i>
<b>CTA</b>	<i>Technical Centre for Agricultural and Rural Cooperation</i>
<b>DIMITRA</b>	<i>Rural Women and Development (FAO/King Baudouin Foundation)</i>
<b>DRR</b>	<i>Disaster risk reduction</i>
<b>EBRD</b>	<i>European Bank for Reconstruction and Development</i>
<b>ECHO</b>	<i>EU Humanitarian Aid and Civil Protection department</i>
<b>ECLAC</b>	<i>Economic Commission for Latin America and the Caribbean</i>
<b>ECOWAS</b>	<i>Economic Community of West African States</i>
<b>ECTAD</b>	<i>Emergency Centre for Transboundary Animal Disease Operations</i>
<b>EMPRES</b>	<i>Emergency Prevention System</i>
<b>EWEA</b>	<i>Early Warning Early Action</i>
<b>FAOSTAT</b>	<i>Corporate Database for Substantive Statistical Data</i>
<b>FBDG</b>	<i>Food-based dietary guidelines</i>
<b>FIES</b>	<i>Food Insecurity Experience Scale</i>
<b>FIRST</b>	<i>Food and nutrition security impact, resilience, sustainability and transformation</i>
<b>FSF</b>	<i>Future smart food</i>
<b>FSN</b>	<i>Food security and nutrition</i>
<b>GACSA</b>	<i>Global Alliance for Climate-Smart Agriculture</i>
<b>GAPs</b>	<i>Governance and Policy Support (GaPs)</i>
<b>GCF</b>	<i>Green Climate Fund</i>
<b>GCM</b>	<i>Global Compact for Safe, Orderly and Regular Migration</i>
<b>GEF</b>	<i>Global Environment Facility</i>
<b>GFP</b>	<i>Gender Focal Point (FAO)</i>
<b>GHG</b>	<i>Greenhouse gas</i>
<b>GIAHS</b>	<i>Globally Important Agricultural Heritage Systems</i>
<b>GMG</b>	<i>Global Migration Group</i>
<b>GRAST</b>	<i>Gender and Rural Advisory Services Assessment Tool</i>
<b>HLPF</b>	<i>High-level Political Forum on Sustainable Development</i>
<b>IAEG-SDGs</b>	<i>Inter-agency and Expert Group on Sustainable Development Goal Indicators</i>
<b>ICARDA</b>	<i>International Center for Agricultural Research in the Dry Areas</i>
<b>ICBA</b>	<i>International Centre for Biosaline Agriculture</i>
<b>IDWG</b>	<i>Interdepartmental Working Group</i>
<b>IFAD</b>	<i>International Fund for Agricultural Development</i>
<b>IFI</b>	<i>International financing institution</i>
<b>IGAD</b>	<i>Intergovernmental Authority on Development</i>
<b>ILO</b>	<i>International Labour Organization</i>
<b>ILOAT</b>	<i>International Labour Organization Administrative Tribunal</i>

<b>IOM</b>	<i>International Organization for Migration</i>
<b>IPC</b>	<i>Integrated Food Security Phase Classification</i>
<b>IPPC</b>	<i>International Plant Protection Convention</i>
<b>IUU</b>	<i>Illegal, unreported and unregulated (fishing)</i>
<b>KORE</b>	<i>Knowledge Sharing Platform on Resilience</i>
<b>KPI</b>	<i>Key performance indicator</i>
<b>MDD-W</b>	<i>Minimum dietary diversity - women</i>
<b>MICCA</b>	<i>Mitigation of Climate Change in Agriculture Project</i>
<b>MRLs</b>	<i>Maximum Residue Limits (Codex)</i>
<b>MUFPP</b>	<i>Milan Urban Food Policy Pact</i>
<b>NAIP</b>	<i>National Agricultural Investment Plan</i>
<b>NAP-Ag</b>	<i>Integrating Agriculture in National Adaptation Plans</i>
<b>NCDs</b>	<i>Non-communicable diseases</i>
<b>NDC</b>	<i>Nationally Determined Contribution</i>
<b>NEPAD</b>	<i>New Partnership for Africa's Development</i>
<b>NSO</b>	<i>National Statistical Office</i>
<b>OCHA</b>	<i>Office for the Coordination of Humanitarian Affairs</i>
<b>OIE</b>	<i>World Organisation for Animal Health</i>
<b>OSH</b>	<i>Occupational Safety and Health</i>
<b>PAFFEC</b>	<i>Family Farming Programme to Strengthen the Peasant Economy</i>
<b>PAHO</b>	<i>Pan American Health Organization</i>
<b>PANEPAO</b>	<i>Plateforme des Acteurs Non Etatiques Pêche Artisanale et Aquaculture en Afrique de l'Ouest</i>
<b>PEMS</b>	<i>Performance Evaluation and Management System</i>
<b>PMP</b>	<i>Progressive Management Pathway</i>
<b>PoU</b>	<i>Prevalence of Undernourishment</i>
<b>PPR</b>	<i>Peste des petits ruminants</i>
<b>PSMA</b>	<i>Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing</i>
<b>PSNP</b>	<i>Productive Safety Net Programme</i>
<b>QAPS</b>	<i>Quality assurance and planning survey</i>
<b>RAI</b>	<i>Principles for Responsible Investment in Agriculture and Food Systems</i>
<b>RIMA</b>	<i>Resilience index measurement and analysis</i>
<b>RLC</b>	<i>Regional Office for Latin America and the Caribbean</i>
<b>RNE</b>	<i>Regional Office for Near East and North Africa</i>
<b>SADC</b>	<i>Southern African Development Community</i>
<b>SAFE</b>	<i>Safe Access to Fuel and Energy</i>
<b>SAFIN</b>	<i>Smallholder and Agri-SME Finance and Investment Network</i>
<b>SAG</b>	<i>Scientific Advisory Group</i>
<b>SCN</b>	<i>Standing Committee on Nutrition</i>
<b>SD</b>	<i>Sustainable Development Department</i>
<b>SDG</b>	<i>Sustainable Development Goal</i>
<b>SDW</b>	<i>Gender and Population Division</i>
<b>SEAGA</b>	<i>Socio-economic and Gender Analysis Programme</i>
<b>SEEA-AGRI</b>	<i>Towards a System of Environmental Economic Accounting for Agriculture</i>
<b>SEF</b>	<i>Security Expenditure Facility</i>
<b>SFA</b>	<i>Sustainable food and agriculture</i>
<b>SFDRR</b>	<i>Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework)</i>
<b>SICA</b>	<i>Central American Integration System</i>
<b>SIDS</b>	<i>Small island developing states</i>
<b>SOCO</b>	<i>The State of Agricultural Commodity Markets</i>
<b>SOFA</b>	<i>The State of Food and Agriculture</i>
<b>SOFI</b>	<i>The State of Food Security and Nutrition in the World</i>
<b>SOFIA</b>	<i>The State of World Fisheries and Aquaculture</i>
<b>SOFO</b>	<i>State of the World's Forests</i>
<b>SPC</b>	<i>Secretariat of the Pacific Community</i>
<b>SPS</b>	<i>Sanitary and phytosanitary measures</i>
<b>SQAF</b>	<i>Statistics quality assurance framework</i>
<b>SSF</b>	<i>Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication</i>
<b>SUN</b>	<i>Scaling Up Nutrition</i>

<b>UNCDF</b>	<i>United Nations Capital Development Fund</i>
<b>UNCED</b>	<i>United Nations Conference on Environment and Development</i>
<b>UNCT</b>	<i>UN Country Team</i>
<b>UNCTAD</b>	<i>United Nations Conference on Trade and Development</i>
<b>UNDAF</b>	<i>United Nations Development Assistance Framework</i>
<b>UN-DESA</b>	<i>United Nations Department of Economic and Social Affairs</i>
<b>UNDG</b>	<i>United Nations Development Group</i>
<b>UNDP</b>	<i>United Nations Development Programme</i>
<b>UNDS</b>	<i>United Nations Development System</i>
<b>UNDSS</b>	<i>United Nations Department of Safety and Security</i>
<b>UNECA</b>	<i>United Nations Economic Commission for Africa</i>
<b>UNEP</b>	<i>United Nations Environment Programme</i>
<b>UNESCAP</b>	<i>United Nations Economic Commission for Asia and the Pacific</i>
<b>UNESCO</b>	<i>United Nations Educational, Scientific and Cultural Organization</i>
<b>UNFCC</b>	<i>United Nations Framework Convention on Climate Change</i>
<b>UNICEF</b>	<i>United Nations Children's Fund</i>
<b>UNIDO</b>	<i>United Nations Industrial Development Organization</i>
<b>UNISDR</b>	<i>UN International Strategy for Disaster Reduction</i>
<b>UN-SWAP</b>	<i>UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW)</i>
<b>VGGT</b>	<i>Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security</i>
<b>WCA</b>	<i>World Programme for the Census of Agriculture</i>
<b>WHO</b>	<i>World Health Organization</i>
<b>WMO</b>	<i>World Meteorological Organization</i>