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Programme Implementation Report 2018-19

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Director-General's Foreword

FAO's Medium Term Plan 2018-21 is anchored in the 2030 Sustainable Development Agenda and requires bold actions, strong partnerships and capacity to act swiftly to assist countries in realizing the Sustainable Development Goals. The 2018-19 Programme of Work and Budget (2018-19 PWB) has enabled the Organization to deliver on its commitments, contributing to national and global efforts to the benefit of the world's vulnerable populations.

Driven by the 2030 Agenda for Sustainable Development, FAO continued to keep hunger, food insecurity and malnutrition at the forefront of the international development agenda. Globally, hunger is on the rise again and undernutrition continues to affect millions of children. While public investment in agriculture globally is declining, small-scale food producers and family farmers require much greater support and increased investment in infrastructure and technology for sustainable agriculture. FAO continues to strengthen its role as a lead player on the international stage to raise awareness and to confront the various challenges facing agriculture and food security.

Operating in a challenging global environment during 2018-19, FAO reached 95% of the 2018-19 PWB Outputs, delivering critical support to countries and regions and key global public goods to the international community. The Organization has also moved forward institutional measures required to deliver its programme of work, as evidenced by 77.3% of the key performance indicators in cross-cutting themes and Functional Objectives having reached their biennial target.

In 2018-19, FAO utilized 99.6% of its Regular Programme budget and extrabudgetary expenditure reached USD 1.8 billion. FAO continued to emphasize strong internal control measures and effective risk management, and is actively contributing to the implementation of the repositioning of the

United Nations Development System, reinforcing collaborative efforts with other UN partners and the Rome-based Agencies.

A dynamic and innovative FAO is needed, in a world where challenges are complex and inter-related and in which food and agriculture, people's livelihoods and wellbeing, as well as preservation of natural resources cannot be addressed in isolation. FAO is playing a lead role in supporting countries in transitioning towards sustainable agriculture and food systems as confirmed during the Committee on World Food Security (CFS) at its 45th session with the endorsement of the Terms of Reference for the preparation of the CFS Voluntary Guidelines on Food Systems and Nutrition. The newly established Hand-in-Hand Initiative will promote agricultural and food systems transformations by catalyzing flexible financing, targeted partnerships and innovations in data management, practices, technologies and institutions. Organizational innovations are also taking place to uphold a 'people center' culture and make the Organization more cohesive and more efficient.

In a changing world, innovation and collaborative efforts are needed to reach the goals of the 2030 Sustainable Agenda. FAO has embarked boldly on this journey and will step up its efforts to meet Members' expectations, and to forge strong partnerships to contribute to a world free from hunger, food insecurity and malnutrition in all its forms and to leaving no one behind.

QU Dongyu
Director-General

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Executive Summary

1. The Programme Implementation Report (PIR) informs the membership about the work carried out and the results achieved by the Organization during the past biennium. As part of the established accountability documents, it provides quantitative and qualitative information on delivery, targets and indicators of results of the Strategic Objectives, Functional Objectives and Special Chapters as planned in the Programme of Work and Budget 2018-19 for all sources of funds.
2. This PIR produced under the current results framework shows trends on the Strategic Objectives SDG-based indicators, reports on Outcomes and Outputs, and provides key programmatic and operational lessons learned for each Objective.

Major policy developments - highlights

3. Over the biennium, FAO continued to keep hunger, food insecurity and malnutrition at the forefront of the development agenda. The Report of the Secretary-General on SDG Progress 2019 states that hunger is on the rise again globally and undernutrition continues to affect millions of children. While public investment in agriculture globally is declining, small-scale food producers and family farmers require much greater support and increased investment in infrastructure and technology for sustainable agriculture.
4. FAO, through its active engagement in the Interagency and Expert Group on SDG indicators (IAEG-SDG), ensured the methodological development and successful endorsement of all 21 SDG indicators under FAO's custodianship. The July 2018 United Nations *High-Level Political Forum on Sustainable Development (HLPF)* called for a decade of action to deliver the SDGs by 2030, in which FAO will actively participate. FAO gained major recognition as a key player on the international climate arena in the last two years, especially through its high-level participation and contributions to UNFCCC pre-COP, COP24 and COP25,¹ and sessions of the Subsidiary Bodies, Koronivia Joint Work on Agriculture, as well as the UN Secretary General Climate Action Summit.
5. FAO is playing a lead role in supporting countries in transitioning towards sustainable agriculture and food systems. The 45th session of the Committee on World Food Security (CFS) endorsed the Terms of Reference for the preparation of the CFS Voluntary Guidelines on Food Systems and Nutrition, which recommends a comprehensive and systematic approach to food systems aimed at addressing the existing policy fragmentation between food, agriculture and health sectors. Throughout the biennium, FAO has promoted innovative approaches to sustainable agricultural production, including *inter alia* Globally Important Agricultural Heritage Systems (GIAHS), agroecology, and biotechnology.
6. Antimicrobial resistance (AMR) is a rising global concern that affects human, animal, and plant health, and food and the environment. During the period 2018-19, FAO intensified AMR work within the four focus areas of the FAO Action Plan on Antimicrobial Resistance 2016-2020 (awareness, surveillance, governance and good practices). FAO has also been at the forefront of tackling more regional threats such as the Fall Armyworm (FAW), and the Desert Locust outbreaks in northeast Africa, Saudi Arabia, Yemen and the Horn of Africa. FAO is actively contributing to the implementation of the repositioning of the United Nations Development System, with an overall objective of reinforcing collaborative efforts with other UN partners and the Rome-based Agencies.

Making a difference: Outputs, Outcomes and Strategic Objectives

7. The FAO results framework for 2018-19 guides the planning and monitoring of the Organization's work to help achieve a world free of hunger and malnutrition. At the core of the framework are the indicators that measure progress at each level of the results chain (Outputs - Outcomes – Strategic Objectives).

¹ Conference of the Parties (COP)

8. Outputs 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. Based on lessons learned in 2016-17, improvements were made in setting, monitoring and reporting against Output targets for 2018-19. The setting of the biennial target was facilitated by the sharpened focus of the FAO results chain and the improved work planning involving all country offices, regional and subregional offices and headquarters.

9. As in 2016-17, Output indicators targets were considered met when actuals reached 100% of the target. On this basis, in 2018-19, FAO fully met 95% (41) of its 43 output indicators targets, while 5% (2) were not achieved. Approximately 79% of Output results were delivered at country or regional level.

10. Outcomes reflect changes in the country-level and/or global enabling environment needed to foster the achievement of the higher-level Strategic Objectives. They relate to country or international constraints that can be addressed with contributions (Outputs) from FAO. Indicators at the Outcome level measure the extent to which countries have made the necessary changes and established the required capacities to achieve the Strategic Objectives, in the areas where FAO can contribute, or the extent to which the international community has made progress on improving the global enabling environment. Movement in Outcome indicator values are the result of policies and programmes implemented by all key stakeholders – FAO, Member States and development partners.

11. The Outcome Assessment describes a generally positive trend, with 16 out of 22 indicators showing improved performance status for the majority of countries between the years 2015 and 2019. In addition, for about 90% of the indicators, there is a higher percentage of countries in the medium to high performance categories in 2019 compared to 2015. Finally, FAO's contribution to change is recognized as significant or moderate in 95% or more of the countries for all but two of the assessed outcome indicators.

12. To measure progress at the level of FAO's Strategic Objectives, FAO aligned its results framework to the SDGs, and the trends of the 38 SDG-based SO indicators used to measure progress at the level of FAO's Strategic Objectives, are illustrated in this report.

13. For each Strategic Objective, the results as measured by the indicators, are presented at Strategic Objective, Outcome and Output levels, with highlights of achievement at global, regional and country levels. FAO aims in its work to have an impact on the ground, on people's lives and wellbeing. Examples of these impacts are mentioned throughout this report.

Managing resources wisely: improved means of delivery

14. FAO uses a range of mechanisms to manage the resources put at its disposal and to support and improve delivery of results. The PIR covers progress in the quality and integrity of FAO's core technical, normative and standard-setting work, including high-quality statistics and the cross-cutting themes on climate change, gender, governance and nutrition; the Technical Cooperation Programme; outreach, Information Technology, FAO governance, oversight and direction; efficient and effective administration including Capital and Security Expenditure; and action taken on commitments to achieve efficiency savings. Improvements are measured and reported through key performance indicators (KPIs) and targets. 77.3% (34) of the 44 KPIs in Chapters 6 through 14, reached their biennial target.

15. Total expenditure amounted to USD 2.8 billion in 2018-19, 7.2% higher than in 2016-17, with 99.6% (USD 1 002.6 million) of the net appropriation spent and extrabudgetary expenditure reaching USD 1.8 billion.

16. Mobilization of extrabudgetary resources for current and future work increased by 17% to USD 2.4 billion. Country, subregional and regional projects attracted 79% of all approvals in 2018-19. USD 11.7 million in recurrent efficiency savings has been achieved through downward adjustments in personnel costs and reduced costs of consultants, travel, and procurement.

17. The new FAO Cost Recovery Policy, based on the Comprehensive Financial Framework for cost recovery approved by the FAO Council in 2015 was gradually introduced starting in January 2018. The revised policy is designed to ensure that FAO's costs are correctly measured and distributed among all funding sources, consistent with UN-system policy and UN General Assembly-encouraged practices. A strengthened risk management and internal control framework, now includes the preparation of risk logs for all FAO offices, with specific attention paid to fraud risks, with the launch of an anti-fraud strategy and action plan in 2018.

**Suggested action by the Joint Meeting of the Programme and Finance Committees,
and the Council**

The Programme and Finance Committees, and the Council are requested to:

- note achievements of Outcomes and Outputs under the Strategic and Functional Objectives, as measured by indicators and targets; and
- transmit the Programme Implementation Report 2018-19 to the Conference with their observations and recommendations on achievements, operational and financial performance.

Suggested action by the Conference

The Conference is requested to endorse the Programme Implementation Report 2018-19, providing such guidance as it deems appropriate.

About this Report

18. The Programme Implementation Report (PIR) 2018-19 (www.fao.org/pir) informs the membership about the work carried out and the results achieved by the Organization during the biennium. As part of the established accountability documents,² and building on the Mid-term Review Synthesis Report 2018³ (www.fao.org/mtr), it provides information on delivery, targets and indicators of results of the Strategic Objectives, as well as key performance indicators for Objective 6 and the Functional Objectives and Special Chapters, as planned in the Programme of Work and Budget 2018-19 (PWB)⁴ (www.fao.org/pwb) for all sources of funds.
19. This PIR is produced under the current results framework laid out in the Medium Term Plan 2018-21. It includes an update on progress in achievement of the Strategic Objectives and Outcomes against indicators, as well as the usual reporting on delivery of outputs and financial performance. The results framework⁵ was updated and the monitoring process was elaborated in the Adjustments to the PWB 2018-19⁶ in December 2017.
20. FAO produces, controls and is fully accountable for delivery of Outputs in the Strategic Objective results chain. Indicators and targets have been established and are measured at the output level for each Strategic Objective. Key performance indicators and targets have been established and are measured for Objective 6, the Functional Objectives and the Special Chapters, which Business Units are responsible for monitoring.
21. A graphical representation of performance is presented at the beginning of each Strategic Objective and more detailed information is provided in *Annex 2: Organizational Performance*.
22. *Chapter I, Results – Making a difference* provides highlights of policy developments (*Section A*); gives an overview of results, and for each Strategic Objective and Objective 6 presents the results achieved at Outcome and Output level as measured by indicators (*Section B* and *Annex 2*). *Annex 1* describes the monitoring methodology for results.
23. *Chapter II, Managing resources wisely and delivery improvements* provides highlights of the improved enabling environment for programme delivery (*Section A*); presents progress against key performance indicators for the Functional Objectives and Special Chapters (*Section B* and *Annex 2*); reports on performance of the Technical Cooperation Programme (*Section C*); Multidisciplinary Fund (*Section D*); and presents the biennial financial performance (*Section E*).
24. Special annexes provide standard reporting on progress on FAO gender policy minimum standards and UN-SWAP (*Annex 3*), climate change (*Annex 4*), gender and geographical distribution (*Annex 5*), implementation of the FAO language policy (*Annex 6*), regional dimensions (*Web Annex 7*) and unscheduled and cancelled sessions (*Web Annex 8*).

² Basic Texts Section II.F (CR 10/2009)

³ PC 126/2 - FC 175/7

⁴ C 2017/3

⁵ CL 158/3-WA1 *Web Annex 1*

⁶ CL 158/3

I. RESULTS – MAKING A DIFFERENCE



A. Global Development Context - Highlights

25. Over the biennium, FAO continued to keep hunger, food insecurity and malnutrition at the forefront of the development agenda. The following highlights FAO's contributions to the 2030 Agenda for Sustainable Development and other global developments during 2018-19.

2030 Agenda for Sustainable Development

26. The **2030 Agenda for Sustainable Development**⁷ continues to define the context in which FAO and its Members operate, working towards the Sustainable Development Goals (SDGs) and achieving country specific targets.

27. The *Report of the Secretary-General on SDG Progress 2019* states that hunger is on the rise again globally and undernutrition continues to affect millions of children, while public investment in agriculture globally is declining, small-scale food producers and family farmers require much greater support and increased investment in infrastructure and technology for sustainable agriculture is urgently needed. FAO, through its active engagement in the Interagency and Expert Group on SDG indicators (IAEG-SDG), progressively ensured the methodological development and successful endorsement of all 21 SDG indicators under FAO's custodianship. The formal approval of SDG indicator methodologies by the IAEG-SDG has in turn opened the possibility for countries to begin reporting on these and, at the same time, underscored the need for capacity support to do so.

28. The **United Nations High-level Political Forum on Sustainable Development (HLPF)** were convened in July of 2018 and 2019 under the auspices of the Economic and Social Council to conduct in-depth reviews of progress on the 17 Sustainable Development Goals. In 2018, under the theme *transformation towards sustainable and resilient societies*, six SDGs were reviewed in depth (SDGs 6, 7, 11, 12, 15 and 17). In 2019, under the theme *Empowering people and ensuring inclusiveness and equality*, SDGs 4, 8, 10, 13, 16 and 17 were reviewed. The first UN summit on the SDGs since the adoption of the 2030 Agenda in September 2015, was held in September 2019 to follow-up and review progress of the implementation of the 2030 Agenda. It resulted in the political declaration "Gearing up for a Decade of Action and Delivery for Sustainable Development" which called for a decade of action to deliver the SDGs by 2030. FAO supported countries to undertake their Voluntary National Reviews and actively participated in the thematic reviews of the SDGs and the HLPF in 2018 and 2019 and, together with IFAD and WFP, was actively engaged throughout the various follow-up and review processes.

29. FAO gained major recognition as a lead player on the international climate stage in the last two years, especially through its high-level participation and contributions to UNFCCC pre-COP, COP24 and COP25 and sessions of the subsidiary bodies and UN Secretary General Climate Action Summit. During the biennium, FAO provided technical input and facilitated countries' participation and dialogue in the **Koronivia Joint Work on Agriculture** of the United Nations Framework Convention on Climate Change (UNFCCC). The decision officially acknowledges the significance of the agriculture sectors in adaptation and mitigation of climate change, representing an important step forward in negotiations on agriculture with the UNFCCC. FAO provided knowledge products allowing agriculture experts from member countries to prepare their submissions and informally share their views on how to develop and implement the decision.

⁷ UNGA Resolution A/RES/70/1: *Transforming our world: the 2030 Agenda for Sustainable Development*

30. On 31st May 2018, the UN General Assembly adopted the resolution on **Repositioning of the United Nations Development System**⁸ and welcomed a revitalized, strategic, flexible, results- and action-oriented United Nations Sustainable Development Cooperation Framework (UNSDCF), as the most important instrument for planning and implementing of UN development activities at national level. FAO is actively contributing to the implementation of the repositioning of the United Nations Development System, with the overall objective of reinforcing collaborative efforts and working in a synergetic manner with other UN partners, especially with the Rome-based Agencies (RBAs).

31. FAO together with WFP provided regular reports to the UN Security Council on food security in countries with conflict situations to reinforce the urgent need to target efforts towards resolving conflict in order to end hunger. In May 2018, the landmark **UN Security Council Resolution 2417** was unanimously adopted drawing attention to the link between armed conflict and conflict-induced food insecurity and the threat of famine.

Other global developments

32. The **Committee on World Food Security (CFS)**, the foremost inclusive international and intergovernmental platform for all stakeholders to work together to ensure food security and nutrition for all, at its 45th session in October 2018 endorsed the Terms of Reference for the preparation of the CFS Voluntary Guidelines on Food Systems and Nutrition. FAO is playing a lead role in supporting countries in **transitioning towards sustainable agriculture and food systems**, and the Voluntary Guidelines suggest to follow a comprehensive and systematic approach to food systems aimed at addressing the existing policy fragmentation between food, agriculture and health sectors.

33. The 46th session of CFS in October 2019, promoted a focus theme on “Accelerating Progress on SDG2 to Achieve All the SDGs”. FAO provided inputs on a number of areas relevant to its work, including on the SDGs, food systems and nutrition, urbanization, rural transformation and implications for food security and nutrition, partnerships, agroecology, International Day of Rural Women and International Decade on Family Farming.

34. The 2030 Agenda for Sustainable Development puts **biological diversity** as one of the key elements for many activities, particularly those related to sustainable agricultural sectors. The FAO strategy on mainstreaming biodiversity, was adopted by the 163rd session of the Council in December 2019 following an inclusive consultation process with Members.

35. In a [Communiqué](#) adopted on 19 January 2019 by the 74 ministers for agriculture assembled for the 11th Berlin Agriculture Ministers’ Conference on the occasion of the Global Forum for Food and Agriculture (GFFA 2019) on the theme of “Agriculture Goes Digital – Smart Solutions for Future Farming”, FAO was requested to “draw up, in consultation with stakeholders (...) a concept for considering the establishment of an International Digital Council for Food and Agriculture that will advise governments and other relevant actors, drive the exchange of ideas and experiences and consequently help everyone harness the opportunities presented by digitalization”, for discussion at the 12th Session of the GFFA (GFFA 2020).

36. To address that request FAO developed, through an open and inclusive consultation process with multiple stakeholders and other international organizations, a concept note, which was discussed at a side event during the GFFA 2020. In a [Communiqué](#) adopted on 18 January 2020 by the 71 ministers for agriculture assembled for the GFFA 2020 on the theme of “Food for All! Trade for Secure, Diverse and Sustainable Nutrition”, FAO’s efforts were welcomed and its governing bodies called upon “to support a process” for “the establishment of an International Digital Council for Food and Agriculture”.

⁸ [A/RES/72/279](#) Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Emerging threats

37. The potential impact of the **fall armyworm** in Africa, Near East and Asia has created pressure for immediate and quick response. FAO has taken a lead role in convening partners to identify, validate, and support the use of sustainable pest management practices, and has established monitoring and early warning systems for fall armyworm. In December 2019, FAO launched the pioneering USD 500 million Global Action for Fall Armyworm Control as an urgent response to the rapid spread of fall armyworm. The three-year global initiative will take radical, direct and coordinated measures to strengthen prevention and sustainable pest control capacities at a global level.

38. **Antimicrobial resistance (AMR)** continues to be a global concern that affects human, animal and plant health, and food and the environment. During the biennium 2018-19, FAO intensified AMR work within the four focus areas of the FAO Action Plan on Antimicrobial Resistance 2016-2020 (awareness, surveillance, governance and good practices), increasing overall support to countries in developing and implementing the National Action Plans to combat AMR. Support provided to countries has led to a more than 40% reduction in the number of countries without a NAP (or in development), compared to the previous reporting period. The development and use of the step-wise approach “FAO Progressive Management Pathway for Antimicrobial Resistance” has played a pivotal role on this. The approach has been applied in 7 countries (Ghana, Belgium, Tajikistan, Kenya, Saint Kitts and Nevis, Kyrgyzstan, Tunisia) with more countries requesting support.

39. The **Desert Locust** (*Schistocerca gregaria*) is the most destructive migratory pest in the world. Large swarms pose a major threat to food security and rural livelihoods. FAO has long-standing expertise in monitoring Desert Locust populations and helping countries cope with this devastating crop pest. FAO's Desert Locust Information Service produces monthly Desert Locust Bulletins that are distributed to affected countries, donors and other relevant agencies. FAO launched the alarm on Desert Locust outbreaks in northeast Africa and Saudi Arabia in February 2019, and in Yemen and the Horn of Africa in July 2019. FAO requested USD 153 million for rapid response and anticipatory action in 10 countries.

In focus

Rome-based Agencies strengthened collaboration

In 2018, the **Rome-based Agencies** signed a five-year Memorandum of Understanding (MoU), committing to working towards collective outcomes, based on comparative advantages and over multiyear time frames. The MoU aims to strengthen collaboration and coordination at global, regional and country levels in order to provide enhanced support to countries. To operationalize the main provisions of the MoU, the RBAs developed an Action Plan covering the 2019-20 biennium which will be updated on an annual basis. The RBAs are also fully engaged in the implementation of the repositioning of the United Nations Development System, while making use of broad-based and purposeful partnerships.

The three agencies contributed together to the production of flagships reports such as *The State of Food Security and Nutrition in the World (2019)*, prepared for the third consecutive year by FAO, IFAD, UNICEF, WFP and WHO, which introduced another indicator from the global SDG monitoring framework on the prevalence of moderate or severe food insecurity based on the food insecurity experience scale (FIES). In May 2019, FAO and IFAD co-organized the Global Launch of the UN Decade of Family Farming 2019-2028, attended by more than 230 delegates from 113 countries. At country level, the RBAs have focused on enhancing existing collaboration and scaling up initiatives in the areas of joint outcome formulation, joint programme formulation, joint food security assessments and interaction in thematic groups, capacity development, resilience initiatives, and emergency preparedness and response operations.

In the area of corporate services, the RBAs continued to collaborate extensively, including on security and business continuity, corporate procurement, human resources, health services, information technology, privileges and immunities, travel and visa, and corporate environmental responsibility.

AGROECOLOGY

Launched in 2018 together with UN partners, the **Scaling up Agroecology Initiative** serves as a platform to catalyze cooperation and concerted action within the UN and across multiple partners. An action plan was developed with three interrelated areas of work: i) knowledge and innovations; ii) policy processes; iii) building connections. The Plan also identified three priority countries for the first phase, according to their needs and capacities: India, México and Senegal.

In India (Andhra Pradesh State), through horizontal learning schemes and Farmer Field Schools projects, the Zero Budget Natural Farming (ZBNF) Programme has enabled 580 000 farmers (3 000 villages) to adopt agroecological practices. In México, an inclusive process has been launched to scale up agroecological practices under the country's food self-sufficiency vision. Through its "Production for Well-Being" programme, 2.8 million smallholders and 657 000 indigenous producers are supported on integrated farming including soil, water, biodiversity, seeds, machinery and sustainable energy. National stakeholders have been empowered to review policy frameworks and prepared a National Agroecological Transition Programme with a food systems approach. In Senegal, a National Multi-Stakeholder Committee produced inclusive policy recommendations on agroecological transitions to rebuild agricultural systems.

The **Tool for Agroecology Performance Evaluation** (TAPE) has been developed to support agroecological transitions, at different scales and in different locations, through informed policy-making processes. It consolidates information on the impact of agroecological approaches, and aims to produce evidence on the performance of agroecological systems across the environmental, social and cultural, economic, health and nutrition, and governance dimensions of sustainability.

B. Progress and Achievements - Strategic Objectives

40. FAO contributes to achieving progress through its results framework of Strategic Objectives (SOs), Outcomes and Outputs with indicators of progress measured on a biennial basis. This section describes the monitoring methodology and provides an overview of progress on achieving Strategic Objectives and Outcomes and delivering Outputs in the 2018-19 biennium.

Overview of indicator monitoring and progress

Strategic Objectives

41. The FAO Strategic Objectives are the global development goals that FAO and member countries aspire to achieve, in collaboration with the rest of the international community. They provide a line of sight for assessing global progress in the areas where FAO has committed to achieve results and collaborate with partners.

42. FAO is one of many development partners that assist national governments in their efforts towards achieving these objectives. Achievements at this level cannot be attributed to any one partner, but are the result of interventions of an array of stakeholders. FAO contributes to achieving progress in line with its mandate and comparative advantages, but there can be no direct attribution of causality.

43. The Medium Term Plan 2018-21 established a set of indicators to track global trends at the level of Strategic Objectives using international data sources. Following the adoption by the UN General Assembly of the 2030 Agenda for Sustainable Development at the end of 2015, FAO aligned its results framework to the Sustainable Development Goals (SDGs) by identifying and using exclusively the SDG targets and indicators that relate to each FAO Strategic Objective. This process, has resulted in a new set of 38 SDG-based SO indicators to measure progress at the level of FAO's Strategic Objectives.⁹

44. Current data availability is being progressively built up for many of the SDG-based SO indicators. To assess recent trends, values for each SDG-based SO indicator are compared over the years in 2000, 2015 and 2019 (or closest prior year for which data was available) as shown in the *Annex 2: Organizational Performance*.

Outcomes

45. Indicators at the Outcome level measure the extent to which countries have made the necessary reforms and established the required capacities to achieve the Strategic Objectives, in the areas where FAO can contribute at country level, or the extent to which the international community has made progress on improving the global enabling environment, for example through the development of policy frameworks, norms, standards and agreements. Movement in outcome indicator values are the result of policies and programmes implemented by all key stakeholders – FAO, Member States and development partners. In interpreting the Outcome indicators, it should be considered that FAO is just one of the contributors to those changes and therefore progress cannot be attributed only to its work. Monitoring progress on the Outcome indicators is useful in assessing FAO's perceived contribution to changes at country level, and to identify gaps and areas for improvement to help make FAO's work more relevant.

46. For 2018-19, there were a total of 41 Outcome level indicators for 20 Outcomes across the five Strategic Objectives. In order to measure progress in the outcome indicators, FAO conducted a Corporate Outcome Assessment at the end of 2019, which collected both primary (survey) and secondary data (public databases and policy review) at country level for the elements of measure for each Corporate Outcome indicator. Data was collected for both the baseline year (2015) and the end

⁹ C 2017/3 PWB 2018-19 *Annex 2*

of the current period (2019). Data was not available or of very low quality for 12 of the 41 Outcome indicators, which are not reported. Further detail on the monitoring methodology is provided in *Annex 1: Monitoring Methodology*.

47. The Outcomes are assessed and results presented by Strategic Objective and are described by Outcome indicator as shown in the indicator pages in *Section I.B* and in *Annex 2*, namely:

- a) **Changes in performance status between 2015 and 2019** - i.e. the proportion of countries with progress between 2015 and 2019 measured by one of the three categories (*improved, no major change, or worsened*).
- b) **FAO's perceived contribution to the change in the country performance** - i.e. the survey respondents perception of the extent to which FAO contributed to the change between 2015 and 2019 (*significant, moderate, or no visible contributions*).¹⁰
- c) **Distribution of countries by performance class in 2015 and 2019**¹¹ - i.e. the proportion of countries within each of the five performance classes (*low, medium low, medium, medium high, or high performance*) in 2015 and in 2019.

48. The Outcome results are expressed in percentages rounded up to the closest integer.¹²

49. The results of the Outcome Assessment show that the performance trend is generally positive, with 16 out of 22 indicators showing improved performance status for the majority¹³ of countries between the years 2015 and 2019. In addition, for about 90% of the indicators, there is a higher percentage of countries in medium to the high performance categories in 2019 compared to 2015. Finally, FAO's contribution to change is recognized as significant or moderate in 95% or more of the countries for all but two of the assessed Outcome indicators.¹⁴

Outputs

50. Outputs are FAO's contribution - in terms of processes, products and services - to the Outcomes in the results chain. They represent the direct results of FAO's interventions at the national, regional and global levels, funded from assessed and voluntary contributions, which the Organization controls and for which it is fully accountable. The achievement of the 40 Outputs was monitored annually through 43 indicators and 43 targets, as explained in *Annex 1*.

51. Based on lessons learned in 2016-17, continuous improvements were made in setting, monitoring and reporting against output targets for 2018-19. The setting of the biennial target was facilitated through the sharpened focus of the FAO results chain and the improved work planning with engagement at all locations (regional, subregional and country offices and headquarters). The quality assurance process and criteria for results review was further refined. These enhancements led to a more focused set of results and provided better information about the outputs delivered by FAO during the biennium.

52. Output indicators targets were considered met when actuals reached 100% of the target. On this basis, in 2018-19, FAO fully met 95% (41) of its output indicators targets. Approximately 79% of Output results were delivered at country or regional level.

¹⁰ The results are not available for the Outcome indicators based only on secondary data or on policy and legislation review.

¹¹ Available in *Annex 2* only.

¹² The results in percentages all sum up to 100% when the decimals are considered.

¹³ Majority of countries means 50% or more of countries for a given indicator.

¹⁴ The remaining two were assessed at 76% and 84%.

53. *Table 1* provides an overview of output indicator target achievement by Strategic Objective.

Table 1: Output indicator targets as at end 2019

	Number of targets fully met (100% or higher)	Number of targets not met	Total
SO 1	6	1	7
SO 2	9		9
SO 3	9		9
SO 4	8	1	9
SO 5	9		9
Total	41	2	43

Presentation of Strategic Objective results

54. For each Strategic Objective the results are presented at SO, Outcome and Output levels as measured by indicators, with highlights of achievement at global, regional and country levels. For each Strategic Objective, an overview *indicator page* shows:

- a) values for each SDG-based SO indicator in 2000, 2015 and 2019 (or closest prior year for which data was available);
- b) an overview of changes in performance status (worsened, no major change or improved) between 2015 and 2019, as measured by the Outcome indicators;
- c) FAO's perceived contribution to the change in the country performance, as measured by the Outcome indicators;
- d) the target and actual values of the Output indicators, as well as the assessment of performance.

55. For Objective 6, which ensures the quality and integrity of FAO's core technical, normative and standard-setting work, including the delivery of high-quality statistics and the coordination of cross-cutting themes on climate change, gender, governance and nutrition, performance is measured and reported by key performance indicators and targets, measured by the responsible managers for each Objective 6 Outcomes.

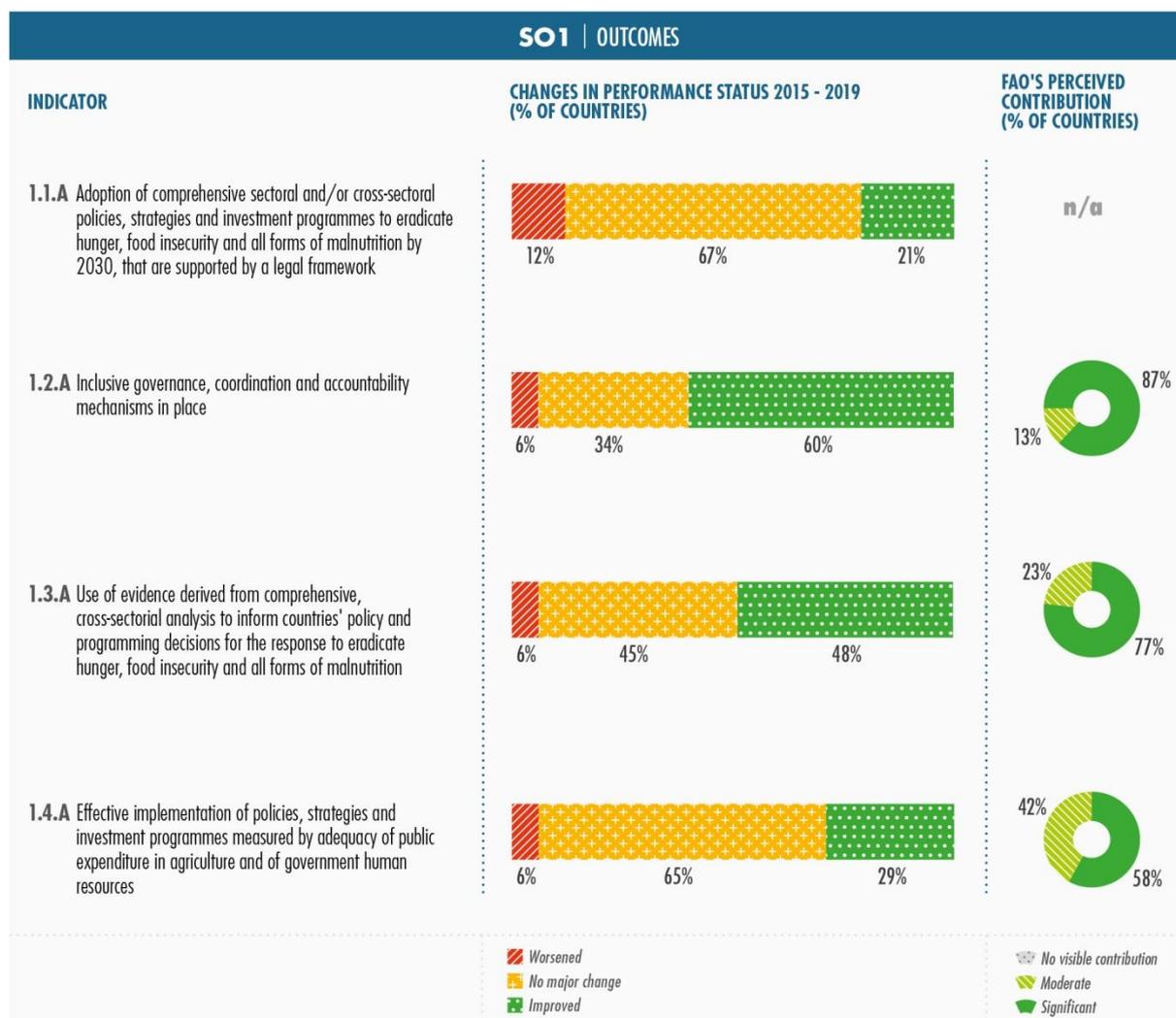
56. Detailed information on all SDG-based SO indicators, Outcome indicators, Output indicators and key performance indicators (KPIs) are tabulated in *Annex 2*.



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

SO1 CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION					
SDG INDICATOR	SERIES DESCRIPTION	2000	2015	2019*	
SDG2 ZERO HUNGER					
2.1.1	Prevalence of undernourishment	14.8	10.6	10.8	
2.1.2	Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)		23.5	25.4	
2.2.1	Prevalence of stunting (height for age <2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age	32.5	23.3	21.9	
2.2.2	Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)	Proportion of children moderately or severely overweight (%)		4.9	5.7
		Proportion of children moderately or severely wasted (%)			7.29
SDG3 GOOD HEALTH AND WELL-BEING					
3.4.1	Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	22.4	18.5	18.3	

*or closer date 2016–2019



SO1 OUTPUTS				
OUTPUT	INDICATOR	TARGET 2018-19	ACTUAL 2018-19	ACHIEVED
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.	<i>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.</i>	127	158	●
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.	<i>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.</i>	29	37	●
1.2.1 Capacities of governments and stakeholders are improved for food security and nutrition governance.	<i>Number of policy processes with enhanced human and institutional capacities for food security and nutrition governance as a result of FAO support.</i>	43	43	●
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.	<i>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.</i>	21	34	●
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.	<i>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.</i>	36	33	▲
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.	<i>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.</i>	17	27	●
1.4.2 Capacities of governments and stakeholders are improved for human resource and organizational development in the food security and nutrition domain.	<i>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.</i>	74	77	●

● Fully Achieved (Actual ≥ Target);
▲ Not Achieved (Actual < Target)

57. The focus of the Strategic Programme 1 (SP1) is to build an enabling environment for the eradication of hunger, food insecurity and malnutrition, addressing undernourishment, nutritionally imbalanced diets, food quality and safety, as well as the sustainability of the food systems. The achievement of this objective has become increasingly complicated as malnutrition, overweight, obesity and diet-related non-communicable diseases (NCDs) are now affecting all countries. Factors

such as climate change, loss of biodiversity and environmental degradation, and increased social inequality are adding complexity to the achievement of the SDG2 hunger and malnutrition targets.

58. FAO works in partnership with governments and development actors, in particular with the Rome-based agencies and other UN partners. This Objective is composed of four interconnected Outcomes:

- a) explicit political commitment in the form of policies, programme and action plans, 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).

59. We are currently moving further away from achieving the SDG2 food security and nutrition targets (SDG indicator 2.1.1). Nearly one in ten people (9.2%) suffered from severe food insecurity in 2018 (SDG indicator 2.1.2 which, combined with moderate food insecurity reaches 25.4%), equivalent to approximately 704 million people. Stunting (SDG indicator 2.2.1) and wasting continue to decline, although at a slow pace. There must be renewed efforts therefore, to foster high-level political commitment, appropriately prioritize funding, and intensify action on food insecurity and malnutrition.

60. Undernourishment, child stunting and wasting often co-exist with micronutrient deficiencies, as well as overweight and obesity (SDG indicator 2.2.2). The prevalence of moderate and severe overweight continues to increase across all age groups. In 2018, 40 million children under the age of five were overweight. Under a 'business as usual' scenario, the number of overweight and obese people will increase from 1.33 billion in 2005 to 3.28 billion in 2030. These numbers will have a disastrous impact on global health outcomes, as non communicable diseases (SDG indicator 3.4.1) are the largest contributors to the global burden of mortality and morbidity.

Implementation of the Strategic Programme

Performance overview

61. SP1 has played a central role in catalyzing high-level policy dialogue between governments, FAO, and other development partners including civil society, private sector, parliamentarians and academia. FAO's ability to engage in such dialogue and ensure coherence has remained strong at global, regional and country levels. Given the limitations on public sector resources and outreach, SP1 has increased its focus on the impact of private sector investment for the achievement of SDG2.

62. A core element of SP1 is delivery at country level through a network of policy officers deployed, amongst others, through the joint FAO/European Union FIRST¹⁵ policy assistance facility. The network provides tailored analyses for: policy and programme development, prioritization of public sector resource allocation, and the development of policy and programme implementation capacities at regional and global levels, *inter alia* through cross-country analyses, South-South and Triangular Cooperation and exchange.

¹⁵ Food and nutrition security impact, resilience, sustainability and transformation (FIRST)

Corporate Outcome Assessment

63. Progress on SP1 Outcomes is detailed in *Annex 2*.

64. Overall, for the period 2015-2019, results indicate improvement for most countries in setting up inclusive governance, coordination, and accountability mechanisms (1.2.A) and, for about half of the countries in the use of evidence to inform policy and programming decisions (1.3.A). No major changes were outlined in the majority of the countries regarding indicators 1.1.A and 1.4.A. Overall, FAO's contribution to the changes is rated significant for the majority of countries and moderate for the remaining ones.

65. Between 2015 and 2019, country performance in the policy environment (1.1.A) slightly improved. Policy and legislative cycles typically take longer than the assessment period, potentially masking ongoing policy reform for strengthened food security and nutrition. Accordingly, 21% of countries improved their policy environment for food security and nutrition. Despite improvement in policy design, support to governments is still required, as 67% of countries showed no significant change and 12% worsened.

66. Significant improvements took place in countries on governance, coordination mechanisms and partnerships for food security and nutrition (1.2.A). 60% of countries improved their overall coordination mechanisms between 2015 and 2019.

67. At the end of 2019, 48% of countries improved their performance for the indicator on evidence-based decision-making (1.3.A), while 6% worsened and 45% saw no major changes. To consolidate and accelerate progress in this particular area, more efforts at a national level are needed.

68. The effective implementation of policies, strategies and investment programmes, measured by the adequacy of human and financial resources in agriculture (1.4.A), show some improvement, but overall remains weak. Since 2015, 29% of countries had improved their allocation of resources by the end of 2019. The majority of countries saw no major change in their situation (65%), and 6% of countries worsened. As far as performance status, almost all countries (93%) ranked low or medium low, signaling that this remains an area in need of intensified FAO support.

69. FAO's contribution to the change in Performance status for three SO1 indicators (1.2.A, 1.3.A, 1.4.A) was considered significant by most of the respondents over the four years period. In particular, FAO's involvement in inclusive governance, coordination and accountability mechanisms (1.2.A) was recognized as significant by 87% of the respondents. For 77% of the respondents, FAO's support in the use of evidence to inform policy and programming decisions (1.3.A) was rated as significant as well as for 58% of the stakeholders regarding the implementation of policies, strategies and investment programmes (1.4.A). The remaining respondents rated FAO's contribution as moderate between 2015 and 2019 for SO1 area of work.

Assessment of biennial Outputs

Overview of results achieved

70. As shown in *Annex 2*, and with one exception, the results for most of the Outputs have been achieved or exceeded.

71. FAO provided support to 158 policy processes in over 50 countries to sharpen the policy coherence of sectoral policies, investment plans and programmes on food security, nutrition with gender considerations (indicator 1.1.1), exceeding the biennial output target of 127. Similarly, FAO's support to countries in strengthening legal frameworks (indicator 1.1.2), including the progressive realization of the Right to Food in legal frameworks in over 17 countries (37 policy processes) has exceeded the biennial target.

72. In the domain of governance, coordination mechanisms and partnerships for food security and nutrition (indicator 1.2.1), FAO met the biennial target to support the creation, and

strengthening of 43 mechanisms and policy processes. In 2018 and 2019, FAO built further on its work to strengthen accountability and grievance mechanisms at national and local levels, whilst engaging with stakeholders from civil societies, private sector and national and regional parliamentary alliances.

73. Results in evidence-based decision-making strengthened significantly compared to previous biennia, exceeding the biennial target (indicator 1.3.1), with 34 policy processes. There have been greater efforts at a national-level, to undertake comprehensive food security and nutrition analysis in an effort to inform national efforts to achieve SDG2. Together with a range of national stakeholders, FAO carried out Policy Effectiveness Analyses in 24 countries with the aim of identifying priority areas for action. Good progress was made on the monitoring and evaluation and impact evaluation systems at country-level (indicator 1.3.2), although this remains an area that is under-resourced, as evidenced by the achievement of support to 33 policy processes against the 36 policy processes targeted.

74. Support to enhancing national capacities for more effective financial resource allocation and use for food security and nutrition (indicator 1.4.1) was successfully provided to 27 policy processes, exceeding the biennial target of 17. FAO's work to support organizational and human resources development was successful across 77 organizations, exceeding the target of 74 (indicator 1.4.2). The work on financial resources allocation has benefitted from increased demand to analyze and track public expenditures, as well as support to access key resources to implement large-scale national programmes on climate change and agriculture sector transformations. More support to engage with ministries of finance and planning alongside ministries of agriculture to identify priority actions for investment is needed.

Achievements at global level

75. FAO has engaged with other development partners and UN agencies in the preparation of the CFS Voluntary Guidelines on Food Systems and Nutrition. FAO has been a critical contributor to the establishment of a CFS work stream on gender equality and women's empowerment. FAO also provided strategic inputs and engaged actively in various other global processes, including the Committee on Fisheries (COFI), the UN System Standing Committee on Nutrition (UN-SCN), the Scaling Up Nutrition (SUN) Movement, the Decade of Action on Nutrition, and the New Urban Agenda. Likewise, awareness raising and knowledge sharing activities among stakeholders in the United Nations Framework Convention on Climate Change (UNFCCC) were organized during the COP¹⁶ 24 and COP 25 events. Similar activities were carried out within the Nationally Determined Contribution (NDC) Partnership Thematic Working Group (TWG) on Agriculture, Food Security and Land Use and the Support Unit of the NDC Partnership.

Achievements at regional, subregional and country levels

76. For the first time, FAO co-published its Regional Panoramas in three regions. The *Regional Overview of Food Security and Nutrition* in Latin America and the Caribbean, in collaboration with the Pan American Health Organization, World Health Organization, UNICEF and WFP; in Africa, in collaboration with UNECA;¹⁷ and in Asia and the Pacific, in collaboration with WHO and WFP, (Output 1.3.2). Jointly with UNICEF and WHO, FAO organized the Symposium on Sustainable Food Systems and Nutrition Governance for Healthy Diets in Central Asia and Caucasus. Three regional networks on food security and nutrition - the Capacity Development Network in Nutrition in Central and Eastern Europe, the Eurasian Network for Food Security and Nutrition, and the Central Asia and Caucasus Regional Nutrition Capacity Development and the Partnership Platform had actively contributed to the initiative (outputs 1.4.2 and 1.2.1).

¹⁶ Conference of the Parties (COP)

¹⁷ United Nations Economic Commission for Africa

77. In Africa, FAO helped the African Union Commission and the African Union Development Agency with the refinement of the Biennial Review instruments improving their alignment with SDGs reporting mechanism (Output 1.3.2). AU Member States and national statistics institutions on agriculture and food security worked on food security indicators, and the African Development Bank was assisted to develop a nutrition scorecard which integrates the Prevalence of Undernourishment and the Household Dietary Diversity Score (Output 1.3.1). FAO also contributed to food security and nutrition governance (Output 1.1.2) by supporting the establishment of parliamentary alliances on food and nutrition security in Congo, Gabon, and Central Africa subregions, strengthening capacities of the Pan-African Parliamentary Alliances on nutrition sensitive investments and the right to adequate food.

78. In the Asia-Pacific region, FAO helped the implementation of the joint action framework for food security and nutrition in the Pacific to enhance Pacific Small Island Developing States food security and nutrition outcomes (Output 1.1.1 and 1.4.1). Support to the Philippines and Pakistan was given for the publication of national-level State of Food Insecurity and Nutrition reports (indicator 1.3.1). FAO also contributed to school nutrition education programmes through scoping review and capacity needs assessments (Output 1.3.1).

79. In the Latin America and Caribbean region, FAO supported the drafting of the Mesoamerica Plan de Desarrollo Integral under the Community of Latin American and Caribbean States (CELAC), which takes a territorial development approach, and highlights the linkages between poverty, food security and climate change (Output 1.1.1). Additionally, the Organization contributed to the creation of the Ibero-American Parliamentary Alliance for the Right to Food following the Global Parliamentary Summit held in Madrid 2018 (Output 1.1.2). FAO also helped six countries to put in place implementation plans on policies promoted during the 2018 FAO- IFPRI¹⁸ Forum for the Transformation of Food Systems and the Reduction of Overweight and Obesity in Latin America and the Caribbean (Output 1.1.1).

80. FAO strengthened national-level capacities across SO1 outputs in over 85 countries. In over 50 countries across the five regions, food security and nutrition were mainstreamed in sectoral policies and investment programmes (Output 1.1.1), and specific cross-sectoral policy frameworks for food security and nutrition were developed. In Uruguay, Paraguay, Malawi, Zambia, Cambodia, Philippines and Kenya, governments and stakeholders were assisted for operationalizing the linkages between climate change and food security and nutrition in policies and programmes, with over 40 countries reporting specific gender considerations in policy frameworks.

81. Over 17 countries, including Ethiopia, Chad, Uganda, Philippines, Pakistan, Haiti and Nicaragua are developing and implementing legal frameworks supportive of the Right to Food and more secure and equitable access to resources and assets (Output 1.1.2). This is in addition to the support FAO provides to Parliamentarians in the Africa and Near East regions to identify strategic and priority food security and nutrition issues through collaboration with the Association of Senates, Shura and Equivalent Councils of Africa and the Arab World.

82. Through the joint FAO/EU FIRST policy assistance facility, 24 countries have produced Policy Effectiveness Analyses (Output 1.3.1), through a participatory and capacity-development focused process to inform dialogue of stakeholders including governments, donors, civil society and the private sector. For example, in Kenya, Chad, Cote d'Ivoire, Timor-Leste, Pakistan, Myanmar, and Fiji, amongst others were able to identify key priority areas for policies to achieve SDG2. This has further focused efforts to support implementation of policies and strategies through the launch of the National Investment Plan (NIP) in the West Bank and Gaza Strip, as well as continued efforts to strengthen nutrition-sensitive monitoring and evaluation systems at decentralized level in Lao.

¹⁸ International Food Policy Research Institute (IFPRI)

83. National capacities to implement policies, programmes and actions (Output 1.4.1) in the area of food security and nutrition have been enhanced in over 30 countries.

Mainstreaming of cross-cutting issues

84. Key results at global and national levels were achieved during the 2018-19 biennium. Through joint efforts with IFAD, WFP and the Government of Spain, FAO led the preparation of a proposal to establish a thematic work stream within the CFS on gender equality and women's empowerment in the context of food security and nutrition. The objective is to develop a set of globally accepted Voluntary Guidelines to complement and reinforce the efforts of CFS to systematically mainstream gender issues in all of its products and activities. In addition, FAO has provided continued support to Rwanda, Botswana, and Kyrgyzstan on the implementation of the Convention on the Elimination of All Forms of Discrimination against Women, where gender assessments have informed the formulation of Gender in Agriculture strategies.

85. The outcomes of COP 24 and COP 25 have translated into a number of nationally determined contributions with specific focus on food security and nutrition in climate-smart agriculture policies. FAO has played a key role in awareness raising and knowledge sharing activities among stakeholders in the UNFCCC, the NDC Partnership TWG on Agriculture, Food Security and Land Use and the Support Unit of the NDC Partnership. FAO highlighted the relevance of applying a food systems approach in global, regional and national policy dialogues and governance mechanisms. FAO has also supported the informal Action Networks to implement the Decade of Action on Nutrition.

Highlights

Guatemala | Laying the foundations for a hunger and malnutrition-free generation

In over 33 000 public schools in Guatemala, students regularly gather in the school gardens to learn about sustainable farming, nutrition and healthy diets. In school canteens, more than 2.2 million Guatemalan children eat nutritious and varied meals. The involvement of parents' associations was critical for this success. In addition to assisting to reduce undernourished and obese people, this initiative also helps to boost the rural economy whilst increasing family incomes and food security, as a big share of the food comes from local smallholder farmers, through a public purchase program.

FAO, after more than five years of work, has contributed to the achievement of the four SO1 outcomes in Guatemala. The School Feeding Law, supported by FAO and the "Parliamentary Front against Hunger", has increased the budget for food per student by 75% while allocating 50% of resources per child to purchasing foods from local producers.

Guatemala's commitment to end hunger and all forms of malnutrition, effectively implemented through inclusive governance and coordination mechanisms and evidence-based decision-making is the result of several activities promoted by FAO. Involving different projects and donors (including the EU, Brazil, Mexico and Spain), the process has included several South-South Cooperation actions, piloting different school feeding models and carrying out cost-benefit analyses. The FAO Representation played a lead role in supporting the process, promoting dialogue among government, parliamentarians and donors, and bringing in the expertise of various FAO units ([FAO Guatemala Nourishing bodies and minds](#)).

Myanmar | Better analysis for increased and more impactful investment

From 2018 to 2019, the Government of Myanmar, with support from FAO, embarked on a comprehensive Policy Effectiveness Analysis, providing policy makers with data and analysis on the impact of its policies and actions, identifying bottlenecks and inefficiencies, and outlining priority areas for policy change and investment.

The assessment flagged the need to reflect better on the relevant socio-ecological conditions (such as the specific issues faced by minorities and the geographical inaccessibility of mountainous and isolated areas) in its policies and interventions. It also pointed at the need to shift from budget-based planning to programme-based budgeting, improving intra-ministerial coordination, establishing a performance and results-based Monitoring and Evaluation framework, increasing subnational budgeting, and promoting impact investments by the private sector.

Biodiversity

Among several FAO initiatives promoted in the 2018-19 biennium in the area of biodiversity, including to contribute to the UN Decade on Biodiversity and the Post-2020 Global Biodiversity Framework and linkages with SDG2.

The publication of the flagship report *The State of the World's Biodiversity for Food and Agriculture* launched at the Commission on Genetic Resources for Food and Agriculture in 2019 attracted unprecedented media attention. The report, based on data provided by 91 countries and 27 international organizations, highlighted that biodiversity for food and agriculture is in decline, and called attention to the drivers of biodiversity loss and the necessary enabling frameworks. In this regard, the development of a Global Plan of Action is being discussed by the Commission for adoption by the FAO Conference in 2021. *The State of the World's Aquatic Genetic Resources* was also launched in August 2019.

The Biodiversity Mainstreaming Platform in collaboration with the CBD Secretariat, organized the first Multi-Stakeholder Dialogue on Biodiversity Mainstreaming Across the Agricultural Sectors which was held in Rome in May 2018. At regional and country level, FAO has promoted a series of global and regional multi-stakeholder dialogues to address the issue of biodiversity mainstreaming and provide a space for sharing good practices and showcase regional and national initiatives. These dialogues supported and contributed to finalizing the FAO's Strategy on Mainstreaming Biodiversity across Agricultural Sectors adopted by the Council in December 2019, with work currently undergoing to develop an Action Plan to operationalize the Strategy.

In Latin America and the Caribbean, FAO is implementing through 42 projects activities associated with biodiversity-conservation related issues in agriculture, livestock, forestry, fisheries and aquaculture, including good practices of landscape management, restoration and conservation. In the Asia-Pacific Region with the participation of Bangladesh, Bhutan, Cambodia, India, Lao PDR, Myanmar, Nepal, Pakistan, Philippines, Thailand, and Vietnam, the Future Smart Food Initiative aims to promote agriculture diversification with sustainable intensification addressing zero hunger and highlights the importance of conservation of biodiversity, including neglected and underutilized species.

Key lessons learned

86. SP1's involvement in evidence-based policy work at national level produced significant impact by influencing public sector policy and resource mobilization. It demonstrates that FAO can be a catalytic player in the policy arena, adding value to the investments and actions of others. It also underlines the importance of FAO broadening its engagement beyond the traditional relationships with ministries of agriculture through a multi-sectoral approach. More focused support to country-identified needs and opportunities should continue and be further scaled-up, including through posting policy experts in country offices.

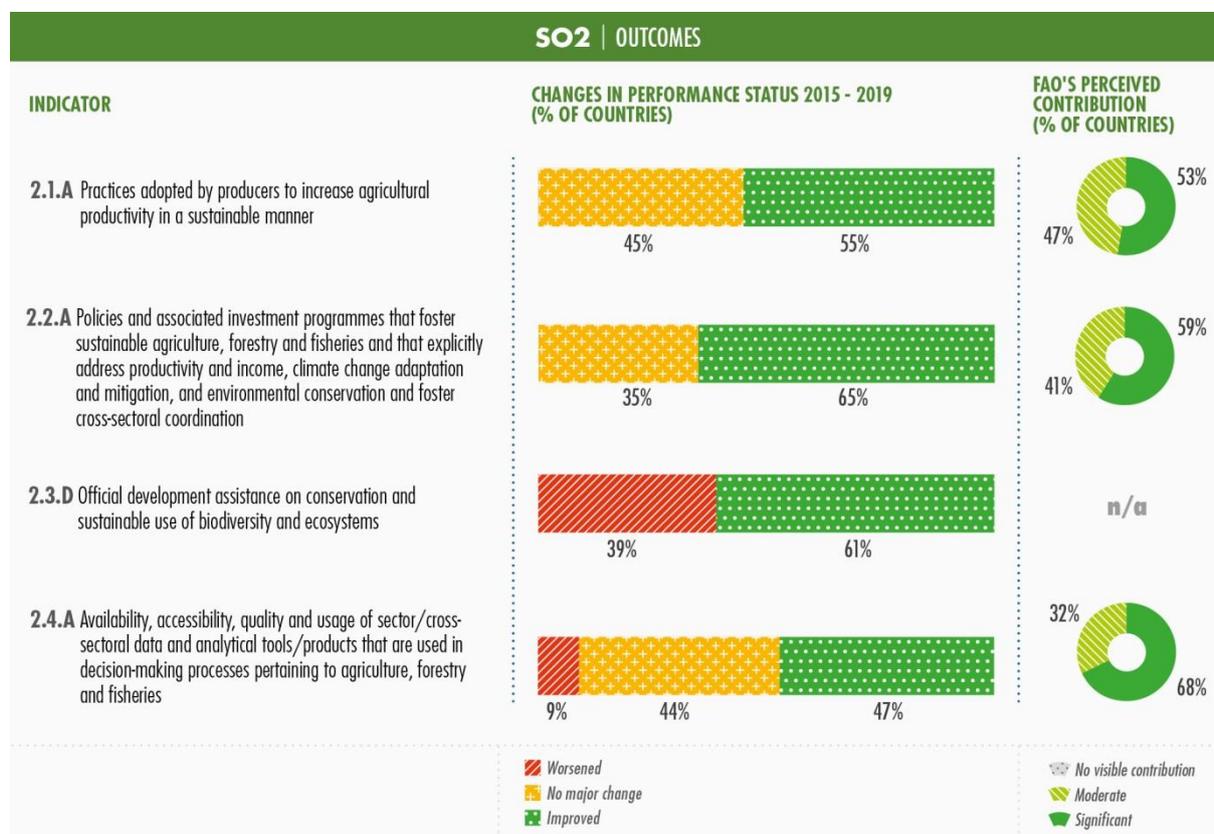
87. To have an impact, resource limitations at country and regional levels need to be addressed. This is especially true for areas such as the Right to Food, small-scale fisheries and aquaculture, work on policy in support of impact investment, as well as on evidence-based decision-making. Additionally, ensuring timely and reliable policy support requires additional FAO capacities for producing timely and comprehensive policy and political economy analysis.



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

SO2 MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE				
SDG INDICATOR*	SERIES DESCRIPTION	2000	2015	2019**
SDG2 ZERO HUNGER				
2.5.1	Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities	3 386 229	5 047 817***	5 309 861
SDG6 CLEAN WATER AND SANITATION				
6.4.2	Level of water stress: freshwater withdrawal as a proportion of available freshwater resources		16.5	17
SDG14 LIFE BELOW WATER				
14.4.1	Proportion of fish stocks within biologically sustainable levels	72.56	66.9	
14.5.1	Coverage of protected areas in relation to marine areas	2.2	12.0	17.2
SDG15 LIFE ON LAND				
15.1.1	Forest area as a proportion of total land area	31.1	30.7	
15.1.2	Average proportion of Freshwater Key Biodiversity Areas (KBAs) covered by protected areas (%)	30.5	43.1	43.2
	Average proportion of Terrestrial Key Biodiversity Areas (KBAs) covered by protected areas (%)	33.1	45.8	46.1
15.3.1	Proportion of land that is degraded over total land area		20	

* Data for 2.3.1, 2.4.1, 2.5.2, 6.4.1, 15.4.2 is not available | **or closer date 2016–2019 | ***2014 data



SO2 OUTPUTS				
OUTPUT	INDICATOR	TARGET 2018-19	ACTUAL 2018-19	ACHIEVED
2.1.1 Innovative practices and technologies piloted, tested or scaled up by producers, to sustainably increase productivity, address climate change and environmental degradation.	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.	76	94	●
	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.	43	46	●
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.	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.	168	217	●
2.2.1 Policies, strategies and investment programmes formulated, in support to sustainable agriculture, forestry and fishery, and address climate change and environmental degradation.	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.	61	86	●
2.2.2 Government and stakeholders' capacities improved to facilitate cross-sectoral policy dialogue to develop more integrated strategies and programmes for sustainable agriculture, forestry and fisheries, address climate change and environmental degradation.	Number of strategy documents on sustainable agriculture, forestry and fisheries developed through cross-sectoral policy dialogue, related to 2030 Agenda and NDC implementation plans.	40	43	●
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.	Number of formal session documents with input by FAO submitted to international governance mechanisms, and focusing on sustainable agriculture, forestry and/or fisheries considerations.	50	93	●
2.3.2 Capacities of institutions strengthened to implement policies and international instruments that foster sustainable production and address climate change and environmental degradation	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.	43	64	●
2.4.1 Strategic knowledge products developed addressing regional or global issues that integrate information on sustainable production, climate change and environmental degradation.	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.	111	112	●
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.	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.	77	99	●

● Fully Achieved (Actual ≥ Target);
▲ Not Achieved (Actual < Target)

88. The transition to more productive and sustainable production systems and practices in agriculture, forestry and fisheries, while managing natural resources sustainably, is essential to feed a world significantly affected by climate change. FAO supports countries in this transition by providing technical advice, improving knowledge management support in decision-making, and formulating,

reviewing or implementing effective strategies, policies and investment programmes through inclusive governance mechanisms.

89. Through Strategic Objective 2 (SO2), FAO provides support to countries using the five interconnected principles¹⁹ of sustainable food and agriculture (SFA) to ensure that:

- a) producers achieve higher productivity and production in a sustainable manner while taking into consideration 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 Sustainable Development Goals (SDGs) monitoring (Outputs 2.4.1 to 2.4.2).

Implementation of the Strategic Programme

Performance overview

90. By striving to make agriculture, forestry and fisheries more productive and sustainable, SO2 contributes directly to several targets of the SDGs, in particular, those related to sustainable agriculture (SDG2), sustainable management of ocean resources (SDG14) and sustainable land management, including forests (SDG15). SDG2 integrates the promotion of sustainable food and agriculture into its overarching goal of ending hunger, achieving food security and improving nutrition by 2030. In addition, action on closely related SDGs, such as the efficient use of water resources (SDG6), sustainable consumption and production (SDG12), and life below water (SDG14) must be addressed together to meet SDG targets.

91. In the period from 2015 to 2019, SDG data available indicate the following trends.

92. Efforts towards conserving animal genetic resources for food and agriculture show some positive responses, with increases in the number of resources stored in genebanks all over the world (2.5.1) and the proportion of breeds at risk (2.5.2) remaining stable in Europe (the only region where data aggregation is possible) over the last 5 years

93. The extent of protected marine areas has continued to increase (14.5.1), and the protection of important sites for terrestrial and freshwater biodiversity has been rising (15.1.2)

Corporate Outcome Assessment

94. Progress on SP2 Outcomes is detailed in *Annex 2*.

95. Overall, progress shown under SO2 Outcome indicators is encouraging, particularly regarding the adoption of sustainable practices (Outcome 2.1) and the development of policies and governance mechanisms to address sustainable production in agriculture, fisheries and forestry (Outcome 2.2). Overall, the performance of all SO2 assessed indicators has improved between 2015 and 2019.

96. At Outcome level, there are encouraging results under Outcome indicators 2.1.A and 2.1.B. More than half of the countries (55%) improved their performance status concerning the adoption of sustainable agricultural practices (2.1.A). FAO's work in the domain of sustainable fisheries included the promotion of sustainable practices and support to the enhancement of policy and legal frameworks.

¹⁹ 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.

97. In 2019, 32% of the countries fell into the high and medium-high categories regarding the implementation of the FAO Code of Conduct for Responsible Fisheries (2.1.B).

98. Under 2.2.A, results show that 65% of countries where FAO works have developed or improved policies and governance mechanisms to address sustainable production, climate change effects and environmental degradation in agriculture, fisheries and forestry, between 2015 and 2019.

99. In 2019, for indicator 2.3.A, only 11% of the countries scored high or medium-high in the degree their Voluntary National Reports on the implementation of the 2030 Agenda for Sustainable Development address SO2 relevant SDGs. The low category for this indicator corresponds to countries that have not yet published a VNR (27%). It is expected that the number of countries issuing VNRs will increase in the coming years, following advances in SDGs implementation.

100. The results recorded under indicator 2.3.D show that the development assistance on conservation and sustainable use of biodiversity and ecosystems increased in 61% of the countries, but decreased in the remaining 39%.

101. Encouraging improvements were seen for indicator 2.4.A, where the availability, accessibility and use of data and information for decision-making processes improved for 47% of the countries between 2015 and 2019.

102. FAO's contribution to changes in the status of outcome indicators was considered relevant in all the countries for the assessed indicators (2.1.A, 2.2.A, 2.4.A), where over 50% of the respondents for all three indicators rated FAO's contribution as significant

Assessment of biennial Outputs

Overview of results achieved

103. As shown in *Annex 2*, all SO2 Output indicators were achieved against the targets for the 2018-19 period.

104. FAO provided support to farmers, pastoralists, forest dwellers and fisherfolks in 70 countries in piloting (Output 2.1.1-A) and scaling-up (Output 2.1.1-B) a broad range of more productive and sustainable agricultural practices (140 initiatives total). These include piloting the use of solar technology, sustainable water harvesting, farmer-led innovations in agroecological practices, conservation agriculture and the application of biotechnologies. Practices for seed multiplication, livestock management, crop production and aquaculture were expanded and experienced a rapid uptake. Output 2.1.1 puts particular emphasis on scaling-up the use of integrated production technologies and innovative practices which also include land restoration, adoption of small-scale irrigation technologies, expansion of rice-fish farming and agroforestry.

105. The capacities of institutions and networks in 65 countries (217 initiatives) were strengthened to promote and adopt more integrated and cross-sectoral practices and to foster innovation (Output 2.1.2), mainly in the areas of climate change adaptation and mitigation, sustainable use and conservation of animal and plant genetic resources, agroecology, agroforestry, and sustainable rice production and aquaculture. Support was also provided to global and regional networks on climate-smart agriculture (CSA), transboundary diseases, sustainable water management, biodiversity, fishery, forestry, agroecology, use of renewable energy in agriculture and application of innovative technologies to sustainably boost agricultural production and productivity.

106. The 2018-19 biennium also found that FAO assisted 40 countries (86 initiatives) in developing policies, investment programmes and governance mechanisms on sustainable agriculture, forestry and fisheries (Output 2.2.1), and 36 countries were supported (43 initiatives) to develop more integrated strategies and programmes for sustainable agriculture closely linked to the 2030 Agenda (Output 2.2.2). Most of the results had a focus on facilitating cross-sectorial policy dialogue on the contribution of sustainable food and agriculture to the SDGs, in the form of analytical reports on monitoring the status of the SDG targets in national agriculture-related policies and plans; SDG

Action Plans; or similar strategies covering sustainable agriculture, forestry and fisheries aspects with a cross-sectoral approach. These results show an uptake of key lessons from the PIR 2016-17, especially since the SDGs offer a critical entry point to strengthen political momentum towards making agriculture, forestry and fisheries more productive and sustainable.

107. FAO provided significant inputs on sustainable agriculture, forestry and fisheries to international governance mechanisms (2.3.1), including key submissions under the Convention of Biological Diversity (CBD) and the Koronivia Joint Work on Agriculture of the United Nations Framework Convention on Climate Change. FAO also supported 64 countries in implementing policies and international instruments that foster sustainable production and address climate change effects and environmental degradation (Output 2.3.2). Most of the results had a focus on capacity building of public administration institutions to support their work on investments, mainly for climate-change related projects. Capacity development also covered institutional restructuring and improved coordination, and addressed topics such as irrigation, land restoration, the Port State Measures Agreements (PSMAs),²⁰ forestry, seeds, water management and the SDGs.

108. FAO developed important global knowledge products (Output 2.4.1) which integrate and link information on gender and nutrition and which address essential topics such as biodiversity, soil pollution and fertilizer management, agroecology, climate-smart agriculture, ecosystem-based adaptation, pollinators, greenhouse gas accounting, water management, sustainable fisheries and forestry, and ICTs and youth. They range from online platforms and databases to publications, e-learning tools and recorded webinars. For example, *The State of the World's Biodiversity for Food and Agriculture (2019)* report addresses the sustainable use, development and conservation of biodiversity in food and agriculture worldwide and the challenges in its future management. Moreover, the publication *World Livestock: Transforming the livestock sector through the Sustainable Development Goals (2018)* examines the sector's interaction with each SDG, as well as the potential synergies, trade-offs and complex interlinkages involved.

109. FAO supported 99 institutions in over 64 countries to enhance their capacity to collect, analyze and report data useful for decision-making on sustainable production, climate change and environmental degradation, including related SDGs (Output 2.4.2). This involved capacity development on the use of innovative GIS²¹ technologies to measure the impact of climate change, monitor transboundary pests and diseases and monitor satellite data on land area. In addition, extensive support was provided to monitor the SDGs, which span across cross-cutting activities related to sustainable agriculture (SDG 2.4), genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species (SDG 2.5), fisheries (SDG 14.4) and forestry (SDG 15.2).

Achievements at global level

110. FAO's efforts in leading a global approach on the sustainable development of agriculture, forestry and fisheries were spearheaded through the publication *Transforming food and agriculture to achieve the SDGs: 20 interconnected actions to guide decision-makers (2019)*. The set of 20 interconnected actions serve as a guide for countries working towards more sustainable food and agriculture responding to the request from FAO's Technical Committees to reinforce support to countries in mainstreaming sustainable food and agriculture in an integrated way. FAO also led the development of the publication *Sustainable food and agriculture: An integrated approach (2018)*. Leading experts from various disciplines provided a comprehensive overview of the state-of-the-art thinking and proposals to improve sustainability in food and agriculture (Outputs 2.3.1 and 2.4.1).

111. As custodian agency for SDG indicator 2.4.1 (proportion of agricultural area under productive and sustainable agriculture), FAO has been leading the international process to create an

²⁰ Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (PSMA)

²¹ Geographical Information System (GIS)

international standard for measuring and monitoring progress towards sustainable agriculture. This includes designing the methodology, bringing together key stakeholders (line ministries, national statistical offices, academia, international organizations, the private sector and civil society) and drafting all of the documentation. As a result, the indicator was reclassified as Tier II, thus confirming that an international methodology was established (Output 2.4.1).

112. During 2018-19, several conferences, international symposia and multi-stakeholder events were organized by FAO on various topics, providing a space for knowledge sharing and exchange, networking and partnership, brokering in areas that cut across all agricultural sectors. In particular, the International Symposium on Agricultural Innovation for Family Farmers, the International Symposium to Scale up Agroecology and Achieve the SDGs, the Multi-stakeholder dialogue on biodiversity mainstreaming across agricultural sectors, the International Conference on Working across Sectors to Halt Deforestation and Increase Forests Cover and the International Symposium on Integrated Agro-Aquaculture Innovations and Social Impact, among others, had high levels of participation – from governments, non-state actors, research institutions and other UN agencies (Outputs 2.1.2, 2.3.1 and 2.4.1).

113. The Scaling Up Agroecology Initiative was launched by FAO in collaboration with CBD, IFAD, UNDP, UNEP, WFP, WHO, academia, research and civil society partners. In 2019, the Ten Elements of Agroecology were endorsed by the 163rd Session of Council in 2019 as guiding tool for FAO and countries for agroecology as one approach, among others, to promote sustainable agriculture and food systems. In addition, the Tool for Agroecology Performance Evaluation (TAPE) was launched and rolled out in all regions, following pilots in Cambodia, China, Lao, Senegal and Viet Nam. Additional countries are planned for 2020. (Outputs 2.1.2 and 2.4.1).

Achievements at regional, subregional and country levels

114. During the biennium, FAO supported 129 countries across the five regions. Key achievements, particularly significant because of their innovative nature or impact, are highlighted below.

115. The SDGs offer a critical entry point to making agriculture, forestry and fisheries more productive and sustainable by providing a high-level and strategic policy framework guiding national development for the next decade. FAO's operational support to country implementation of the SDGs through sustainable food and agriculture was upscaled during the biennium. FAO facilitated the engagement of the agriculture sectors into the SDG agenda in 12 countries, providing critical support to enhancing capacities of governmental organizations, strengthening policy implementation across economic sectors, and developing more integrated strategies and programmes, including addressing climate change effects and environmental degradation (Outputs 2.2.2 and 2.3.2). For example, FAO assisted Moldova with the development of the baseline report and the formulation of a two-year Action Plan for SDGs nationalization for the Ministry of Agriculture, Regional Development and Environment, and of a work plan to achieve relevant SDG targets. The Action Plan was integrated in the updated National Agriculture and Rural Development Strategy 2014-2020, approved by the Government.

116. Key actions to promoting sustainable food and agriculture while at the same time necessary to achieve the SDGs included FAO's increased its efforts to enhance public organizations' capacities in policy implementation; further strengthen the involvement of stakeholders as partners; and mobilize and align financing and investments. FAO supported several multistakeholder consultations by bringing together different line ministries, non-state actors, academic and research institutions to develop the National Adaptation Plans (NAPs) in Colombia, Gambia, Malawi, Nepal, Thailand, Uganda, Viet Nam and Zambia. Also under the FAO/World Bank Cooperative Programme, FAO supported the formulation or implementation of significant investment projects, for example, the Smallholder Irrigated Agriculture and Market Access Project in Mozambique; the Khyber

Pakhtunkhwa Irrigated Agriculture Improvement Project in Pakistan; and the Livestock and Fisheries Sector Development Project in Ethiopia (Output 2.3.2).

117. The number of FAO-led funding proposals approved by the Green Climate Fund (GCF) increased from two in 2018 (in El Salvador and Paraguay) to six in 2019 (with additional projects in Chile, Kyrgyzstan, Nepal and Pakistan), raising the value of the portfolio to USD 426.6 million – of which USD 228.8 million is GCF-grant financed. Six FAO-led projects will assist to: improve the resilience of vulnerable family farmers to climate change through an integrated landscape approach in El Salvador; combat deforestation and boost farmers' resilience to the adverse impacts of climate change in Paraguay; reduce greenhouse gas (GHG) emissions in Chile; promote carbon sequestration through climate investment in forests and rangelands in Kyrgyzstan; mainstream climate resilience into vulnerable ecosystems in Nepal; and enhance the climate resilience of farmers in Pakistan's Indus Basin. FAO's work as a delivery partner with the GCF Readiness and Preparatory Programme has also seen unprecedented results with 15 FAO-led readiness proposals approved in 2019, compared to eight in 2018, and three in 2017, reaching a total number of 29 projects for a total value of approximately USD 16 million (Outputs 2.2.1 and 2.3.2).

118. FAO supported 56 countries in reducing greenhouse gas emissions from deforestation and forest degradation through the UN-REDD Programme.²² The activities enhanced countries' capacities to advance against the pillars of the Warsaw Framework: building forest reference emission levels (13 countries), strengthening forest governance (7 countries), developing national forest monitoring systems (45 countries since the Programme's inception), supporting countries on legal preparedness (10 countries), land tenure (9 countries) and safeguards (12 countries) for REDD. FAO technical support was crucial for the achievement of result-based payments for Chile (USD 63 million), under the GCF pilot scheme, as well as catalytic for the global and national discussions on climate finance (Outputs 2.2.1, 2.3.2, and 2.4.2)

119. The Blue Growth Initiative increasingly promoted innovation in coastal communities and island nations around the world, by combining fish capture and seaweed production and by using the remains of fish fileted for food to make clothes. Kenya's Sustainable Blue Economy Conference and the Large Ocean Nations Forum on Blue Growth highlighted some of these examples and promoted partnerships with the private sector for further upscaling. Increased use of marine resources in the fashion industry can enhance the sustainability of both the marine industries and fashion industry by providing fisherfolks with additional income sources and with alternatives to the fashion industry's water-demanding cotton production and release of microplastics from synthetic fabrics into the ocean (Outputs 2.1.1 and 2.3.1).

120. Water issues and innovation were a common theme across the five regions. FAO supported over 47 countries in a wide range of technical areas, such as strategic planning of water allocation/use in Lebanon; affordable technologies to sustainably increase water productivity in Egypt, Jordan, Tunisia and Morocco; water accounting, auditing and improved irrigation and drainage services in Afghanistan; water use management in Azerbaijan, Chile, China, Costa Rica, Iran and Uganda; and the use of solar water pump systems and micro-irrigation in India (Output 2.1.1). Furthermore, the Global Framework on Water Scarcity in Agriculture in a Changing Climate (WASAG) provided technical capacity development support to partners and stakeholders, including research institutions, civil society organizations and governments (Output 2.1.2).

121. Activities to implement the PSMA Agreements continued from its entry into force in June 2016. During the biennium, the capacity of government institutions in Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu were strengthened to develop robust Conservation and Management Measures for fisheries resources managed by the Western and Central Pacific Fisheries Commission. In addition, legislative

²² United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD)

provisions to support the implementation of the PSMA were put in place in the Bahamas, Chile, Costa Rica, Dominican Republic Ecuador, Gabon, Guyana, Jamaica, Kyrgyzstan, Papua New Guinea, Saint Vincent and the Grenadines and Trinidad and Tobago (Output 2.3.2).

122. Technical assistance was provided to develop national census methodology and instruments in line with WCA 2020²³ and to strengthen the capacity of national staff to analyse the information collected. This also included training on new technology for data collection, including satellite imagery for land area measurement and Mobile Computer Assisted Personal Interviewing. Key achievements include the implementation of Timor-Leste's first agricultural census, and coordination of a joint population and agricultural census in Belarus.

Mainstreaming cross-cutting issues

123. To ensure women's equal access to natural and productive resources, services, local institutions and decent employment in the transition to sustainable agriculture, FAO promoted gender-responsive practices in agroecology and biodiversity management, and in climate-smart agriculture, and advocated for equitable water and land governance and territorial/landscape development. It also supported agricultural mechanization and the adoption of labour-saving technologies and developed gender-responsive climate finance mechanisms and programmes through the GEF²⁴ and GCF. Moreover, FAO supported strategic partners and negotiating groups, through advocacy and capacity development, in order to increase the visibility of gender equality and strengthen the gender-specific commitments and the implementation of actions across different multilateral environmental agreements such as the UNFCCC, CBD, UNCCD and the Ramsar Convention.

124. FAO also contributed to the development of the Guidance manual on gender-responsive implementation of the Convention to Combat Desertification: Mainstreaming gender in land degradation neutrality. Within the framework of the NAP-Ag²⁵ programme, FAO and UNDP have jointly published a training for addressing gender issues in adaptation planning for agricultural sectors.

125. Making agriculture, fisheries and forestry more productive and sustainable can greatly contribute to sustainable healthy diets and improved nutrition. Thus, FAO promoted nutrition-sensitive food production in different areas of work, including emphasizing the contribution of food and agriculture to human nutrition in FAO flagship publications *The State of World Fisheries and Aquaculture (2018)*, *The State of the World's Biodiversity for Food and Agriculture (2019)* and *The State of the World's Aquatic Genetic Resources for Food and Agriculture (2019)*; nutrition indicators were included in the monitoring process of agroecology and climate-smart agriculture; nutrition was highlighted in regional and global fora, such as the West and Central Africa Regional Consultation on Small-Scale Fisheries in Senegal and the International Symposium on Integrated Agro-Aquaculture Innovations and Social Impact held in China, and the International Symposium on Fisheries Sustainability "Strengthening the science-policy nexus" held at headquarters in November 2019.

126. In addition, new guidance and knowledge products were developed including the e-learning course Improving Nutrition through Agriculture and Food Systems in collaboration with World Bank Group; nutrition-related modules for the CSA approach e-course and EAF²⁶ inland fisheries training course; and a dedicated nutrition section included in the Farmer Field Schools guidelines for small-scale livestock producers.

²³ World Census of Agriculture 2020

²⁴ Global Environment Facility (GEF)

²⁵ Integrating Agriculture in National Adaptation Plans (NAP-Ag)

²⁶ Ecosystem approach to fisheries (EAF)

Highlights

Innovations for evidence-based decision-making

FAO supported countries to enhance the use of technologies and innovations to generate evidence for informed decision-making for the sustainable management of agricultural production systems and natural resources.

Capacity development was provided in the collection of statistics and geospatial information, and qualitative information to underpin the extent, quality, use and productive capacity of land, water, forests, oceans and inland waters. Key activities include training on harmonization of census instruments for Pacific Island Countries, and the coordination of a joint population and agricultural census in Belarus. New methods to evaluate the sustainability of farms and other production units highlighting factors that can improve sustainability were developed, such as the Tool for Agroecology Performance Evaluation (TAPE), and training was provided in Asia and Latin America and the Caribbean.

FAO provided capacity development to 20 countries in Africa, Asia and the Pacific, Europe, and Latin America and the Caribbean, on the use of new tools and technologies for data collection and monitoring, such as, Mobile Computer Assisted Personal Interviewing, georeferenced technologies and plotting of satellite data on land and forest area. Institutions were trained on Open Foris, which is a set of free and open-source software tools that facilitate flexible and efficient data collection, analysis and reporting on land assessments and monitoring. For example, using these tools, Papua New Guinea conducted its first-ever National Forestry Inventory with FAO support. It collected data on flora and fauna, soil and socio-economic indicators, contributed to the formulation of national policies, and facilitated international reporting on climate change and forestry through key milestones, such as submission of Nationally Determined Contributions.

Globally Important Agricultural Heritage (GIAHS)

The (GIAHS) programme has formally recognized 58 sites across 22 countries, out of these, 12 new GIAHS sites have been designated during the 2017-18 biennium, including two new countries (Italy and Portugal). This important threshold was achieved as a result of awareness-raising and dissemination campaigns and events, including the Fifth International Forum on GIAHS held in Rome (April 2018); a High-level Regional Dialogue on the Mainstreaming of Biodiversity in the Agricultural, Forestry and Fisheries Sectors for Latin America and the Caribbean in Mexico City (October 2018); a presentation to the G20 Agriculture Ministers' Meeting held in Niigata, Japan (May 2019); and the Sixth High-level Training and Experience Sharing on GIAHS in Beijing, China (September 2019).

New and existing designated sites benefit from the establishment of GIAHS subregional and regional networks in Europe, Latin America and the Caribbean, and North Africa. These networks are contributing to the expansion of the GIAHS concept and to new bilateral and regional collaborations among GIAHS and non-GIAHS countries, and external partners such as SlowFood Terra Madre, Satoyama Initiative, UNESCO International Council of Monuments and Sites (ICOMOS), University of Florence (GIAHS Master Course), among others.

The GIAHS Scientific Advisory Group refined the selection criteria and designation process, and developed new guidelines for the formulation of GIAHS proposals. In support of the global visibility a new visual identity and logo of was launched in 2018 to the benefit of all designated GIAHS sites.

FAO has reinforced its technical capacities, including for documenting and developing the agroecological systems existing in GIAHS sites and mainstreaming biodiversity in agriculture following good practices and approaches adopted in several GIAHS sites.

Biotechnologies

The year 2018 marked the 90th anniversary of mutation induction in plants. FAO and the International Atomic Energy Agency (IAEA) organized the International Symposium on Plant Mutation Breeding and Biotechnology in Vienna in August 2018. The symposium reviewed the successes achieved in the field of plant mutation breeding and presented innovations in mutation induction, including genome editing, as well as the latest advances in combining field-based selection with genomics-based plant breeding technologies.

During the biennium, technical support continued to be provided to countries on genetically modified organisms, as well as capacity development activities in Bhutan, Kenya, Uganda and Zambia in genetically modified food safety assessment and communication. Institutional capacities of Sri Lanka were strengthened for the implementation of the National Biosafety Framework in accordance with the Cartagena Protocol on Biosafety.

Key lessons learned

127. FAO's efforts towards the development of agro-environmental policies at a regional level, which implies joint action by all agricultural sectors, offers concrete opportunities for more integrated approaches especially with regards to the sustainable use of natural resources. It is also the case for addressing climate change effects and for developing biodiversity, land and water management policies. Work carried out during the biennium showed that line policies and strategies need to be systematically developed in a more coordinated way, understanding and addressing the cross-linkages, synergies and trade-offs between sectors, thematic areas and better linking them to nutritional needs.

128. FAO's operational support helps to create an enabling environment for institutions, particularly for monitoring the SDGs. Through its technical capacity building, FAO has been playing a major role in bringing different actors together, both around sectors like agriculture, fisheries and forestry and challenges like climate change effects, as well as processes within countries such as monitoring and reporting statistics, implementing and scaling up innovative practices. While progress with the adoption of more cross-sectoral and multi-stakeholder approaches has been made, the difficulties with the cross-sector dialogue should not be underestimated. In many cases, there are few incentives and limited established mechanisms for line ministries to work in a more coordinated way, developing coherent policy frameworks.

129. Sustainable agriculture is at the heart of both the 2030 and Malabo Agendas. In the Africa region, FAO has been working with key partners, including the African Union Commission, Department of Rural Economy and Agriculture, the African Union Development Agency,²⁷ and UNECA to support these processes. In order to effectively support countries, it is paramount to strengthen coordination and alignment of efforts with partners, to transform agriculture and food systems in an integrated way, building on complementary strengths and experiences.

130. The Output level results illustrate an increasing uptake of innovative practices and technologies in the crop, livestock, forestry and aquaculture and fishery sectors, in line with sustainable food and agriculture (SFA) principles. Accelerating the adoption of innovative approaches is progressively demanded by countries to assist agricultural producers in increasing production while dealing with climate change effects and natural resource degradation. The main lesson learned is that support to translate policies into concrete actions on the ground needs to be prioritized.

²⁷ Formerly, *New Partnership for Africa's Development*



Strategic Objective 3: Reduce rural poverty

SO3 REDUCE RURAL POVERTY				
SDG INDICATOR*	SERIES DESCRIPTION	2000	2015	2019**
SDG1 NO POVERTY				
1.1.1	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)	-	9.9	-
1.4.1	Proportion of population living in households with access to basic services	69.4	79.9	81.2
	Proportion of population using basic sanitation services, by location	35.9	56.1	58.9
SDG8 DECENT WORK AND ECONOMIC GROWTH				
8.6.1	Proportion of youth (aged 15–24 years) not in education, employment or training		21.4	21.3

* Data for 1.2.1, 1.4.2, 1.5.2, 2.3.2, 8.7.1, 10.1.1 is not available | **or closer date 2016–2019



SO3 OUTPUTS				
OUTPUT	INDICATOR	TARGET 2018-19	ACTUAL 2018-19	ACHIEVED
3.1.1 Rural organizations and institutions strengthened and collective action of the rural poor facilitated.	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.	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.	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.	38	45	●
3.1.3 Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment.	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.	16	27	●
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.	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.	19	19	●
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.	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.	7	7	●
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.	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.	14	16	●
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.	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.	17	20	●
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.	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.	18	21	●
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 Achieved in rural poverty reduction.	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 Achieved in rural poverty reduction.	9	9	●

● Fully Achieved (Actual ≥ Target);
▲ Not Achieved (Actual < Target)

131. Although progress has been made in reducing poverty, about 10% 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 and natural resources for their livelihoods. While pro-poor growth starts in agriculture, reducing rural poverty requires a broad, multi-dimensional approach for sustainably increasing agricultural productivity, creating jobs, economic diversification and investing

in people. FAO's Strategic Programme on rural poverty reduction (SP3) 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).

132. FAO's work in rural poverty reduction at the Strategic Objective level is assessed by SDG indicator 1.1.1, which measures the proportion of people living below the international poverty line. While the proportion has been decreasing over time, from 36% in 1990 to 10% in 2015, the pace of poverty reduction has slowed. Current trends project that 6% of the world's most vulnerable people, including women, youth, indigenous people, and the extreme poor, will be left behind, and will still be living in extreme poverty in 2030. Furthermore, about 79% of the world's poor live in rural areas, making the poverty rate over three times higher in rural areas than urban areas, and demonstrating the important role that FAO must play to support countries in achieving SDG1.

Implementation of the Strategic Programme

Performance overview

133. Strategic Programme 3 addresses access to resources, rural services, technologies and markets, and promotes people's empowerment in the context of sustainable agricultural (crops, livestock, fisheries and forestry) production (Outcome 1). These issues are critical to poverty reduction, but on their own are not sufficient. FAO complements its work in sustainable agriculture with essential contributions to decent rural employment (Outcome 2) and social protection (Outcome 3), and stresses the need for holistic, multi-sectoral approaches, especially in the context of extreme poverty, migration, and climate change, in achieving SDG 1 (Outcome 4).

134. SP3 had good delivery throughout the biennium, and all four Outcomes showed positive improvements between 2015 and 2019. The 2019 Corporate Outcome Assessment shows that over 50% of countries had improvements in their strategies and policies for improving the rural poor's empowerment and equal access to resources and services, as well as in decent rural employment, social protection and comprehensive multi sectoral strategies towards rural poverty reduction. This is further reflected by SP3 performance in achieving all output targets, in some cases exceeding the target by a significant amount.

135. Throughout the biennium, rural poverty reduction and the inherently linked issues of migration and climate change rose to FAO's forefront, with the launch of multiple corporate

frameworks. In 2019, SP3 launched the Extreme Poverty Framework, a significant achievement in elevating rural poverty efforts and highlighting the Organization's role in supporting countries to achieve SDG1 and leave no one behind (3.4). FAO's leading role in addressing poverty was recognized in 2019 by the UN General Assembly resolution on *Eradicating rural poverty to implement the 2030 Agenda for sustainable development*, along with IFAD, ILO and UNDP.

136. The publication *Addressing the Climate Change and Poverty Nexus (2019)* provides an integrated climate-poverty approach to support policy development and action, with policy recommendations and tools to improve the design, delivery, and linkages between climate mitigation and adaptation, poverty reduction and food security. Finally, the *FAO Migration Framework (2019)* aims to ensure greater coordination between FAO technical units and decentralized offices, spelling out the rationale for FAO engagement on migration and identifies its main thematic areas of work along the migration cycle (3.2 and 3.4).

Corporate Outcome Assessment

137. Progress on SP3 Outcomes is detailed in *Annex 2*.

138. The performance status improved for the majority of countries for four out of five SO3 outcome indicators between 2015 and 2019. In particular, 56% of countries improved in empowering the rural poor and in their access to productive resources, services, technologies and markets (3.1.A). Institutions and strategies aiming to generate decent rural employment (3.2.A) improved in 63% of countries. Half of countries reported improvements in social protection systems (3.3.A), and 53% of countries improved their capacities on multi-sectoral development strategies directed towards rural poverty reduction (3.4.A).

139. Capacities to improve equitable access to productive resources, appropriate services, organizations and markets (3.1.B) improved in only 29% of countries with 68% reporting no change, indicating the need for further attention in this area.

140. In 2019, 67% of countries scored a medium-high/high performance in recognizing and protecting access rights for small-scale fisheries through legal framework (3.1.C), which reflects good outcomes in this area. In the area of institutions and strategies aiming to generate decent rural employment (3.2.A), significant improvement was seen, as mentioned above (63% of countries). In 2015, 89% of the countries scored low or medium low, while in 2019 the percentage of countries scoring low/medium low was reduced to 38%. Work in this area will continue to ensure that this positive momentum is sustained.

141. FAO's contribution to change is reported for five of the SO3 outcomes, and is considered by most countries as moderate to significant. In particular, FAO's support in improving access by the rural poor to productive resources, services, technologies and markets (3.1.A) and in enhancing capacities by rural organizations, government institutions (3.1.B) was very positively reviewed, with all countries rating FAO's contribution to the change as either significant (33%) or moderate (67%). Similarly, for capacities to put in place multi-sectoral policies, strategies and programmes for rural poverty reduction (3.4.A), 95% of countries considered FAO's contribution to change as moderate or significant.

Assessment of biennial Outputs

Overview of results achieved

142. FAO's work to reduce rural poverty in 2018-19 successfully achieved all nine Output indicator targets set for 2018-19. This was a significant achievement, especially given the increased ambition for the biennium and changes to the SO3 results framework, including the addition of a new Outcome (3.4) and a corresponding reorganization of Outputs.

143. FAO actively supported 22 countries and 6 global and regional institutions to strengthen rural organizations and institutions and to promote collective action of the rural poor (3.1.1). In 31

countries and 14 global and regional institutions, FAO worked to improve the rural poor's access to and control over enablers to livelihoods, such as services, finance, knowledge, technologies, markets, and natural resources (3.1.2). Recognizing gender equality as a precondition to ending poverty, FAO supported 13 countries and 14 global and regional institutions to increase women's access to productive resources and opportunities, with interventions that promote women's voice, agency and decision-making power at the household, community and policy levels (3.1.3). Countries assessed FAO's interventions in these areas positively, where all responses in the Corporate Outcome Assessment indicated FAO contributed moderately or significantly in empowering the rural poor and rural poor organizations to access productive resources, services and markets.

144. In 2018-19, FAO supported 6 countries and 13 global and regional institutions to enhance decent rural employment opportunities, entrepreneurship and skills development (3.2.1). In addition, FAO provided policy and technical support to 3 countries and 4 global and regional institutions to strengthen the application of International Labour Standards and address child labour in rural areas in order to improve the quality and safety of jobs (3.2.2). This path is reflected in the Corporate Outcome Assessment with over 50% of countries showing improvements in decent rural employment and 50% improvements in social protection.

145. A critical component of FAO's work on poverty reduction is strengthening of national social protection systems through policy advice, capacity development, and evidence-based knowledge instruments. Throughout the biennium, FAO supported 10 countries and 6 global and regional institutions in expanding coverage of social protection to the rural poor, including in fragile and humanitarian contexts (3.3.1). In 12 countries and 8 global and regional institutions, FAO enhanced synergies and linkages between social protection, nutrition, agriculture and natural resources management, including in the context of climate change (3.3.2).

146. Finally, the new Outcome 3.4 continued to exceed initial expectations in 2019. In 13 countries and 8 global and regional institutions, FAO strengthened national capacities to design and implement comprehensive, gender-equitable, multi-sectoral rural poverty reduction policies (3.4.1). In 5 countries and 4 global and regional institutions, FAO enhanced the data, knowledge and tools for promoting and evaluating these strategies and for monitoring rural poverty (3.4.2). The Corporate Outcome Assessment showed similar results, with 95% of countries reporting that FAO had contributed either moderately or significantly in affecting change in this area.

Achievements at global level

147. After hosting the International Symposium on Agricultural Innovation for Family Farmers in 2018, FAO together with IFAD and other development partners launched in August 2019, the United Nations Decade of Family Farming 2019-2028 and a Global Action Plan for its implementation. The Decade aims to highlight the role and needs of family farmers and guide collective and coherent actions across the world for a healthy, resilient and sustainable food system, in line with the 2030 Sustainable Development Agenda (3.1.1 and 3.1.2).

148. FAO is the custodian agency for SDG indicators 5.a.1 and 5.a.2, which measure women's access to agricultural land ownership. After producing the methodology and guidelines, in 2018-19 FAO worked to strengthen national capacities to measure the indicators in 51 countries and assisting 26 countries in their reporting on their progress (3.1.3).

149. FAO continues to be a leader on global level initiatives and processes on rural youth. In the ILO-led Global Initiative on Decent Jobs for Youth, FAO and ILO jointly lead the thematic area on "Youth in the Rural Economy", as well as the Inter-Agency Network on Youth Development and the ECOSOC-led youth-related initiatives and forums. Additionally, FAO developed methodologies for assessing youth engagement in value chains, youth access to finance, and youth communication practices and preferences, with focus on ICT use, and conducted dedicated assessments in Kenya, Guatemala and Uganda (3.2)

150. FAO continues to enhance global guidance around social protection, addressing barriers and opportunities for effective access of social protection by the rural poor, as well as the role of social protection in managing climate-related risks. Core to its work on social protection are capacity development and South-South exchanges, both of which have been effective in raising the visibility of FAO's social protection work and in contributing to the Universal Social Protection 2030 agenda (3.3).

151. FAO has continued to advance poverty reduction policies and programmes for indigenous people, with a focus on climate change, land titling of collective lands and land conflict resolution, and food systems. In Panama and El Salvador, FAO advanced data, knowledge and tools on rural poverty reduction and food security of indigenous communities; these country-level efforts will be scaled up at global level (3.4).

Achievements at regional, subregional and country levels

152. FAO supported Forest and Farm Producers Organizations (FFPOs) in increasing their capacities in entrepreneurship, access to markets and finance through the development of gender-equitable value chains. In Ghana, for example, FFPOs' business capacity was strengthened through support to 13 charcoal producers organizations across savannah and forest zones. About 200 000 people improved their knowledge on building inclusive rural organizations.

153. FAO's interventions focusing on increasing access to livelihood assets were significant. In Africa, FAO facilitated participatory policy dialogues on pro-poor national investment plans in agricultural water management to support smallholders' livelihoods in Madagascar, Mali, Niger, and Rwanda. Sectoral assessments in Ethiopia, Tanzania and Chad informed rural development policies and interventions with a focus on value chains and market organization for rural poor households. In Asia and the Pacific, efforts concentrated on enhancing access to information, communication technologies and market-oriented services. In Europe and Central Asia and in Latin America and the Caribbean, the focus was on access to knowledge and land tenure. In Colombia and Guatemala, for example, FAO enhanced governance and land tenure rights, and in Grenada, Saint Lucia, and Saint Vincent and the Grenadines, FAO advised the establishment of a land bank for agriculture (3.1.2).

154. Throughout the biennium, FAO partnered with UNIDO, Procasur, IFAD and others to host a wide variety of trainings, workshops, and fora to enhance opportunities for rural youth in Africa. As an example, the Opportunities for Youth programme, launched in August 2019, proposed an integrated approach for the creation of decent jobs for African youth in agriculture and agribusiness. In Mali, established 20 Junior Farmer Field and Life Schools in different communities (3.2).

155. FAO made significant strides in advancing social protection throughout all regions. In the Near East and North Africa, for example, FAO supported policy dialogue to advance social development for small-scale fisheries in the Mediterranean and Black Sea. In Latin America, FAO supported the development of social protection and economic inclusion roadmaps in Paraguay, Colombia, Peru, among other countries, and enhanced its partnership with the World Bank and the Platform of Economic Inclusion. FAO supported the development of the Regional Intersectoral Agenda on Social Protection and Productive Inclusion which will serve as reference for the implementation of policies and programmes at national and territorial level in Central America and the Caribbean. Important results were achieved in several countries like Paraguay where FAO supported the design of the Social Protection System (Vamos!) and its implementation in rural areas.

156. In Asia and the Pacific, the ASEAN guidelines for shock responsive social protection were developed. In addition, country roadmaps supporting Myanmar, Cambodia, Philippines and Viet Nam established shock responsive social protection to build resilience (3.3).

157. FAO designed and implemented a comprehensive Executive-level Capacity Development Programme for public officials in Ghana and Zambia to enhance their understanding and use of poverty analysis in the design, implementation, monitoring and evaluation of multi-sectoral policies,

programmes and strategies to reach SDGs 1 and 2. The programme included a comprehensive e-learning course, a face-to-face workshop, and direct coaching to support implementation of action plans (3.4).

Mainstreaming cross-cutting issues

158. Given the centrality of gender equality in land tenure, FAO strengthened institutional capacities for promoting gender equality in land tenure on the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (3.1.2).

159. Cross-cutting issues of gender, governance and climate change have been mainstreamed systematically across the FAO programme on youth employment. All youth trainings and activities included at least one module on climate change or climate smart agriculture, and all studies on youth employment used a gender-sensitive lens and assessed the specific challenges faced by young women. In Uganda, *inter alia*, FAO mainstreamed issues of governance by enhancing youth participation in governance processes (3.2).

160. In partnership with the Climate Center of the Red Cross Red Crescent, FAO developed guidance on *Managing climate risks through social protection - Reducing rural poverty and building resilient agricultural livelihoods (2019)* which shows the role of social protection in promoting the transition to sustainable agriculture, supporting the design of impact evaluations in the context of the Green Climate Fund, and defining a research programme of work on social protection for sustainable economic inclusion (3.3).

Highlights

Working together for leaving no one behind

Since 2012, FAO, WFP, IFAD and UN Women have joined efforts under the UN Joint Programme on Rural Women's Economic Empowerment (UNJP RWEE) to promote gender-sensitive agricultural policies and strengthen capacities of rural women at the household, community, institutional and policy levels. With a budget of USD 21.3 million for 2014-18, the RWEE helped to improve the livelihoods of 49 000 women and 315 000 household members in seven countries (Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda). It has built profitable rural women's enterprises, enhanced female farmers' access to services, agricultural inputs and technologies, while addressing socio-cultural norms and gender dynamics at all levels. For example, in Niger, the programme reached 2 400 women through collective action, community mobilization, and credit and loan village associations, which led to significant improvements in production, food security and nutrition. In Ethiopia 80% of the women participating in the RWEE were able to feed their households three times per day with a diversified diet (3.1.3).

FAO successfully participated in the first call of the SDG Fund "Leaving No One Behind - Social Protection", an inter-agency mechanism for strategic financing and integrated policy support. With approximately USD 3.4 million received, FAO will contribute to the design and implementation of innovative joint UN programmes in eight countries in Kenya, Tanzania, Rwanda, Costa Rica, Chile, Mexico, Philippines and Mongolia. FAO tailored its approach to each country, bringing social protection to rural areas where coverage is limited, increasing the impact of social protection in areas where coverage is already in place, and supporting the design and implementation of risk and shock-responsive social protection systems to enhance communities' ability to respond to crisis (3.3).

Key lessons learned

161. Through partnerships with various international institutions and governments, FAO better appreciated the need to bring together territorial and landscape approaches for rural development and poverty reduction. Such a territorial perspective should not only focus on the economic and environmental sectors, but also on enabling human wellbeing and development. This will evolve the way FAO implements its programmes and projects by creating stronger linkages with public policies, capacity development and enhanced governance of the development process at local level. A number of efforts, including a fully-fledged capacity development programme on the nexus between poverty and climate change, as well as the 100 Territorios Initiative in Latin America will continue to enhance this approach, accelerating and sustaining the effective implementation of the 2030 Agenda.

162. Further efforts are needed to consolidate FAO's positioning in poverty reduction and promote mainstreaming and operationalization of poverty reduction work across all offices, to ensure that the contribution of sustainable agriculture and food systems to FAO's Global Goal on poverty reduction is fully embraced by all units. Staff working in sustainable agriculture and food systems are receptive to taking issues of poverty reduction on board, however there is a need for further capacity development, which will be facilitated by newly available materials and methodological tools.

163. FAO positioning *vis-à-vis* the new UNSDCF²⁸ arrangements involving all UN agencies also presents challenges. FAO must be seen as an essential partner in the rural poverty reduction agenda and as an indispensable interlocutor for the relevant government counterparts in ministries outside of agriculture (e.g. labor, social development) in order to ensure that the critical linkages between sustainable agricultural and food systems with poverty reduction and food security are clearly established and accepted.

164. A final challenge regards the Organization's ability to mobilize resources for its non-traditional areas of work, in particular decent employment, social protection and migration. FAO must demonstrate its comparative advantage and contributions in these areas to resource partners and national counterparts, who have been working under a different paradigm for many years.

²⁸ United Nations Sustainable Development Cooperation Framework (UNSDCF)



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

SO4 | ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS

SDG INDICATOR*	SERIES DESCRIPTION	2000	2015	2019**
SDG12 RESPONSIBLE CONSUMPTION AND PRODUCTION				
12.3.1 (a) Food loss index and (b) food waste I index	Food loss index	-	-	13.8
SDG17 PARTNERSHIP FOR THE GOALS				
17.11.1 Developing countries' and least developed countries' share of global exports	Developing countries' and least developed countries' share of global merchandise exports (%)	0.6	0.9	1.0

*Data for 2.3.1 and 2.C.1 is not available | ** or closer date 2016–2019

SO4 | OUTCOMES



SO4 OUTPUTS					
OUTPUT	INDICATOR	TARGET 2018-19	ACTUAL 2018-19	ACHIEVED	
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.	Number of new or revised international standards in food safety and quality and plant health based on new issues considered, draft standards Achieved or new standards adopted.	179	191	●
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.	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.	28	39	●
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.	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.	65	72	●
		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.	17	38	●
4.2.2	Public and private sector organizations' capacities strengthened to design and implement institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems.	Number of countries in which public and private sector organizations benefitted from FAO support to strengthen their capacities to design and implement institutional arrangements that are supportive of inclusiveness and efficiency in agricultural and food systems.	19	17	▲
4.3.1	Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value.	Number of countries provided with FAO support to strengthen technical and managerial capacities of value chain actors .	57	57	●
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.	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.	32	34	●
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.	Number of FAO market information, analytical and knowledge products published.	62	90	●
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.	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.	17	21	●

● Fully Achieved (Actual ≥ Target);
▲ Not Achieved (Actual < Target)

165. Effective participation of countries in shaping rapidly evolving agricultural and food systems is critical to improved food security and nutrition, enhanced livelihoods and reduced pressure on the natural resource environment. 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 multistakeholder, coordinated efforts, especially 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).

Implementation of the Strategic Programme

Performance overview

166. As highlighted by the 2018-19 Corporate Outcome Assessment results, FAO has made substantive progress in contributing to more inclusive and efficient agricultural and food systems, while ensuring a clearer line of sight to the achievement of the majority of the Sustainable Development Goals under the 2030 Agenda.

167. FAO's support to the development of sustainable value chains has resulted in enhanced public and private sector capacities and, through linking and scaling up several existing programmes under the new Agrinvest initiative, greater levels of investment to promote inclusive and efficient agrifood systems (SDGs 2, 8, 9, 14, and 17). A One-Health approach is being increasingly applied to support countries in addressing issues of food safety, plant health and animal health, including antimicrobial resistance (AMR) aspects, through regulatory frameworks and human and institutional capacities at global, regional and country levels. In combination with this area of work, FAO's support to the adoption of international voluntary guidelines and participation of countries in trade related agreements has resulted in enhanced trade and market opportunities.

168. FAO's Global Initiative on Food Loss and Waste Reduction (SDG12) has promoted increased coherence in FAO's support to the measurement, awareness raising and technical assistance to reduce levels of food losses and waste. This has led to improved policies, legislation and institutional frameworks at country and regional levels, while initiating a process for the development of a voluntary code of conduct for the reduction of food loss and food waste at the global level. FAO framework for the Urban Food Agenda has resulted in national and subnational institutions increasingly incorporating food in urban and territorial policy development (SDG 11), which contributes to the creation of more resilient and sustainable food systems both in urban areas and in the rural territories that supply them. In strengthening global dialogue and partnerships around sustainable food systems, FAO's lead role in the preparatory process towards the UN Food Systems Summit in 2021 offers the prospect of greater alignment of initiatives to support food systems transformation and a more coherent approach to supporting countries in fulfilling their commitments.

169. Key strategic partnerships have been consolidated with international organizations, including OIE, WTO, ITC, UNEP, UNIDO, UNCTAD, WHO and relevant regional bodies, as well as with the World Bank, EBRD, IFAD²⁹ and other international financing institutions (IFIs) to support countries in: standard setting processes, development and implementation of trade agreements, and mobilizing public and private sector investments in agricultural and food systems development. Further engagement with the private sector has been visible through FAO's increased involvement in the One Planet network Sustainable Food Systems Programme and with the World Economic Forum in the preparatory process towards the UN Food Systems Summit.

Corporate Outcome Assessment

170. Progress on SP4 outcomes is detailed in *Annex 2*.

171. The majority of countries improved their performance across SO4 areas of work between 2015 and 2019, except regarding the use of data and analytical tools in policies making processes (4.4.A) where 47% of the countries improved their performance, but 53% showed no major change.

172. Between 2015 and 2019, 75% of countries improved their performance status in market access by adopting international voluntary guidelines and participating in trade related agreements (4.1.B). The enabling environment for more inclusive and efficient agricultural and food systems development (4.2.A) has improved in the majority (65%) of the countries. With reference to 4.2.B, in 2019, 29% of the countries in the region had high and medium-high performance status in implementing international instruments to combat illegal, unreported and unregulated fishing (SDG 14.6.1) and 45% scored medium.

173. In the period 2015-2019, technical and managerial capacities of value chain actors (4.3.A) improved for most of the countries (76%), indicating good progress in this area, and 55% of countries improved their financial instruments, services and risk management mechanisms for agriculture and food chain development at global level (4.3.B).

174. Availability and use of statistics in policy-making processes in SO4 area of work was improved in 47% of countries, while 53% showed no major change over the period 2015-2019 (4.4.A).

175. FAO's contribution to SO4 areas of work for the period 2015-2019 was well considered across the region, with FAO's contribution consistently rated as at least moderate. The results on the promotion of an enabling environment for more inclusive and efficient agricultural and food systems (4.2.A) were particularly encouraging, with 38% rating FAO's contribution as significant and 62% as moderate.

Assessment of biennial Outputs

Overview of results achieved

176. As shown in *Annex 2*, SO4 fully met the biennial targets for eight out of the nine Output indicators, with a 90% achievement for the remaining indicator.

177. FAO's support to the development and adoption of international standards in food safety and quality and plant health (Output 4.1.1) led to 191 new or revised standards being considered, progressed or adopted through the standards setting process exceeding the biennial target of 179. FAO's work to reinforce the capacities of countries and their regional economic communities in the formulation of international trade agreements and voluntary guidelines (Output 4.1.2), including those related to the Forest Law Enforcement, Governance and Trade process, has resulted in 39 countries and regional bodies supported, significantly higher than the 28 targeted.

²⁹ World Organisation for Animal Health (OIE); World Trade Organization (WTO); International Trade Centre (ITC); United Nations Environment Programme (UNEP); United Nations Industrial Development Organization (UNIDO); United Nations Conference on Trade and Development (UNCTAD); World Health Organization (WHO); European Bank for Reconstruction and Development (EBRD); International Fund for Agricultural Development (IFAD)

178. FAO also assisted more countries and regional bodies than targeted to design and implement policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agricultural and food systems development (Output 4.2.1). FAO supported member countries to develop and implement sector and subsector policies, national agribusiness strategies. The Organization had strengthened the policy and regulatory frameworks, public sector capacities and infrastructure related to food quality and safety, antimicrobial resistance, food losses and waste, and bioenergy, among others; as well as the integration of approaches such as the One-Health, within their sectoral and cross-sectoral policies, strategies and regulatory frameworks. Efforts to strengthen public and private sector capacities to design and implement market-oriented institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems (Output 4.2.2) resulted in 17 countries supported out of the 19 targeted.

179. FAO's support to strengthen the technical and managerial capacities of value chain actors to develop inclusive, efficient and sustainable agricultural and food value chains (Output 4.3.1) resulted in 57 countries (out of 57 targeted) supported in the biennium. Eighteen of these countries were supported to strengthen capacities to develop gender-sensitive value chains and further attention is needed to ensure that the consideration of gender equality aspects in the value chain development work is explicit and reported accordingly in more countries. FAO supported 34 countries (against 32 targeted) to increase responsible investments or to design and implement financial instruments and services and risk management mechanisms (Output 4.3.2), including through strategic partnerships developed with several traditional and non-traditional IFIs to support increased private sector investment in sustainable value chains.

180. FAO's work on generating and disseminating evidence on agricultural and food systems development resulted in more FAO market information, analytical and knowledge products published than targeted (Output 4.4.1), reflecting the persistent high level of demand for such products, which include methodologies, indicators, data monitoring and guidance materials. FAO also provided support to countries to establish their own systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agriculture and food systems (Output 4.4.2) with 21 countries supported against the 17 targeted.

Achievements at global level

181. FAO provided scientific advice to support the setting of food standards, and enhanced the capacities of developing countries to participate effectively in IPPC and Codex standard-setting processes. Sixty-five internationally agreed standards for animal health, plant health and food safety and quality were adopted. They include a standard for quinoa, food additive provisions of the Codex General Standard for Food Additives, Maximum Residue Limits (MRLs) for various combinations of pesticides/commodities, requirements for the use of fumigation as a phytosanitary measure, and standards for the labelling of pre-packaged foods through date-marking.

182. FAO supported the implementation of the Milan Urban Food Policy Pact for the development of more resilient and sustainable food systems. A critical milestone was the launch of a Framework for the Urban Food Agenda, which is being used to provide comprehensive support to national and subnational institutions in incorporating food in urban and territorial policy development, shortening supply chains, improving access to healthy food and green public spaces and reducing food losses and waste. FAO's support to the Urban Food Agenda has also triggered a number of city-to-city exchanges on food governance at both regional and global levels.

183. FAO continued to provide up-to-date global market data and information, with a view to promoting transparent markets and enhanced global, regional and domestic trade and market opportunities. FAO published information products, including the annual edition of the *OECD-FAO Agricultural Outlook 2019-2028 (2019)*,³⁰ statistics on trade, investments and prices along the value

³⁰ Organisation for Economic Co-operation and Development

chain; up-to-date bulletins for different commodities, such as the world cereal market, monthly rice exports, market reviews on bananas and tropical fruits; as well as the, quarterly issues of the *Crop Prospects and Food Situation* with focused data on low-income, food-deficit countries.

Achievements at regional, subregional and country levels

184. At regional level, FAO supported various regional bodies. These include MERCOSUR with capacities to review and update food and agriculture trade agreements, IGAD in the framework of the African Continental Free Trade Area; the African Union Commission and subregional bodies such as ECOWAS, EAC and COMESA³¹ for better participation in Codex Alimentarius activities and improved compliance with sanitary and phytosanitary measures and trade facilitation requirements. Similarly, the Central Asian Animal Health Network (One-Health) was strengthened through regional epidemiology and laboratory networks and services to enhance prevention and control of transboundary animal diseases, while the Arab Organization for Agricultural Development was assisted in developing a strategic framework for the date palm value chain in the Arab region.

185. FAO also supported the establishment of a regional Save Food Community of Practice to facilitate sharing of knowledge, solutions and good practices for reducing food losses and waste in Europe and Central Asia, where a number of awareness raising events and consultations were held during the biennium. In Asia and the Pacific, FAO strengthened capacities of regional stakeholders on legislation and other regulatory options on antimicrobial use/resistance in the food and agriculture sector, as a part of the FAO/OIE/WHO Tripartite Collaboration. In Latin America and the Caribbean, FAO provided support to the First Regional Forum of Latin American Signatory Cities (signatories of the Milan Urban Food Policy Pact) which showcased progress of municipal strategies towards more sustainable food systems.

186. At country level, FAO supported public sector organizations in 72 countries to design and implement national policies, strategies, regulatory frameworks and investment plans. Such support included sector policies and programmes for the development of different value chains, including rice in Côte d'Ivoire; fish in Brazil, Colombia and Peru; and milk in Afghanistan. Cross-sectoral coordination was strengthened in Costa Rica, Indonesia and Tanzania. In addition, national bioenergy assessments to identify sustainable options were formulated in Rwanda and Seychelles, and bioenergy strategies in Argentina. In Algeria, Ethiopia, Dominican Republic, Solomon Islands and Peru, FAO helped develop strategies to address food losses and waste. In Peru, FAO supported the enactment of a law on reduction and prevention of food losses and waste. Assistance to food safety regulations and quality control systems covered several countries including Bangladesh, Mozambique, Ethiopia, Ukraine, Nicaragua and Suriname, with specific support to strengthening capacities to address AMR in Belarus, Tajikistan, Kenya and Philippines, among others.

187. FAO provided substantial support to the development of sustainable value chains in countries across all regions, including support to women producer groups in value addition and managerial capacities in Senegal, Philippines and El Salvador, and the roots and tubers value chain initiative in Malawi and Uganda, as well as in Caribbean countries. Support was also provided to Geographical Indication (GI) systems for sustainable value chain development in Benin, Georgia and Turkey, among others. In Cambodia, FAO provided assistance in assessing investment options in the area of agrifood systems, while FAO's support led to increased access to financial services for farmer organizations and cooperatives in the cassava value chain in Cameroon and Malawi.

188. FAO supported the establishment of a food and agriculture market monitoring system for the Central American Integration System to manage information on production, trade and markets of key commodities and to support the design of market development policies. The capacities of public sector organizations were strengthened in Burkina Faso, Kenya, Uganda and other African countries

³¹ Southern Common Market (MERCOSUR); Intergovernmental Authority on Development (IGAD); East African Community (EAC); Common Market for Eastern and Southern Africa (COMESA)

to update and analyse data on agricultural public expenditure and price incentives for selected commodities, to inform national policies and investment plans.

Mainstreaming of cross-cutting issues

189. FAO's efforts to mainstream gender in agricultural and food systems development have continued at country and regional levels, including through specific results targeting and/or promoting the inclusion of women and through the development of an online course to train public and private practitioners and decision-makers in planning and implementing gender sensitive value-chain interventions. Results at country level included the direct support to women groups, such as fish processors and mollusc harvesters in Cape Verde, the Gambia and Indonesia, and women agroprocessors in Antigua and Barbuda, Senegal, Pakistan and Morocco, as well as the generation of evidence to facilitate the effective participation of women in specific value chains in Burkina Faso, Bolivia and Tunisia, among others. In addition to the focus on gender-sensitive value chains, FAO is expanding the mainstreaming of gender considerations to other areas of its work on agricultural and food systems, including the joint preparation of a publication with UNCTAD on the linkages between trade and gender.

190. Climate change considerations have been increasingly incorporated in FAO's support to agricultural and food systems development, including sustainable value chain development and the Urban Food Agenda, as well as through direct technical support in areas related to bioenergy, circular economy and sustainable consumption. For example, FAO supported several countries in strengthening the evidence-base in the context of their ongoing bioenergy policy efforts, including through bioenergy assessments and capacity-building to identify sustainable bioenergy options. FAO has also contributed to the Global Environment Facility (GEF-7), in particular in promoting the integration of a sustainable food systems approach in the Food Systems, Land Use and Restoration Impact Programme, and in the FAO-led Drylands Programme.

191. To support countries to address nutrition issues more systematically, FAO has prepared an e-learning course for policy-makers and practitioners on nutrition-sensitive value chains, in collaboration with the RBA working group on nutrition-sensitive value chains. Through a joint SP1/SP4 initiative, FAO has developed a methodological framework and country level pilots to support countries better understand the relationship between malnutrition and non-communicable diseases, on the one hand, and food systems and diets, on the other.

Highlights

Integrating food systems into urban development plans: The Sustainable Lima Program

The city of Lima signed the Milan Urban Food Policy Pact (MUFPP) in May 2018 and received the second prize for the category "Challenging Environment" within the MUFPP Award 2018. The monetary prize was used to undertake a diagnostic of the food system in the productive zone of southern Lima and to transfer the good practices from Lima to other MUFPP cities. Likewise, with the support of FAO, the Lima Municipality initiated in 2019 an outreach programme with small cities and towns throughout Peru to promote urban food systems planning at the national level, while strengthening urban rural linkages. As outcome result, the cities of Lima, Huancayo, Arequipa and Piura formed the Network of Municipalities on Food Issues to exchange information and complement experiences in various sustainability issues, including agroecology, market management and food and nutrition education. FAO also supported the municipality of Lima with local universities, in developing a study on the Food and Green Environment which established four protocols to determine the level of exposure to ultra-processed foods in supermarkets, small shops, parks, and school zones. The active participation of the Lima municipality is now even more visible, through the institutionalization of the Lima Food System Council which provides a multi stakeholder platform to develop policies contributing to more sustainable food systems.

Building Sustainable Food Systems through South-South and Triangular Cooperation

In support of the National Agricultural Investment Plan (NAIP) process under the Comprehensive Africa Agriculture Development Programme, FAO has collaborated with the African Union Commission and the Government of Ireland to support a group of ten African countries on agrifood sector strategy development to promote the transition towards sustainable food systems. The support included study tours and an executive coaching programme for African leaders from the public sector and food industry on engaging the private sector in sustainable food systems development. Some of the lessons generated include the need to leverage the nexus between production, industry, markets and consumers in the development of food and agriculture strategies under the NAIPs. The work has demonstrated that involving the private sector in strategy design, and investing in public-private-civil society dialogues that lead to a unified long-term strategic vision, results in strengthened countries' abilities to react to the disrupting factors faced by the food industry and governments, such as climate change.

Key lessons learned

192. Although countries are increasingly becoming aware of the challenges and complexity of food systems and of the difficult trade-offs that are required to ensure that food systems deliver against the nutritional, livelihood and environmental ambitions set out in the 2030 Agenda, it is clear that improved targeting and better coordination of support is needed to identify and address the critical constraints to sustainable food system development.

193. These constraints, which can differ widely in terms of their relative importance across and within countries, include inadequate levels and quality of investment, the increasing incidence of food safety and transboundary diseases, high levels of food loss and waste, the consequences of urbanization and the complexities of malnutrition, particularly in Small Island Developing States.

194. To further focus its support to countries in adopting sustainable food systems approaches, FAO established six priority areas. This has enabled a more structured approach to the planning and implementation of FAO's support to more sustainable food systems development. The priority areas have enabled greater clarity of understanding of FAO's programmatic offering, significant scaling up of support, as well as greater coherence in resource mobilization efforts.

195. FAO has also identified, and started to address deficiencies in its own capacity to support the transformation to more Sustainable Food Systems. As part of the work under SP4, FAO implemented capacity development programmes, which improved staff capacities to apply approaches to food system development in contexts of differing complexity, objectives and states of readiness. South-South and Triangular Cooperation leveraged the transfer of knowledge and good practices, including those related to agribusiness development and the urban food agenda.

196. Building on its existing partnerships, the preparatory process towards the UN Food Systems Summit in 2021 provides an excellent opportunity for FAO to further engage the full range of food system stakeholders towards a feasible trajectory for more sustainable food systems.



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

SO5 | INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES

SDG INDICATOR*	SERIES DESCRIPTION	2000	2015	2019**
SDG2 ZERO HUNGER				
2.1.2	Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)	-	23.5	25.4
2.2.2	Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)	4.9	5.7	5.9
		-	-	7.29
SDG15 LIFE ON LAND				
15.3.1	Proportion of land that is degraded over total land area	-	20	-

*Data for 1.5.1, 2.4.1, 2.C.1, 11.5.1, 11.5.2, 13.1.1, 15.3.1, 16.1.2 is not available | ** or closer date 2016–2019

SO5 | OUTCOMES



SO5 OUTPUTS				
OUTPUT	INDICATOR	TARGET 2018-19	ACTUAL 2018-19	ACHIEVED
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.	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.	46	46	●
	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.	80	84	●
5.1.2 Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management.	Number of countries or regions that improved resource mobilization and coordination mechanisms for risk reduction and crises management as a result of FAO support.	35	43	●
5.2.1 Mechanisms set up or improved to identify, monitor threats, and assess risks and deliver integrated and timely Early Warning.	Number of countries or regions that have improved threat monitoring mechanisms/systems to enhance delivery of early warnings as a result of FAO support.	56	57	●
5.2.2 National capacities improved to assess vulnerability and measure resilience.	Number of countries or regions that improved resilience/vulnerability mapping and analysis as a result of FAO support.	35	36	●
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.	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.	37	37	●
5.3.2 Communities equipped with vulnerability reduction practices and measures.	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.	31	33	●
5.4.1 Capacities of national authorities and stakeholders reinforced for emergency preparedness to reduce the impact of crises.	Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness.	27	41	●
5.4.2 Humanitarian assistance for livelihood saving timely delivered to crises affected communities.	Number of countries or regions affected by a crisis impacting agriculture in which FAO provided timely, nutrition and gender-sensitive responsive crisis response.	35	38	●

● Fully Achieved (Actual ≥ Target);
▲ Not Achieved (Actual < Target)

197. Agricultural livelihoods and related agrifood systems are under increasing pressure from overlapping, intensifying and compounding risks. Building on decades of experience in crisis contexts, FAO applies its expertise to build the resilience of agriculture-based livelihoods and reduce multi-hazard risks and crises.

198. Under SP5, FAO supports countries to:

- a) govern risks and crises through understanding the nature and dynamics of risks and the programming, implementation and support of legal, policy and institutional systems, including coordination mechanisms and resource 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).

199. FAO's work directly contributes to targets under SDGs 1, 2, 11, 13, 15 and 16 through the set of SDG indicators incorporated in the SP5 results framework.

Implementation of the Strategic Programme

Performance overview

200. Climate, conflict, food chain crises and economic instability are driving steadily high levels of acute food insecurity – requiring humanitarian assistance and resilience building. The *2019 Global Report on Food Crises* indicated that 113 million people in 53 countries experienced severe acute food insecurity in 2018, and the *2020 Report* is expected to indicate even higher numbers for 2019. Smallscale farmers and rural people are on the frontlines of multiplying crises, which undermine efforts to eradicate poverty (SDG1), end hunger (SDG2), fight climate change (SDG13) and secure sustainable development across SDGs.

201. During the biennium, FAO's resilience programme continued to address the multiple risks facing agricultural livelihoods and agrifood systems, reaching over 25 million people in 2018 and a similar number in 2019.

202. FAO actively engages with a wide range of partners at country, regional and global levels, including with the other two Rome-based Agencies and other UN agencies (IOM, OCHA, UNHCR, UNDRR, UNFCCC, UNDP and UNICEF, as well as DPPA/PBSO).³² In particular, a Global Memorandum of Understanding (MoU) was signed by FAO and UNHCR in 2019 to enhance collaboration in supporting sustainable self-reliance and resilience of displaced and host communities. Recognizing the critical role of regional organizations, FAO has continued to strengthen its partnerships with SICA, CILSS, IGAD and SADC,³³ among others, particularly on food security information and analysis and resilience measurement.

Corporate Outcome Assessment

203. Progress on SP5 Outcomes is detailed in *Annex 2*.

The performance status has improved for the majority of countries for all Outcome indicators between 2015 and 2019. An improvement in performance has been observed for 84% of the countries in disaster and crisis risk management (5.1.A), while 67% of countries increased their capacities to deliver early warnings and trigger timely actions (5.2.A). Furthermore, 60% of countries improved their capacities to apply prevention and mitigation measures between 2015 and 2019

³² International Organization for Migration (IOM); UN Office for the Coordination of Humanitarian Affairs (OCHA); UN Refugee Agency (UNHCR); United Nations Office for Disaster Risk Reduction (UNDRR); UN Department of Political and Peacebuilding Affairs (DPPA) Peacebuilding Support Office (PBSO)

³³ Permanent Interstate Committee for drought control in the Sahel (CILSS); Intergovernmental Authority on Development (IGAD); Southern African Development Community (SADC)

(5.3.A), and 55% of countries improved their preparedness and response management capacity (5.4.A).

204. As a result of these performance improvements, far fewer countries ranked low or medium-low in their performance status. In 2015, across the outcomes, between 22% and 39% of countries had low or medium low performance status. In 2019, between 8% and 14% of countries ranked medium low across the outcomes; all other countries had higher performance.

205. The Corporate Outcome Assessment also showed that a very high percentage of countries appreciated FAO's contribution to the four SO5 Outcomes for which data is available, considering it moderate or significant.

206. FAO's contribution was defined significant by over 70% of countries for disaster and crisis risk management (5.1.A) and preparedness and response management capacity (5.4.A); by 51% of the countries for regular information and timely actions against threats to agriculture (5.2.A) and by 46% for prevention and impact mitigation measures. (5.3.A).

Assessment of biennial Outputs

Overview of results achieved

207. FAO's work to increase the resilience of livelihoods to threats and crises achieved or exceeded the targets for all nine Output indicators. Some 43 countries and 3 regional institutions formulated strategies and plans for risk reduction and crisis management, (Output 5.1.1-A) supported by the finalization of 84 normative global and regional products (Output 5.1.1-B). In addition, coordination mechanisms and resource mobilization strategies for risk reduction, crisis management and resilience building (Output 5.1.2) were developed and implemented in 40 countries and 3 regions, overachieving the target.

208. A total of 52 countries and 5 regions improved risk monitoring systems to enhance early warning, and 34 countries and 2 regions improved capacities for resilience and vulnerability analysis (Output 5.2.2). Technical measures for risk prevention and reduction were implemented in 37 countries (Output 5.3.1), while 33 countries applied socio-economic measures to reduce the vulnerability of communities at risk of threats and crisis (Output 5.3.2). Some 41 countries benefited from FAO's support to adopt standards, guidelines and practices for emergency preparedness (Output 5.4.1) and FAO provided timely and gender-responsive emergency assistance in 38 countries and regions affected by a crisis impacting agriculture and food security (Output 5.4.2).

Achievements at global level

209. FAO published the *Corporate Framework to Support Sustainable Peace in the Context of Agenda 2030 (2018)*. In partnership with Interpeace and support of MDF funding, FAO continued to develop tools, guidance and training for robust context analyses and conflict-sensitive programming. In 2018-19, area-based context analyses were completed in eight countries using FAO's Guide to Context Analysis. Conflict-sensitive programming support was provided to thirteen FAO offices³⁴ across Africa, Asia and Near East, as well as the Regional Office for the Near East and the Resilience Team in East Africa.

210. To promote coherent collective efforts across the humanitarian-development-peace nexus, FAO continued to lead efforts to operationalize the Global Network Against Food Crises. In April 2019, the first High-Level Event of the Global Network took place, followed by four events where partners defined the working modalities of the Network. Similarly, the Damage & Loss Assessment Methodology was developed and incorporated in the Sendai and SDG monitoring frameworks.

³⁴ Iraq, Jordan, Kenya, Lebanon, Mauritania, Myanmar, Nigeria, Palestine, the Philippines, Somalia, the Sudan, the Syrian Arab Republic and Turkey.

211. FAO supported its adoption in over 30 countries through training workshops and country pilots through MDF funding (SFDRR³⁵ indicator C2 and SDG targets 1.5.2 and 11.5.2).

212. FAO and UNHCR signed a global MoU in late 2019, setting the foundation for a new way of working in displacement contexts, bridging gaps between humanitarian, development and peace efforts, while seeking to promote long-term solutions for both refugees and host communities.

Achievements at regional, subregional and country levels

213. FAO played an important role in building capacities in the area of social protection for managing risks. In collaboration with the Red Cross Red Crescent Climate Center, FAO and Overseas Development Institute developed a paper and training programme on the role of social protection in managing climate risk. The training was tested in Bangkok with government officials from eight Asian countries and FAO staff.³⁶ Two workshops held in Dakar and Nairobi on “Improving linkages between social protection, agriculture and risk management” brought together 23 countries and development partners (World Bank, ILO,³⁷ IGAD, WFP and UNICEF) from Eastern and Southern Africa. FAO supported social protection systems to better respond to crises and develop risk-informed systems in fragile contexts, *inter alia* in Mali, Ethiopia, Lebanon, Jordan and Turkey. Finally, the second phase of an ASEAN-level initiative will focus on linking social protection to early warning early action (EWEA). Similar work is underway in Bangladesh and Timor Leste.

214. FAO advocates for a holistic approach to enhance the resilience of pastoral livelihoods. A livelihoods-based information and monitoring system was developed, followed by an action research project in Kenya on acute malnutrition. The study *Twin peaks: the seasonality of acute malnutrition, conflict and environmental factors (2019)* highlighted the seasonal pattern of child malnutrition and its links to climate variability, conflict, and livelihood systems in Chad, the Sudan, and South Sudan. This led to the development of a conceptual framework for addressing acute malnutrition in the drylands. In addition, FAO supported the establishment of a national animal feed balance sheet in Ethiopia while a full pastoral livelihood information system is being implemented in Kenya, Somalia and South Sudan.

215. In 2019, FAO supported EWEA for regional institutions, governments and decentralized offices in high-risk countries. As a result, 11 countries implemented early actions to mitigate the impact of hazards on the livelihoods and food security of the most vulnerable households. Impact analyses conducted in Colombia and the Philippines showed the importance of acting early to limit damage. FAO continued to drive interagency coordination efforts on EWEA.³⁸ FAO also provided continuous support to OCHA for the design of the Central Emergency Response Fund (CERF) anticipatory action approach and the anticipatory action plan for Somalia.

216. Through SP5, FAO continued to support the One-Health approach to address food chain threats (including AMR) at global and country levels, through the Global Health Security Agenda and Emerging Pandemic Threats programmes implemented in more than 30 countries in Africa and Asia. In close collaboration with SP4, SP5 supported the implementation of the “One-Health approach to build resilience to food chain threats in Asia” through MDF funds. In addition, ECTAD trained more than 7 500 professionals from 23 countries and enhanced laboratory performance in over 20 countries. ECTAD³⁹ also aided the investigation of 244 disease outbreaks in 20 countries in 2018, and 398 disease outbreaks in 18 countries in 2019.

217. SP5 also supported the documentation and submission of the good practice *Cross-border coordination of livestock movements and sharing of natural resources among pastoralist*

³⁵ Sendai Framework for Disaster Risk Reduction 2015-2030 (SFDRR)

³⁶ Afghanistan, Bangladesh, Cambodia, Myanmar, Pakistan, the Philippines, Thailand and Viet Nam

³⁷ International Labour Organization (ILO)

³⁸ FAO is co-lead of the Inter-Agency Standard Operating Procedures for Early Action to El Niño/La Niña Episodes, member of the Early Action Focus Task Force, and convening partner of the Risk-informed Early Action Partnership.

³⁹ Emergency Centre for Transboundary Animal Disease Operations (ECTAD)

communities in the Greater Karamoja Cluster (2019) which promotes cross-border dialogue and cooperation at community, national, and regional levels with IGAD. This good practice was selected among 25 practices globally to be exhibited at Expo Dubai 2020.

Mainstreaming cross-cutting issues

218. SP5 provided strategic and technical guidance on mainstreaming disaster risk reduction and climate resilience in the agriculture and food sectors. At country level, it supported the implementation of risk management plans for agriculture in, *inter alia*, Dominica, Egypt, Ethiopia, Jamaica, Myanmar, Namibia, Pakistan, Suriname and Timor Leste. Key publications were issued including *Disaster risk reduction at farm level: Multiple benefits, no regrets (2019)*; the formulation of the *UN Common Guidance on Resilience for Humanitarian-Development-Peace Actors (2019)*; and *Governance challenges for disaster risk reduction and climate change adaptation convergence in agriculture (2019)*.

219. Additionally, FAO is part of the Capacity for Disaster Reduction Initiative (CADRI) and the UN Coalition on Sand and Dust Storms, and serves as secretariat to the UN Climate Resilience Initiative. SP5 is also leading FAO's contribution to the UN Climate Resilience Initiative A2R. FAO/A2R co-organized a wide range of events during 2018 and 2019, including COP 24, COP 25, UN Climate Action Summit, Africa Climate Week and Asia-Pacific Climate Week and major side events on Climate Resilience.⁴⁰ FAO hosted two contests to promote innovative climate solutions to absorb climate hazards and reshape development pathways in least developed countries and small island developing states.

220. In 2019, capacities of national partners and staff were enhanced on gender equality and accountability to affected populations, also addressing gender-based violence in agriculture, protection from sexual exploitation and abuse and in the design and implementation of gender-responsive DRR plans or projects. FAO monitored and assessed gender impacts in conflicts and disaster risk management and early warning in selected countries. Gender dimensions were included in needs assessments and sex- and age-disaggregated data were collected for resilience and vulnerability analysis. Moreover, the Organization participated in the 16 Days of Activism against Gender-Based Violence under the Generation Equality campaign.

221. Nutrition was addressed through a range of initiatives. It was incorporated in relevant global products and processes, including supporting the rollout of the IPC⁴¹ Acute Malnutrition. Another example is the Global Inter-Cluster Nutrition Working Group mainstreaming nutrition through the humanitarian programme cycle in collaboration with UNICEF, WFP and partners in South Sudan, northeast Nigeria, Ethiopia, Chad, the Democratic Republic of the Congo and the Central African Republic.

⁴⁰ The Marrakech Partnership for Global Climate Action high-level roundtable on Climate Resilience, the Development and Climate Days and the Building a Resilient Future event.

⁴¹ Integrated Food Security Phase Classification (IPC)

Highlights

Reaching out where most needed

When conflict, extreme weather events, natural disasters, plant pest or animal diseases and other threats devastate agricultural livelihoods and push people into acute food insecurity, FAO is on the ground providing critical productive inputs, like quality certified seeds or fishing gear, to rapidly restart food production; or vaccinating pastoralists' animals on a massive scale to safeguard their livelihoods. For example, in 2018, FAO's support to main season crop production in South Sudan meant that almost 430 000 families (about 2.6 million people) were able to plant and harvest almost 273 000 tonnes of cereals, representing nearly one-third of all cereal production in the country that year. When cyclone Idai devastated huge swathes of Mozambique in March 2019, FAO reacted promptly by providing over 22 000 families with short-cycle crop and pulse seeds to enable them to produce food in the immediate aftermath of the cyclone. A further 76 500 families received support for short winter vegetable production. FAO supports families affected by major emergencies, with corporate support mobilized under "Corporate Surge" fast-track procedures in 11 countries in 2018/19, as well as smaller-scale national and regional-level crises.

In 2019, FAO undertook early action to mitigate the effects of forced migration and drought in La Guajira, one of Colombia's most vulnerable regions through various activities, such as community fields for rapid crop production, providing seeds and tools to families, animal health support, and rehabilitating water infrastructure, which rapidly boosted food production in an area struggling to absorb large numbers of displaced people and cope with the effects of high temperatures and strong winds. This helped to stabilize food security and provide livelihood opportunities, as well as to integrate host community and displaced households, strengthening social cohesion.

In Yemen, where over 15 million people were facing acute food insecurity in 2019, FAO's emergency and resilience programme reached over 3.1 million people. Priority interventions included increasing food and livestock production and income diversity of vulnerable households through cash activities, rehabilitating agricultural infrastructure and irrigation systems by restoring facilities and sites, and strengthening coordination for effective humanitarian response through Famine Risk Management assessments.

During the biennium, FAO further enhanced the use of cash and voucher assistance in its emergency and resilience programme, delivering a total of USD 75.8 million of cash and voucher assistance to 3.52 million individual beneficiaries in 31 countries, through 103 projects in 2018-19. In Somalia, for example, thanks to FAO's cash+ assistance, almost 636 000 beneficiaries were able to address their most immediate needs while maintaining their crop, livestock and fisheries production capacities. In Indonesia, in response to the earthquake that struck Central Sulawesi in September 2018, FAO aligned its cash transfer intervention to the Government's Conditional Cash Transfer programme, supporting almost 4 000 families to ensure that they had access to nutritionally adequate and safe food.

Antimicrobial Resistance (AMR) and use (AMU)

During the biennium, the implementation of FAO's Action Plan on AMR and its four focus areas (awareness, surveillance, governance and good practices), has delivered positive changes at country level. Particular actions related to awareness raising, include the development and implementation of a survey to assess knowledge, attitudes and practices in eight countries in Africa and Asia and the Pacific. In the latter, the Organization has facilitated the introduction of a Studium Generale on AMR at six veterinary medicine faculties. In Latin America and the Caribbean, technical and communication staff of official health services have been trained on modern risk communication methodologies for AMR.

FAO has developed and deployed an Assessment Tool for Laboratories and AMR Surveillance Systems (FAO-ATLASS), with the aim of assisting countries in assessing their national surveillance system and laboratory diagnostic capacity for AMR detection. During 2018-19, the FAO-ATLASS was implemented in 22 countries across Africa, Asia and Central Asia, and the roll out continues. Similarly, countries have been supported in piloting AMR surveillance activities in the agriculture sector to generate AMR data, of which a large part focused on food-borne bacteria from healthy animals intended for food consumption. A data platform for antimicrobial resistance related to food and agriculture is under development, contributing to the Tripartite WHO/FAO/OIE Integrated Surveillance System on AMR/AMU platform (TISSA).

FAO has supported countries in developing and operationalizing multi-sector 'One Health' National Action Plans to combat AMR through a stepwise-approach tool called "Progressive Management Pathway for Antimicrobial Resistance". The tool has been piloted in four countries (Ghana, Belgium, Tajikistan, Kenya), with planned pilots in other countries in Latin America, Central Asia and North Africa.

A specific Multipartner Trust Fund for AMR was established and launched in 2019 to support the implementation of the Memorandum of Understanding between FAO, OIE, WHO, in collaboration with UNEP. The AMR Trust Fund is a strategic, inter-agency, and multipartner initiative inviting countries, foundations, financial institutions, and the private sector to leverage the required funding to implement AMR activities under the One Health lens.

Key lessons learned

222. Over the years, SP5 recognizing the importance of knowledge generation, capturing and sharing on resilience interventions among food security and development practitioners and resource partners, focused attention to this area. The newly established Knowledge Sharing Platform on Resilience (KORE) supports internal and external knowledge management on emergency and resilience in the agrifood systems. KORE external functions are carried out via a dedicated website and quarterly e-updates to an expanding community of practitioners. Working closely with partners, FAO teams and country offices, KORE has organized 33 internal and external webinars. In addition, KORE capitalizes on its brokering role by contributing to various workshops and knowledge sharing events, developing guidelines and documenting good practices capturing context-specific interventions addressing food crises.

223. During the biennium, FAO identified capacity building around emergency preparedness as a priority, cognizant of the fact that improved internal preparedness is conducive to strengthening national authorities and stakeholders in crisis response in order to decrease the impact of specific hazards on the agrifood sectors. In 2018-19, FAO analysed the emergency response preparedness status of 140 FAO country offices, and carried out a more detailed analysis of 28 country offices, including the most high-risk countries. Based on this, SP5 designed and delivered six simulation-based trainings on emergency preparedness and response in the Asia, Eastern Africa, Southern Africa and Near East and North Africa regions. Around 150 personnel from 41 FAO offices benefited from an innovative and tailored simulation-based training.



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

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

224. Ensuring the quality and integrity of the technical and normative work of the Organization is essential for effective implementation of the Strategic Framework, and is assessed by one KPI which measures the quality of FAO's technical leadership through two anonymous surveys. One survey is addressed to delegates attending FAO Technical Committees and allows to reach a broad range of constituencies, including Permanent Representatives, other civil servants and policy-makers from line ministries, and non-state actors. The second survey is addressed to relevant FAO staff.

Achievements

225. For the 2018-19 biennium, 70.3% of the respondents were satisfied with FAO's quality of technical leadership (KPI 6.1.A).

226. Achievements across the technical and normative work were also supported by the Multidisciplinary Fund which provided capacity to respond to emerging issues and facilitated new approaches and innovations to adapt solutions to changing environments through collaborative efforts among the Strategic Programmes and decentralized offices (Section II.D).

Highlights

227. The 16 Technical Networks covering a wide range of disciplines and thematic topics were consolidated and continued to provide a platform for sharing technical information and standards across all levels of the Organization, which ensured 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. FAO's experts together with experts from these partners' organizations, in particular RBAs, have shared their research, programme or project experiences in multiple contexts and countries.

228. The Technical Committees (COFI, COFO, COAG, CCP) held their biennial sessions, and considered cross-cutting issues in relation to the 2030 Agenda and SDGs, food systems, climate change and biodiversity. Furthermore, the committees discussed and endorsed relevant guidance and normative products as the Ten Elements of Agroecology, the Code of Conduct for the Sustainable Use and Management of Fertilizers and the Voluntary Guidelines on the Marking of Fishing Gear.

229. Seven flagship publications were produced in the biennium - *The State of Food and Agriculture 2018 and 2019*, *The State of Food Security and Nutrition in the World 2018 and 2019*, *The State of World Fisheries and Aquaculture 2018*, *The State of the World's Forests 2018*, *The State of Agricultural Commodity Markets 2108* - each 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. Tracking the impact and dissemination of FAO's knowledge products was carried out in collaboration with Altmetric.

230. FAO was actively engaged in major global policy fora related to its mandate. Specifically, FAO played an important role in the Conferences of the Parties, particularly through the Koronivia Joint Work on Agriculture, the High-level Political Forum on Sustainable Development and its associated

processes, and the UN Global Compact on Migration. FAO has also provided inputs and evidence-based policy advice at the UN Secretary-General Summit on Climate Change, the G20 and G7 (6.1.2).

Key lessons learned

231. The weak linkages of the overall theory of change underpinning Outcome 6.1 and the related Outputs make measurement and monitoring through a single key performance indicator challenging. A review of the measurement methodology to assess the quality and integrity of the technical and normative work of the Organization will be undertaken within the context of the development of the new Strategic Framework.

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

232. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty and promoting 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 in the Office of the Chief Statistician (OCS) with the support of the Interdepartmental Working Group on Statistics, including the endorsement of corporate statistical standards and the review of their implementation to ensure harmonization, quality and integrity of the technical and normative work of the Organization.

Achievements

233. Achievements under Outcome 6.2 are tracked through two key performance indicators. KPI 6.2.A 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. The average proportion of SDG indicators under FAO custodianship reported by countries increased from 32% in 2018 to 43% in 2019. A number of interlinked actions have led to this result. Firstly, FAO through its active engagement in the Inter-agency and Expert Group on SDG Indicators (IAEG-SDG) progressively ensured the methodological development and successful endorsement of all 21 SDG indicators under FAO's custodianship, which are now either in the Tier I or Tier II categories. The formal approval of SDG indicator methodologies by the IAEG-SDG has opened the possibility for countries to begin reporting on these, and also revealed the need for capacity support to do so.

234. KPI 6.2.B assesses the improvements in the quality of FAO statistical processes and outputs by measuring the proportion of FAO statistical processes rated of good quality, as they comply with the FAO statistics quality assurance framework (SQAF). Data collected in the Quality Assessment and Planning Survey (QAPS) are used to assess the adherence of FAO statistical activities to the SQAF principles and to subsequently define the KPI 6.2.B.

235. Given that the next full QAPS survey is foreseen at the end of 2021, KPI 6.2.B was reported based on a 'light' QAPS which focused on a smaller set of the data collection activities being carried out at FAO. Out of the 61 activities identified, 54 achieved an average score greater than 0.6, and consequently the target for the biennium was surpassed. These results demonstrate both an improvement in the quality of FAO statistical processes and of their corresponding outputs.

Highlights

236. The significant efforts made in 2018-19 to complete the methodological development of all 21 SDG indicators under FAO's custodianship, led to their successful endorsement by the IAEG-SDG as international standards. In addition, 67 new statistical guidelines/technical standards were published including 27 technical standards to update the methodology for the compilation of the SDG indicators under FAO custodianship; 13 new corporate statistical standards to harmonize internal statistical processes and 21 technical guidelines and reports, produced under the Global Strategy, aimed at building the statistical capacity of countries.

237. During the biennium, work continued on the revision of the Harmonized Commodity Description and Coding System,⁴² the FAO proposal for the COICOP⁴³ was further modified and the central product classification extension for pesticides was developed. Data structures for three fisheries domains were endorsed, the revised International Standard Statistical Classification of Fishing Vessels and the International Standard Statistical Classification of Aquatic Animals and Plants were approved, and the Forest Product Conversion Factors were updated. FAO-led initiatives to improve the quality of national data comprised the publication of "Main results and metadata by country" and Volume 2 of the "Operational Guidelines" for the WCA 2020,⁴⁴ in addition to continued methodological work for the documentation of agricultural censuses around the world (Outputs 6.2.1, 6.2.3).

238. Support to national statistical institutions was intensified and OCS continued to implement an integrated capacity development strategy in support of SDG monitoring. In 2018-19, 27 countries received direct technical assistance on SDG indicators under FAO custodianship, while 188 countries⁴⁵ participated in 12 regional training workshops aimed at strengthening their capacity to report on the SDGs. Furthermore, 15 e-learning courses covering 18 indicators were made available on FAO e-learning platform, including 9 language versions. During the biennium, FAO regional statisticians received multiple trainings on SDG indicators in their respective regions to further capacity building in this area.

239. To boost countries' capacity to report on SDG indicator methodologies data gaps, FAO has pursued an integrated strategy with numerous capacity development initiatives. Capacity development support was also provided to 35 countries on agricultural censuses and surveys using the new WCA 2020 standards. The first phase of the Global Strategy to Improve Agricultural and Rural Statistics was successfully completed, and a second phase was approved by the Global Steering Committee. The Agricultural Integrated Surveys Programme (AGRISurvey) continued to proceed with 8 countries that received technical assistance on the AGRIS methodology in 2018 through support by USAID and the Bill and Melinda Gates Foundation. In 2019, 11 countries were supported in designing and implementing a tailored survey programme to accelerate the production and use of high-quality disaggregated data on the technical, economic, environmental and social dimensions of agricultural holdings (Output 6.2.2).

240. During the biennium, FAOSTAT accounted for more than 1.7 million visitors in 2019, a 3.3% increase compared to 2018. A methodology to assess FAOSTAT user-satisfaction based on the relevant SQAF principles was defined. 81% of all responses indicated satisfaction in FAOSTAT overall quality, with 61% of the respondents fully satisfied. The corporate statistics webpage and the SDG portal were redesigned, and FAO statistical governance, data, standards, services and products were disseminated through the Statistics Coordination Portal. In addition, various statistical pocketbooks and the *Global Forest Products Facts and Figures (2018)* were published.

⁴² Harmonized System (HS)

⁴³ Classification of Individual Consumption According to Purpose (COICOP)

⁴⁴ Including Arabic, Chinese and Russian versions

⁴⁵ Some countries may be counted more than once as they may have participated in several capacity development activities

241. The Interdepartmental Working Group on Statistics endorsed 16 new statistical standards during 2018-19 which will improve the quality and consistency of FAO's data production. Statistics was mainstreamed into FAO's Project Cycle and efforts were made to improve and streamline the corporate planning and monitoring of statistics across the Strategic Framework. In addition, 208 statistical activities were reported in the 2018 QAPS a 10% increase compared to 2016, especially in the number of activities reported by regional offices. A 'light' QAPS survey was carried out at the end of 2019 showing improvement in the quality of FAO statistical processes and their corresponding outputs (Output 6.2.4).

Key lessons learned

242. The considerable achievements under Outcome 6.2 are the result of an extensive cross-organizational work supported by the IDWG on Statistics, the Technical Task Force and the Statistics Sub-Group on SDG indicators.

243. One of the most notable achievements from the biennium is the exceptional effort to develop new methodologies for the SDG indicators under FAO custodianship and the investment made in an intensive capacity development programme to begin to support countries with the implementation of these new methodologies. Delivering a similar range of technical assistance activities in the new biennium will depend on the availability of corporate funds to compensate for the challenge in securing resources from donors for statistical capacity development activities.

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)

244. Women in agriculture and food systems worldwide have a critical role, and achieving gender equality and empowering rural women is essential to reach FAO's mandate of a world free from hunger, malnutrition and poverty, and to contribute to the attainment of the SDGs. In line with the pledge to "leave no one behind" which drives the implementation of the 2030 Agenda, FAO provides technical advice to member countries to strengthen their capacities to formulate and implement gender-responsive policies, strategies and programmes which enable women and men to equally benefit from agriculture and rural development.

245. Gender is addressed in the Strategic Framework as a cross-cutting theme to ensure that quality services, coherent strategies and approaches to work on gender equality and women's empowerment are systematically integrated in all the Strategic Programmes. To ensure vision and consistency on gender-related work, the Organization relies on a team of gender experts at headquarters and in the five Regional Offices, as well as on more than 200 Gender Focal Points.

Achievements

246. Progress on the achievement of this Outcome is measured through two KPIs.

247. Indicator 6.3.A tracks the implementation of the 15 minimum standards for gender mainstreaming and women-specific targeted interventions, as defined by the FAO Policy on Gender Equality. In 2019, FAO was able to systematically implement 13 out of 15 standards. The Organization continued to perform well in many areas such as staff learning and capacity development (Standard 9); sex-disaggregated data collection and dissemination (Standards 1 and 2); and project formulation and implementation (Standards 7 and 15). The systematic implementation of Standard 6 will require decentralized offices and technical divisions to periodically assess the extent to which gender is integrated in their work. Standard 14 on financial resources tracking, is still lagging behind. More details on the implementation of the Policy's Minimum Standard are provided in *Annex 3*.

248. Indicator 6.3.B measures the implementation of the 17 Performance Indicators, as defined by the second generation of UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), launched in 2018. The UN-SWAP 2.0 introduced new indicators and upgraded existing ones, setting standards to which all UN agencies must adhere. By the end of 2019, FAO met or exceeded 15 UN-SWAP indicators, thus exceeding the biennial target of 10 originally set. A detailed account of FAO progress towards the implementation of the UN-SWAP indicators is also provided in *Annex 3*.

249. The performance against the two KPIs confirms FAO's successful efforts in maintaining effective institutional mechanisms for gender mainstreaming and enhancing staff capacities to support countries' initiatives. Together with the Policy and the UN-SWAP, the Evaluation of FAO's Gender Work,⁴⁶ provided an important framework to consolidate the gender-related work across the Organization. In line with the recommendation by the Evaluation and the Programme Committee, the Policy on Gender Equality is being updated and an Action Plan developed for dissemination in 2020.

250. FAO has also reviewed its capacity development strategy. Since 2018, the Gender Team has organized and delivered more than 80 staff learning initiatives, 70% at regional and country level, specifically targeting Gender Focal Points.

251. Upgraded staff capacities and institutional mechanisms for gender mainstreaming paved the way for consolidating the technical support provided to member countries.

Highlights

252. *Expansion of the evidence base on gender in agriculture, food security and nutrition:* Over the biennium, FAO supported the generation of sex-disaggregated data and the dissemination of gender analyses. By the end of 2019, FAO has produced 32 new country gender assessments (CGAs). International partners and UN agencies increasingly use the CGAs for country programming. For example, in Indonesia, the CGA informed the preparation of the common country assessment (CCA) and UNSDCF.⁴⁷ Building on available sex-disaggregated data, FAO also developed and disseminated regional outlooks, such as the *2018 Latin America and the Caribbean Regional Overview of Food Security and Nutrition* and the *Leaving no one behind. Empowering Africa's Rural Women for Zero Hunger and Shared Prosperity (2018)*. FAO provided updated tools and methodologies and ensured the gender-sensitive design of almost 50 agricultural censuses and surveys. More than 50 countries received technical advice to strengthen national capacities to report progress on SDG Indicators 5.a.1 and 5.a.2 on women's access and tenure to agricultural land, which fall under FAO's custodianship.

253. *Knowledge generation:* In partnership with other UN agencies, international, national development partners, and research institutions, FAO developed and disseminated several knowledge products. Amongst others, the *Good Practices for Integrating Gender Equality and Women's Empowerment in Climate-Smart Agriculture Programmes (2019)*, jointly developed by FAO and CARE International. Similarly, the *Practical Guide for Improving Gender Equality in Territorial Issues (IGETI) (2018)* covering approaches linked to water resources management, climate change adaptation and resilience building. Several case studies, documented and analysed jointly by FAO, Twin & Twin Trading (UK) and KIT Royal Tropical Institute (Netherlands), showcased good practices on the terms of engagement for women in producer organizations in the coffee and cocoa value chain. As part of the Global Environment Facility's Gender Partnership, FAO contributed to the development of the [Open Online Course on Gender and the Environment](#), and helped develop a *Manual for gender-responsive land degradation neutrality of the Convention to Combat Desertification*. In the Asian and Pacific region, FAO in partnership with UNESCAP, UNWOMEN and

⁴⁶ PC 126/4; PC 126/4 Sup.1; CL 161/3; CL 161/REP

⁴⁷ United Nations Sustainable Development Cooperation Framework (UNSDCF)

UNICEF,⁴⁸ developed two comprehensive publications on gender in the region, namely *Pathways to Influence: Promoting the Role of Women's Transformative Leadership to Achieve the SDGs in Asia and the Pacific (2019)* and *Girls Count: Girls' Rights and Gender Data in Asia-Pacific (2019)*, contributing to the Beijing+25 process in the region.

254. *Knowledge sharing and capacity development*: National capacities to address the gender and technology nexus in agriculture were strengthened in Nepal, while in Pakistan national counterparts were trained on tools and approaches to address gender, climate change and resilience building. FAO engaged with ASEAN⁴⁹ to develop the capacities of line ministries to mainstream gender in agriculture and rural development strategies. Targeted interventions were held in Azerbaijan, Serbia, Bosnia and Herzegovina, Moldova, Turkey, Ukraine and Uzbekistan, as well as in Mongolia and Sri Lanka. FAO forged a strategic partnership with the Arab Women Organization to assist policy-makers and statisticians to promote rural women's uptake of ICTs⁵⁰ and other innovative technologies in North Africa and the Near East. In the African region, FAO has consolidated the implementation of the DIMITRA Clubs⁵¹ through an articulated capacity development programme. With more than 75 trainings carried out in Burkina Faso, the Democratic Republic of the Congo, Mali, Niger and Senegal, the programme successfully targeted FAO's implementing partners at country level, training more than 1,800 people (60% of which women).

255. *Advocacy and policy dialogue*: FAO is recognized as the UN leading agency on gender in agriculture. Together with IFAD, WFP⁵² and the Government of Spain, FAO successfully managed to include a work stream on gender equality and women's empowerment for food security and nutrition in the CFS Multi-Year Programme of Work.⁵³ FAO has supported partners and negotiating groups for strengthening the gender-specific commitments in multilateral environmental agreements, including the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (UNCCD). At regional level, FAO continued to support the ECOWAS⁵⁴ Network of Parliamentarians on Gender Equality and Investments in Agriculture and Food Security, including by sharing lessons learned on gender-responsive policies and laws for investment in agriculture in Rwanda. In Asia, FAO was actively involved in the regional review process of the Beijing Declaration and Platform for Action, and contributed to developing the *Asia-Pacific Declaration on Advancing Gender Equality and Women's Empowerment: Beijing+25*. Similarly, FAO contributed to Beijing+25 regional review processes in Europe and Central Asia, producing a background paper on *Empowering rural women, powering agriculture (2018)*, and leading the dialogue on gender and climate change issues.

Key lessons learned

256. Progress achieved in the biennium, confirmed that mainstreaming gender in FAO requires leadership, increased accountability, as well as coordinated actions across the Organization. Building on the work achieved so far, will require maintaining the visibility and organizational-wide commitment around gender work in FAO.

257. The 2018 Evaluation and the revision of the Policy on Gender Equality emphasized that strengthening the accountabilities for gender-related work, from HQ to decentralized offices, and particularly of senior management, is essential to create a responsive organizational culture and ensure consistent results. Amongst the positive developments in relation to management's

⁴⁸ United Nations Economic Commission for Asia and the Pacific (UNESCAP); United Nations Children's Fund (UNICEF); United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

⁴⁹ Association of Southeast Asian Nations (ASEAN)

⁵⁰ Information and communication technology (ICT)

⁵¹ DIMITRA Clubs - Participatory information and communication project for rural populations, women in particular (FAO/King Baudouin Foundation)

⁵² International Fund for Agricultural Development (IFAD); World Food Programme (WFP)

⁵³ Committee on World Food Security (CFS), cf. CFS 2019/46/7

⁵⁴ Economic Community of West African States (ECOWAS)

engagement is the creation, in 2019, of the Women's Committee, which is expected to help the Organization set priorities to advance gender equality and women's empowerment, including in relation to gender parity and gender-responsive human resources policies.

258. In the next biennium, priority will be given to consolidating and upscaling successful interventions and promising practices, in order to leverage results and enhance impact, particularly at country level. Key areas of gender-sensitive work will focus on food systems and value chains, climate change and resilience building, and gender-responsive financial and non-financial service provision for innovation and technology uptake.

259. The implementation of the recently approved Joint EU and Rome-based agencies programme for *Gender transformative approaches* for impact on food security, nutrition and agriculture will allow to upscale FAO's good practices and lessons learned on gender-transformative approaches. Two new Flexible Multi-Partner Mechanism (FMM) projects, targeted at Small Islands Developing States (SIDS), with a specific focus on gender equality, climate change and food systems development will support ongoing work, as well testing innovative approaches to promote women's empowerment and climate-resilient agriculture, in line with the Hand-in-Hand initiative.

260. FAO minimum standards on gender equality will be in full alignment with the UN-SWAP 2.0 and the recently issued Director-General's Bulletin 2020/07 *FAO's accountability and commitment to gender equality* provides the accountability framework for monitoring of all gender activities in FAO.

Quality services for more inclusive and effective governance (Outcome 6.4)

261. The programmatic work undertaken for governance contributes to enhancing the effectiveness of FAO policy and technical support work at global, regional and national levels. It includes development of concepts, methods and frameworks, provision of strategic advice, direct support to FAO's country-level work, and support for strengthening FAO policy and governance perspectives in key global governance mechanisms.

262. Performance is measured through KPIs, on FAO services and leadership provided to major global governance mechanisms (6.4.A), and on addressing governance issues in national and regional programmes (6.4.B).

Achievements

263. The results planned for the biennium were fully achieved and the targets for the two KPIs met, as outlined below.

264. FAO continued to exercise a leadership role in global governance processes that focus on supporting Members' implementation of the SDGs (Output 6.4.1 and KPI 6.4.A). In 2018, this included FAO's contributions and leadership to influence UN commitment to policy support through the follow-up and review of the Agenda 2030, the UN Reform process and to the UN System-Wide Strategic Document for the UN development system repositioning. In 2019, FAO contributed to the development of several UN system-wide companion pieces including the Common Country Analysis (CCA) and Economic Transformation. The FAO data and analysis platform is being developed to inform better-targeted food and agriculture policy support, innovation, investment and institutional change. The platform will inform the Hand-in-Hand Initiative and the UN Food Systems Summit, support regional and country offices in the preparation of CCAs and ensure FAO's contributions to country priorities for the SDGs, especially SDGs 1 and 2, are fully reflected in the negotiated UN Sustainable Development Cooperation frameworks.

265. Strategic guidance on policy and governance issues in select country engagements and regional initiatives contributed to the effectiveness of FAO's technical and policy support (Output 6.4.2 and KPI 6.4.B). During 2018 and 2019, governance work spanned across all five Strategic Programmes, including: sustainable water management in Morocco (SP2), cross-sectoral

coordination for food security and nutrition in Chad (SP1), agricultural transformation in Malaysia (SP4) and using the Agenda 2030 to address food and agriculture issues in Colombia, Mali, and Sudan (SP2, SP3). In 2019, increased effort was put on development of concepts and methods for identifying and analysing key governance and political economy issues related to food and agriculture to strengthen integrated FAO policy and technical support. In collaboration with SP5, FAO published a discussion paper on *Governance challenges for disaster risk reduction and climate change adaptation convergence in agriculture (2019)*.

Highlights

266. FAO provided support to frame and prioritize discussion of SDGs in all Technical Committees,⁵⁵ and assisted in harmonizing regional development frameworks (e.g. the African Agenda 2063) with the 2030 Agenda. FAO actively contributed concepts, information and analysis to the work of the Committee on World Food Security, especially regarding the development of the Voluntary Guidelines on Food Systems and Nutrition. Under the aegis of SP4, FAO assumed a leadership role in a variety of partnerships with UN and non-UN entities, including the Alliances for Action (A4A) with the UN International Trade Centre, and the Smallholder and Agri-SME Finance and Investment Network (SAFIN) convened by IFAD with more than 40 finance and investment partners. These partnerships enable knowledge sharing and alignment to promote scaled-up coordinated investment in value chains and territorial development where family farming, aquaculture, fishing, pastoralism and forestry are prominent. FAO also led the preparation of the Report of the Secretary General on Agriculture development, food security and nutrition.⁵⁶

267. Looking at country level experiences, FAO supported the Government in Chad to strengthen the Food Security and Early Warning Information System and to secure financial resources for effective functioning in providing timely and reliable information for decision-makers, as part of the FIRST programme, including training of national stakeholders in policy dialogue, facilitating discussions among key actors.

268. In Malaysia, with the World Bank, FAO prepared evidence-based studies that demonstrated the relevance of small producer agriculture in Malaysia's agricultural and structural transformations. In the context of FAO/EU FIRST Programme, the review of 20 policy effectiveness assessments served as basis for an analytical paper on *Governance and political economy issues in the implementation of food, nutrition and agriculture policies in FIRST countries*, in addition to developing a methodological guide for water governance assessment. The experience and lessons learned from the work on policy coherence and water-food-energy nexus in Morocco and Jordan were documented in a paper on *Managing complexity for sustainability. Experience from governance of water-food-energy nexus* presented at the 3rd World Irrigation Forum (Bali, September 2019).

269. The Governance Support Technical Network continued to provide peer-to-peer technical support to FAO staff. During the biennium, at the request of SPs and technical divisions, the Network organized several governance dialogue series seminars including: Working cross-sectorally for SDGs; Chinese agricultural investment in Africa; Policy coherence in water governance; and, Getting real about the SDGs: Focus on interlinkages and trade-offs.

Key lessons learned

270. Work in the 2018-19 biennium highlighted the need to strengthen the evidence base for FAO's work in policy and governance through improved data integration and analysis. Improved data handling systems and advanced analytics will reduce time and effort to obtain timely information and analysis, targeted to local circumstances. Such systems and analytics will support new corporate initiatives such as the Hand-in-Hand and the preparatory process for the UN Food Systems Summit

⁵⁵ Committee on Agriculture (COAG); Committee on Commodity Problems (CCP); Committee on Fisheries (COFI); Committee on Forestry (COFO)

⁵⁶ A/74/237

2021. They will also strengthen and leverage FAO's engagement in the UN reform process and country-level implementation. Data systems-based approaches support integration of FAO perspectives, highlight interdependencies and trade-offs among actions, and help Members better target investment, innovation, and policy and institutional change.

271. While analytics can help improve the focus and quality of policy dialogue, there is also a need for institutional innovation in handling the integrative challenges highlighted by the 2030 Agenda. The corporate programme on governance will need to move beyond coordination and knowledge products to practical innovation at the field level. Organizational innovation should also spearhead a more coherent and effective cross-sectoral programming and planning on governance for economically, environmentally and socially sustainable development of food and agriculture systems.

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

272. Central to achieving the Agenda 2030, FAO has mainstreamed nutrition in its Strategic Programmes as a cross-cutting theme, and strengthened its strategic position as a leader in global initiatives and governance mechanisms for promoting healthy diets and improved nutrition.

273. Performance of Outcome 6.5 is measured by two KPIs. KPI 6.5.A aims to measure FAO's presence within the international nutrition architecture and contribution to the global nutrition agenda, and KPI 6.5.B aims to track improvement in FAO's nutrition-sensitive country programming and to promote the development of internal capacities on nutrition. FAO has reached the target for both KPIs for the 2018-19 biennium confirming the progress in ensuring the quality and coherence of FAO's work on nutrition.

274. FAO contributed in an extensive way to the international nutrition architecture, and to advancing the global nutrition agenda, in particular by hosting the UN System Standing Committee on Nutrition, co-acting as the Secretariat of the Nutrition Decade and by contributing to CFS processes. FAO has also stepped up its communication efforts on ICN2 follow up, and advancing the global nutrition agenda through the corporate FAO website and key contributions to international meetings.

275. Through the nutrition mainstreaming implementation plan, FAO has enhanced delivery towards a more nutrition-sensitive food systems approach at country, regional and global levels. The network of focal points across Strategic Programmes and decentralized offices has continued to support mainstreaming of nutrition within the Organization and contributed to the process of updating of the Strategy and Vision for FAO's Work in Nutrition.

Highlights

276. FAO, jointly with WHO, as Secretariat of the Nutrition Decade, continued advocacy for keeping nutrition on the agenda of policy-makers at international and national levels. On the occasion of the World Food Day 2019,⁵⁷ FAO and WHO worked on the development of guiding principles on *Sustainable Healthy Diets*, encouraging countries to use these principles to inform policies in their local context. FAO has engaged with other development partners and UN agencies in the preparation of the CFS Voluntary Guidelines on Food Systems and Nutrition. In July 2019, together with WHO, UNHCR, UNICEF, WFP and OCHA, FAO committed to accelerating action to end malnutrition in children and developed a joint framework and roadmap for the launch of a UN Global Action Plan on Wasting. The 2018 and 2019 *SOFI* reports, as well as the *2018 Global Nutrition Report* presented global data on hunger and malnutrition, informing the monitoring of the nutrition-related targets of the SDGs (Output 6.5.1).

⁵⁷ *Our actions are our future. Healthy diets for a #zerohunger world*

277. During the biennium 2018-2019, capacity development activities included the collection, analysis and use of nutrition-related data for policy making, improving the design of key policies and programs that support good nutrition outcomes, and strengthening multi-stakeholder governance on urban food systems for healthy diets and improved nutrition.

278. To support countries in ICN2 follow up, FAO developed resource materials on nutrition-sensitive approaches and e-learning modules. The FAO-WHO publication *Strengthening nutrition action - A resource guide for countries based on the policy recommendations of the Second International Conference on Nutrition (ICN2) (2018)* was issued to assist countries in reviewing the appropriateness of the 60 voluntary ICN2 recommendations into country-specific actions on nutrition (Output 6.5.2).

279. FAO nutrition focal points, management teams and decentralized offices have contributed to identifying cross-cutting and region-specific opportunities for integrating nutrition and strengthened collaboration. This approach facilitated FAO nutrition-sensitive programming, including institutionalization of the nutrition marker, elaboration of a nutrition checklist for FAO programmes and projects, and inputs to the revision of the Country Programming Frameworks (CPFs) guidelines and the development of the new UNSDCFs. 59 CPFs in 2018-19 addressed nutrition as a priority area or as Output indicators. Additional operational guidance and resources on nutrition and food system were added to FAO E-library and workshops were held in regional and subregional offices (Output 6.5.3).

Key lessons learned

280. The 2019 *Evaluation of the strategy and vision for FAO's work on nutrition*⁵⁸ highlighted the need for reviewing and upgrading the Nutrition Strategy to cover the perspectives of sustainable agriculture, food systems and healthy diets, and addressing all forms of malnutrition, and of focus on strengthening capacity, especially in decentralized offices.

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)

281. FAO's work on climate change is corporately measured through Outcome 6.6 KPIs and FAO Strategy on Climate Change provides a detailed results framework with further information on Outputs to be delivered under its three Outcomes. The Strategy connects actions across FAO that contribute to climate change adaptation and mitigation. The FAO 2018-19 biennial theme *Climate change and its impact on the work and activities of FAO* also triggered new discussions on climate change in the 2018 sessions of the Regional Conferences and Technical Committees. Agriculture's role in climate change adaptation and mitigation has gained prominence in recent years, especially following the decision on the Koronivia Joint Work on Agriculture (KJWA) at COP23 in November 2017.

282. In 2018-19, FAO continued to provide technical leadership in enhancing national capacity to address both climate change and agriculture. Support for the implementation and further development of the agricultural components of NDCs increased from 55 in 2018 to 98 countries by the end of 2019. Among those, FAO supported 28 countries in operationalizing projects from international climate funding mechanisms such as the GCF and the GEF Capacity Building Initiative for Transparency (CBIT) of the Global Environment Facility.

283. FAO also deepened the integration of food security, agriculture, forestry and fisheries into international and regional governance, including through participation in 30 policy, financing and

⁵⁸ PC 126/3; PC 126/3 Sup.1; CL 161/3; CL 161/REP

technical dialogues related to climate action, exceeding the biennial target of 24. Through its leadership role in those dialogues, FAO strengthened the consideration of agriculture and food security in the international climate agenda, supported the integration of the agriculture sectors in international instruments to address climate change, and facilitated the identification and adoption of implementation options for agriculture-related climate actions.

284. More details on progress under the results framework of the Climate Change Strategy are provided in *Annex 4*.

Highlights

285. FAO supported 11 countries in developing their NAPs and linking them to NDCs through the Integrating Agriculture in National Adaptation Plans programme; and 68 countries were supported on NDC implementation in the framework of the NDC Partnership in-country engagement, Climate Action Enhancement Package, Thematic Working Group on Agriculture, Food Security and Land Use, CBIT projects including Quality Assurance and the new Strengthening Agricultural Adaptation project thanks to the Mitigation of Climate Change in Agriculture programme.

286. Climate change adaptation and disaster risk reduction support was provided to 25 countries, including on capacity development on risk and vulnerability assessment, comprehensive national level risk assessment, training programmes on agro-climate services, support to implement adaptation and disaster risk reduction good practices, preparation of project proposals, and national climate change adaptation strategy.

287. In 2018-19, FAO supported the development of several GCF readiness proposals, of which 19 started in 18 countries; one full-scale project in El Salvador was started in 2019 in support of implementation of the NDC; 7 countries were supported in accessing GEF funding within the CBIT framework (over USD 6.5 million total); and one global project was approved to help countries build capacity to increase transparency in the forest sector (USD 1.6 million).

288. Overall the National Land Monitoring and Information System for a Transparent NDC Reporting project supported 24 countries in collecting relevant activity data for greenhouse gas inventories, following the latest Intergovernmental Panel on Climate Change (IPCC) guidance and guidelines, to report to the UNFCCC. FAO made significant inputs to the 2019 IPCC Special Reports *The Ocean and Cryosphere in a Changing Climate* and *Climate Change and Land*.

289. FAO gained major recognition as a lead player on the international climate stage in the last two years, especially through its high-level participation and contributions to UNFCCC pre-COP, COP24 and COP25 and sessions of the Subsidiary Bodies, KJWA, and UN Secretary General Climate Action Summit. At COP24 and COP25, FAO organized and contributed to over 200 side events and supported the participation of agriculture negotiators. FAO is well recognized as a key stakeholder and provider of knowledge to support the implementation of the Koronivia roadmap. FAO, together with the Rome-based Agencies, also organized side events on climate change and food security at the 45th and 46th sessions of CFS. Participation in GCF Board meetings, and structured dialogues also enabled FAO to promote its comparative advantage and engage with partners on climate financing.

Key lessons learned

290. FAO's work on climate change has greatly accelerated over the last two years thanks to the growing awareness of Members to the impacts of climate change on food security and hunger, and to the role that the agriculture sector plays as a source of greenhouse gases. FAO has significantly increased its support to countries through new projects financed by international climate funding mechanisms, with a climate and environment finance portfolio now standing at USD 1.3 billion, as well as through processes such as the NDC-Partnership. A key lesson learned from this process has been the need to provide clear and early information to countries on the complex policies, conditionalities and standards of the climate funds. Realistic investment criteria and climate rationale are an essential precondition for mobilizing climate finance resources, and FAO needs to work closely

with countries to ensure that programmes do not veer off on unrelated tangents. Maintaining and increasing this effort at national level and leveraging its leadership role at the international and regional level will remain the priority in the 2020-21 biennium. FAO activities on climate change will continue to be implemented under the Climate Change Strategy in alignment with FAO's Strategic Framework, and will work towards providing countries with the best possible support for their engagement in climate action and the next round of NDC enhancement.

Repositioning the United Nations development system to deliver on the 2030 Agenda and FAO decentralized offices network

291. With its pledge to leave no one behind and its ambition to ensure peace and prosperity for all on a healthy planet, the 2030 Agenda for Sustainable Development is an imperative for change. The UN General Assembly resolution 72/279 on the repositioning of the UN Development System (UNDS) is an important step towards making the UN a more effective and responsive partner to support UN Members as they set national goals and targets to implement the 2030 Agenda.

292. Since the launch of repositioning of the UNDS on 1 January 2019, FAO has been actively engaged in the reform process by providing key contributions in all five areas of major change as articulated in Resolution 72/279.

Achievements

A new generation of UN country teams (UNCTs)

293. In 2019, FAO took appropriate actions, designed and provided new guidance to decentralized offices to strengthen FAO's leadership, collaboration and engagement within the new generation of UNCTs, to reinforce its contribution to UN collective and coherent efforts in support of national development priorities, especially the Agenda 2030 and the Sustainable Development Goals (SDGs). FAOR profiles (job descriptions) were adjusted with a strong focus on sustainable development, especially on agriculture and food systems transformation.

294. Throughout 2019, FAO has been actively contributing to the design of country-level UN Business Operations Strategies 2.0. FAO shares the overall objective of this new process, to improve efficiency, accountability and cohesion through enhanced collaboration and greater synergies between agencies' administrative services and back offices. It is expected that these efforts would complement the ongoing vertical integration of a number of administrative services already initiated through the FAO Shared Services Centre (SSC).

295. With regard to the rollout of the new common back-offices scheduled to start in the second half of 2020, during 2019 FAO reached out to a number of country offices in each region to map out the existing arrangements and explore opportunities, while noting the importance of pursuing a pragmatic approach and the best value for money.

296. In 2019, FAO also signed the Mutual Recognition Statement, developed by the UN Secretary General's Business Innovation Group (BIG) to facilitate greater administrative cooperation across agencies, funds and programmes leading *inter alia* to the Rome-based Agencies agreement in early 2020 to develop a series of specific collaborative actions in the areas of finance, procurement, fleet management, ICT, travel, health and logistics, aiming to achieve greater efficiency and cost reduction, at global and decentralized level.

Reinvigorating the role of the Resident Coordinator (RC) system

297. The new Resident Coordinator system, as an independent, impartial and empowered development-focused coordination function, provided an opportunity for FAO to leverage political support for sustainable agriculture, nutrition and food security and to promote new collaborative approaches and initiatives at the country level, including the flagship Hand-in-Hand Initiative.

298. FAO introduced relevant internal changes, to ensure full compliance with the new Management and Accountability Framework and by December 2019, the performance assessment tool for FAO Representatives was adjusted accordingly, making them also accountable to the Resident Coordinators on joint development results, in line with the dual reporting principle.

299. Efforts were made in 2018-19 to make RBAs collaboration more systematic, strategic and focused on a programmatic approach, advocating jointly for placing food security, nutrition and

sustainable agriculture high on the UN country agenda and an increasing number of resource partners developed joint programmes with the RBAs. In 2019, the RBAs have further strengthened their collaboration at a more strategic level, by starting piloting joint country plans in three countries (Indonesia, Colombia, and Niger).

300. Through joint planning and programming, the RBAs aim, *inter alia*, to provide a coordinated strategic contribution to the UN Cooperation Framework and its underpinning Common Country Analysis in order to reflect and position the importance of food security, nutrition, sustainable food and agriculture and rural development, particularly in achieving SDG2 and other relevant targets.

Revamping the regional approach

301. Throughout 2019, FAO has been fully engaged in the work of the interagency Internal Review Team on the UN Regional Review, which resulted in the establishment of a single Regional Collaborative Platform for each region where the UN Development Coordination Office serves as secretariat, and with agreed principles of UN entities' collective ownership, cost-neutrality and clear delineation of RCP functions from individual entity mandates.

302. Furthermore, FAO has been part of the inter-agency working group that designed the final package on the multi-country office review for the Caribbean, Pacific and Indian Ocean subregions, within the framework of the Samoa Pathway, to develop and lead the implementation of the Global Action Programme on Food Security and Nutrition in Small Island Developing States.

Strategic direction, oversight and accountability for system-wide results

303. Since the launch of the UN Cooperation Framework guidance in June 2019, FAO has been fully and effectively engaged in supporting the 'roll-out' countries in the development of both the underpinning UN Common Country Analysis and the full development of the Cooperation Framework, providing FAO's strategic and timely contribution as part of the UN 'collective offer' towards transformative and structural changes in the countries.

304. In 2019, FAO has been very active in all streams of the design process of the new UN Cooperation Framework guidance and related companion pieces, to reflect the important role of specialized agencies in country programming. Furthermore, FAO has substantially revised its CPF Guidelines in order for FAO planning and programming instrument at country level to be fully derived from the UN Cooperation Framework and duly aligned with its cycle.

Funding the UNDS

305. From 2019 FAO became the fifth largest contributor among UN entities to the reinvigorated Resident Coordinator system with a doubling of its contribution under the new cost-sharing arrangement, as authorized by the Council in December 2018.⁵⁹

306. By implementing the Funding Compact, to unlock the full potential of the UNDS, Members commit to bringing core resources to a level of at least 30% in the next five years, increasing the share of multi-year contributions and doubling the levels of resources channelled through development related inter-agency pooled funds and single agency thematic funds. In this context, FAO revamped in 2019 its two main flexible pooled funding instruments for channelling less-earmarked funding, namely the Flexible Multi-Partner Mechanism and the Africa Solidarity Trust Fund. Both mechanisms are now offering a more programmatic approach, streamlined and efficient governance, improved prioritization and resource allocation of resources where they are most needed, with emphasis on catalytic effect and value for money. In addition, FAO is taking the necessary steps to ensure full implementation and reporting related to the Funding Compact and a first report was prepared and submitted to the United Nations Secretary General for his annual report to Member States.

⁵⁹ CL 160/REP paragraph 10.c)

Key lessons learned

307. As evidenced by initial lessons learned from the implementation of the UNDS repositioning in the rollout countries⁶⁰ and in order to harvest the potential of this renewed UN partnership, FAO country offices need to demonstrate strong leadership capacity within UNCTs. In particular, the new reinvigorated RC system has provided an opportunity for FAO country representatives to leverage political support from the independent and impartial RC system for sustainable food systems, agriculture, nutrition and food security. 68% of FAO Representatives consider the new leadership of the RC as being independent and impartial with respect to their interaction with UN agencies, funds and programmes.⁶¹

308. In an ever more competitive environment in the field, thinly resourced decentralized offices required greater capacity and backstopping support for joint planning, programming and resource mobilization as well as partnership in the framework of a reinvigorated UNRC system. To this effect, financial and human resources have been provided 'on-demand' to the rollout countries starting the new Cooperation Framework cycle, as well as training to the FAORs (face-to-face training, webinars, briefings and think-labs) on the new Cooperation Framework and the new CPF. At the same time, FAO has further engaged in the Mainstreaming, Acceleration and Policy Support (MAPS) missions and discussions for further coherence and connection with the common country analysis and new cycle of Cooperation Frameworks.

⁶⁰ Results received from FAO's Internal Survey on the UN reform held in October-November 2019 with participation of all country offices

⁶¹ Same as previous

II. MANAGING RESOURCES WISELY AND DELIVERY IMPROVEMENTS



A. Improved FAO Means of Delivery – Highlights

309. FAO strives to continually improve its enabling environment to support delivery of results. The following highlights some of the major improvements in the Organization's means of delivery during 2018-19:

- a) Continued drive towards results, resulting in 95% of Output indicator targets fully met, and 16 out of 22 Outcome indicators showing improved performance status for the majority⁶² of countries between the years 2015 and 2019.
- b) Improved financial delivery, with total expenditure reaching USD 2.8 billion, 7.2% higher than in 2016-17, with 99.6% (USD 1 002.1 million) of the net appropriation spent and extrabudgetary expenditure reaching USD 1.8 billion. Delivery under the Technical Cooperation Programme amounted to USD 123.4 million, a slight decline compared to 2016-17 (9%) due to a higher early delivery against the 2016-17 biennium appropriation, leaving less funds from that biennium to be delivered during 2018-19 as reported in *Section II.C* of this report.
- c) Mobilization of extrabudgetary resources for current and future work, with an increase of 17% to USD 2.4 billion, of which country, subregional and regional projects attracted 79%.
- d) Over 58 strategic partnerships forged and advocacy initiatives on corporate priorities supported by engaging with parliamentarians, civil society, private sector, academia, family farmers' and indigenous peoples' organizations, and other non-state actors.
- e) Active engagement in the reform process since the launch of the repositioning of the UN Development System on 1 June 2018 by providing key contributions in all five areas of major change as articulated in Resolution 72/279.
- f) Advanced collaboration among the Rome-based Agencies at country and regional level, as demonstrated in the tripartite Memorandum of Understanding signed in 2018 by the RBAs to commit to working towards collective outcomes, based on comparative advantages and over multiyear timeframes, and further catalyzed by the ongoing repositioning of the UN Development System.
- g) The new FAO Cost Recovery Policy, based on the Comprehensive Financial Framework for cost recovery approved by the FAO Council in 2015 gradually introduced starting in January 2018. The revised policy is designed to ensure that FAO's costs are correctly measured and distributed among all funding sources, consistent with UN system policy and UN General Assembly-encouraged practices. Strengthened risk management and internal control, including further steps towards full implementation of Enterprise Risk Management, with risk analysis and preparation of risk logs now compulsory for all FAO offices. Specific attention was paid to fraud risks, with the launch of an anti-fraud strategy and action plan in 2018.
- h) USD 11.7 million in recurrent efficiency savings was achieved mainly through downward adjustments in personnel costs and reduced costs of consultants, travel, and procurement.

⁶² Majority is 50% or more of countries for a given indicator.

B. Overview of Performance - Functional Objectives and Special Chapters

310. 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 key performance indicators (KPI) and targets. Heads of Business Units, using established methodologies, collect KPI data and assess performance, which is reviewed and validated by their supervisor. For each Functional Objective and Special Chapter, the KPI scores, achievements and lessons learned are reported below. Performance of the TCP is presented in *Section II.C*.

Functional Objective 8: Outreach

Purpose and scope

311. Functional Objective 8 provides the basis for measuring the outreach function of the Organization. These functions support the delivery of FAO's objectives through diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management. During 2018-19, the responsible business units were the Partnerships Division (PSP); the Office for Corporate Communication (OCC); the Business Development and Resource Mobilization Division (PSR); and the Office of South-South and Triangular Cooperation (OSS).

312. During the biennium, the functions of partnerships, South-South Cooperation and resource mobilization, and support to the project cycle have evolved resulting in adjustments to the structure and reporting lines, as well as consolidation of functions.⁶³

Achievements

Partnership, advocacy and capacity development including South-South and Triangular Cooperation (SSTC)

313. During the biennium, the Organization has brokered 58 strategic partnerships against the biennial target of 20 (8.1.A), 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.⁶⁴ FAO continued its partnership with parliaments at regional and national levels, and the first Global Parliamentary Summit against Hunger and Malnutrition was held at the Spanish Senate in October 2018, gathering 200 parliamentarians from 80 countries to advance on the legal framework necessary to reach SDG2. New parliamentary alliances were established including the Parliamentary Network for Food Security in Africa and the Arab World and, at regional and national level, parliamentary alliances in Gabon, South Africa, Italy and ECOWAS.

314. Twenty-one advocacy initiatives have been implemented against the biennial target of 8 (8.1.B) including communications for development and rural communication services at country level (Bangladesh, Bolivia, Ecuador, Ghana, Guatemala, Guinea, Honduras, Ivory Coast, Lebanon, Nepal, Nicaragua, Uganda, Uruguay, and Vietnam). 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. Additionally, as part of the UN Decade of Family Farming activities, more than 40 countries were supported at different levels including multi-stakeholder dialogues to facilitate the adoption of their national action plans for family farming. The Family Farming Knowledge Platform continues to attract new users with up to 45 000 monthly users, and the Global Campaign for the

⁶³ CL 160/16; CL 160/16 Add.1; CL 160/REP, paragraph 10.a)

⁶⁴ *Inter alia*, with ENI in Nigeria, Google in collaboration with UNFCCC, Danone, Korea Telecom, Fertitecnica, and Telefónica in Latin America.

Empowerment of Indigenous Women for Zero Hunger, launched in 2018 reached 96 organizations, including academia, research centres and the Rome-based Agencies.

315. Twenty-eight capacity development methodologies against the biennial target of 10 (8.1.C) were embedded in FAO's Umbrella Programme Supporting Responsible Investment in Agriculture and Food Systems in coordination with SP4 and SP1. 132 new e-learning courses⁶⁵ on topics such as the SDGs, agriculture risk management, gender equality, climate smart agriculture, responsible agriculture investments, nutrition and sustainable food systems were developed with FAO's technical divisions, and in collaboration with over 200 partner institutions, reaching 600 000 learners worldwide. Enhancement of the digital data platforms AGORA, AGRIS, AGROVOC⁶⁶ continued to be sought with various research institutions and academia via new technologies of open data and search engines.

316. Twenty-seven SSTC Memoranda of Understanding (MoUs), agreements and programmes were signed with government agencies against the biennial target of 25 (8.1.D). The SSTC currently includes MoUs with Brazil, Cuba, Iran, Israel, Panama, Peru, Singapore and Uruguay, and benefited from increased contributions from Brazil, China, Japan, Korea, Morocco, Mexico, and Venezuela. Work continued toward the establishment of a Unilateral Trust Fund (UTF) of USD 9.6 million to support the third phase of the FAO-China Trust Fund project in Uganda. In addition, FAO renewed the designation of five Reference Centers in China.⁶⁷

Highlights

Partnership with Telefónica

Partnerships with the private sector are key to finding innovative solutions and promoting commitment from the business sector to global trends, namely enabling digital innovation in agriculture to support farmers' organizations in priority countries. FAO's partnership with Telefónica, one of the world's largest telecommunications companies, is an example of how private sector partnerships can help to put cutting-edge digital technology in the hands of farmers in some of the planet's most remote areas. Since 2018, the partnership has created three hydro-efficiency projects in Peru, El Salvador and Colombia, providing small- and medium-sized agricultural producers with access to real-time irrigation recommendations through their mobile phones. Producers with access to irrigation technology have seen notably positive impacts on yields (between 72-100%) and quality, while experiencing a decrease of nearly 44% in production costs. In addition, they have become better able to cope with extreme weather events and more resilient to the impacts of climate change. The partnership also has two Big Data for Social Good projects, which study migration driven by climate change and measurement of CO2 emissions from livestock.

⁶⁵ Through the digital badge certification system, FAO provides training course participants worldwide digital certification for their acquired competencies.

⁶⁶ Access to Global Online Research in Agriculture (AGORA); International Information System for the Agricultural Sciences and Technology (AGRIS); Multilingual Thesaurus of Agricultural Terminology (AGROVOC)

⁶⁷ Foreign Economic Cooperation Center; Freshwater Fisheries Research Centre; Chinese Academy of Tropical Agricultural Sciences; Hunan Hybrid Rice Research Center; Biogas Institute of the Ministry of Agriculture and Rural Affairs

Communication

317. Communication partnerships and collaborative arrangements previously established with Thomson Reuters Foundation, Russian News Agency, National Geographic, Xinhua, and others, continued to pay off in terms of dissemination and uptake of coverage of FAO worldwide. The solid production of audio and video content engaging FAO's technical experts both for dissemination and use on social media platforms contributed to increasing FAO's visibility in the multimedia news market globally reaching an average of 24 503 hits per month against the target of 23 000 (8.2.B). Emphasis was given to promoting "FAO-SDG branding" across all communications, with the overall aim of reinforcing FAO's role as UN agency and emphasizing the relevance of food and agriculture in the 2030 Agenda.

318. Overall, in the biennium FAO.org traffic expressed as sessions reached a total of 6.65 million against the biennial target of 8.5 million (8.2.A). Number of sessions grew by 31%, while the number of users grew by 40% compared with the previous biennium. Likewise, there was a healthy growth in the number of page views in all languages. FAO has published 11 multilingual interactive digital reports and 146 human-interest stories, promoting thematic issues, in collaboration with technical units across the Organization. The social media followers grew to a total of 1.87 million by the end of the biennium against the biennial target of 2.2 million (8.2.C).

319. In 2018–19, 1 595 books and 2 450 brochures were produced via the Publication Workflow System and deposited into FAO's Document Repository. FAO publications in e-reader formats were also made available on external platforms including Smashwords, iBooks and Amazon. Usage increased significantly over the biennium, as downloads of FAO e-books from these platforms increased from 7 602 in 2018 to 39 311 in 2019. In addition, 1 388 FAO titles were uploaded to Google Books for online reading, with approximately 5.5 million unique book visits and 38 million pages viewed.

Resource mobilization

320. During this biennium FAO mobilized USD 2.4 billion in voluntary contributions, exceeding the planned target of 1.7 billion (8.3.A). Key improvements leading to this success included: a) business-development oriented approach; b) retooling of FAO's two pooled funding mechanisms (the Flexible Multipartner Mechanism and the Africa Solidarity Trust Fund), in line with the UNDS repositioning; c) boosted country-level resource mobilization; and d) raised visibility for results and partner recognition.

321. Approximately 82% of 2018-19 resources came from FAO's top 20 resource partners. 51% came from the top five resource partners (European Union, United States of America, GEF, UNOCHA and Sweden). The overall resource partner base was expanded during the biennium, with new partners such as the Green Climate Fund and increasing cooperation with governments and international financing institutions, mainly through UTFs.

322. Significant efforts were made to enhance the effectiveness in communicating FAO's key priorities and improve the strategic relevance and substance of resource partners, *inter alia*, through 15 strategic dialogues and consultation meetings with resource partners. A Business Development Task Force was set up to develop FAO's Business Development Portfolio providing opportunities to invest in sustainable development focusing on priority areas needs of upscaling, support to innovation, and response to emerging global concerns. The annual *Resources Partnerships Impact Reports (2018, 2019)* were published providing key disaggregated data on voluntary contributions.

Key lessons learned

323. Working more closely with the communication industry has significantly increased coverage and media impact and continued efforts should be made in this regard.

324. Internally, enhanced coordination with technical departments has led to increased availability of FAO spokespeople, ensuring consistent messaging and visual identity, as well as improving coordination and impact of national and regional campaigns.

325. Given the successful dissemination and uptake of information worldwide, it is imperative to further improve the access to the Organization's knowledge online with a more adequate and modernized document repository system (FDR).

326. To effectively support the advocacy, outreach and resource mobilization on South South and Triangular Cooperation the Organization requires to gather evidence-based information about the impact of SSTC in countries.

327. Enhancing advocacy and outreach efforts to position FAO's development work becomes critical in a landscape dominated by high competition for resources. Showcasing cost-effective and evidence-based initiatives, which have high potential of replicability helps attracting new partners and resources.

328. Reinforcing business development capacities at country level will not only respond to the ongoing UNDS repositioning, but will also follow the increasing decentralization of development cooperation to better support national agendas in the context of the SDGs. Country offices with capacity in building partnerships with State and non-State actors, funding negotiations, and identification of business opportunities, will assist in attracting the required resources.

Functional Objective 9: Information Technology

Purpose and scope

329. Functional Objective 9 encompasses Information Technology activities across the Organization worldwide and provides for timely, quality, effective and cost-efficient customer-oriented IT solutions and services addressing organizational business needs across all locations. Delivery of results for this objective is the responsibility of the Information Technology Division, which oversees the management and evolution of digital products and services at FAO.

330. During 2018-19, FAO began to implement its digital strategy by putting in place the services, technologies and processes required for establishing a modern digital assets' portfolio in line with organizational needs.

Achievements

331. Activities implemented aimed to improve the quality of FAO digital assets and set-up the various digital capabilities, while ensuring that IT continued to address the technology needs of the Organization worldwide. Considerable progress was achieved on the development of digital products and services during the biennium, including expanded use of the cloud and other innovative technologies.

332. Quality of digital assets available for use by the Organization achieved 72% against a target of 75% (9.1.B), while delivery of IT products and services facilitated operations across FAO offices worldwide. IT client satisfaction levels remained high, meeting the target (9.1.A).

333. The use of commercial tools and solutions was mainstreamed during the 2018-19 biennium. As a result, FAO has acquired a set of IT capabilities that offer a unified IT experience and capabilities for all FAO personnel regardless of geographical location. To this end, expanded use of Office 365 has resulted in continuous availability of productivity and collaboration tools. Agreements with Amazon Web Services and Google are in place facilitating the use of cloud services. The use of "ready-made" market solutions was pursued in 2019 to replace custom applications within the Organization. This new approach provides a digital environment with both expanded capabilities and overall reduced cost of ownership. A good example of this new digital approach was the use of a solution that allowed FAO 163th Council participants full access to events, documents and all other relevant information through the use of a mobile application. During the latter part of 2019, work began on the modernization of fao.org to reflect the Director-General's vision for the corporate web presence. Revamping of the home page was completed in December 2019 and work will continue in 2020-21.

334. Resilience to external security threats was strengthened during the biennium, through various mechanisms including the established Security Operations Centre (SOC). This allowed for major security incidents to be automatically detected and blocked. Successful implementation of an ongoing campaign has helped raised the awareness of FAO personnel on cybersecurity.

335. Further expanded collaboration continued with RBAs during the biennium in the areas of cybersecurity, sharing of contracts and long-term agreements, as well as information sharing and coordination.

Key lessons learned

336. Extensive work took place during 2019 to put in place the foundations needed to rationalize the Organization's Digital Portfolio. This was a truly worldwide exercise, acknowledging the Organizations' global footprint and needs of the decentralized offices.

337. As part of this work, it has been well noted that ability to deliver digital solutions relies on strong IT fundamentals – the basic IT services and infrastructure, as well as processes, capacity and resources needed to deliver best practice IT. Continued focus is needed to ensure IT fundamentals are further developed and in support of Digital Solutions and transformation.

338. Although major progress was made in 2018-19 to modernize the Organization's IT environment, the scope of initiatives such as migration of the entire FAO application portfolio from the Organization's data centre at headquarters to external cloud infrastructure destinations was not fully achieved and will require increased focus in 2020-21 to implement the Digital FAO goal.

Functional Objective 10: FAO governance, oversight and direction

Purpose and scope

339. Functional Objective 10 is the basis for measuring the functions concerned with FAO governance, oversight and direction. During 2018-19, the responsible business units were 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).

340. These functions aim for effective direction of the Organization through strategic management and oversight, and enhanced political commitment and collaboration with Members. 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 was to accelerate implementation of the Strategic Objectives, taking account of major global policy developments and the repositioning of the UN development system.

Achievements

341. Five of the eight indicators and targets that measure performance for this Functional Objective were achieved.

342. The improved rate in the timely delivery of governing body documents in all languages (10.1.A), 82% against a target of 100%, achieved in the previous biennium, was maintained thanks to assiduous monitoring of preparation and processing of documentation, notwithstanding increased downward pressure from greater clustering of meetings of governing bodies during the biennium.

343. Implementation by Management of Council decisions was facilitated by means of an effective tracking system, and through regular reporting to Council on progress, resulting in full (100%) implementation of its 56 decisions during the biennium (10.1.B).

344. The total audit coverage achieved was 75% compared to a target of 90% (10.2.A), mainly due to resource constraints and staff vacancies in the Office of the Inspector-General, while the target for countries covered by programme evaluations was fully achieved (10.2.B). The percentage of high-risk audit recommendations implemented by the due date was 87%, exceeding the target of 80% (10.3.C), thanks to increased managerial oversight and better reporting tools. Similar positive results were achieved for the implementation of recommendations of strategic evaluations (10.3.B). The target for reducing long outstanding audit recommendations (10.3.D) was not fully achieved, also because of changes to the timelines for implementation agreed with the Office of the Inspector-General.

345. Overall, FAO has met 95% of the Strategic Objective Output targets, compared to the target for the biennium of 85% (10.3.A).

Highlights

346. Significantly increased timeliness in the finalization and publication of reports and verbatim records of Conference and Council sessions resulted from better internal management and processing, supported by improved programming and coordination of translation requirements.

347. Enhanced communication with Members, including by means of increased briefings and consultations and the provision of information material, improvements in working methods, and increased use of modern technologies during governing bodies' sessions contributed to facilitating the achievement of consensus.

348. Legal, constitutional and ethical advice was provided to the governing bodies and management to protect the short- and long-term interests of the Organization and promote observance of the Organization's rules, policies, procedures and standards for ethical behaviour. The Legal Office also provided extensive legal advice on the development of new and revised operational policies, rules and procedures, as well as support to the drafting of donor and project agreements, including for complex arrangements such as those for the Green Climate Fund. The Office also defended FAO in litigation and supported numerous appeals procedures.

349. The Development Law Service provided legal assistance to Members on several technical subjects and emerging priorities, including land tenure, food safety, IUU fishing, climate change and food fraud, strengthening collaboration with international and regional institutions.

350. The FAOLEX Database registered over 3 000 daily users, with over 173 000 records in its collection, broadening collaborations with technical departments on the creation of thematic subset databases on a multitude of subjects.

351. The Office of Evaluation performed several thematic evaluations in response to requests by the governing bodies, such as the evaluations of FAO's work on gender and nutrition, FAO's strategic results framework, and of the partnerships strategy. In addition, 13 country-level evaluations reviewed FAO's contributions, assessing relevance, effectiveness, efficiency and sustainability and identifying strategic lessons for future programming.

352. Advice from the Office of the Inspector-General has supported FAO's accountability, internal control, and risk management frameworks through more than 45 audits, covering a broad range of offices and activities, including approximately 500 proposed improvement actions. Key corporate areas of audit reviews included FAO's project cycle, business continuity, data privacy, professional staff recruitment, records and archives management, programme, budget and work planning, and IT security. The Office also investigated allegations of fraud and other misconduct, as reported in the Annual Reports of the Inspector-General presented to the Finance Committee.

353. As part of the Organization's commitment to transparency, in addition to quarterly publication of extensive data on all its projects funded by voluntary and assessed contributions through the International Aid Transparency Initiative, FAO has implemented annual reporting to OECD on its official development assistance expenditure.

354. Efforts to strengthen risk management and internal control at FAO have been significantly enhanced during the biennium, and in line with the advice and recommendations of the Audit Committee, attention was dedicated to refining and enhancing the Corporate Risk Log and next steps for the maturity model. Since 2017, FAO's financial statements are accompanied by a Statement of Internal Control based on a comprehensive global reporting process. Further steps have been taken towards full implementation of Enterprise Risk Management, with preparation of risk logs now compulsory for all FAO offices, comprising risk identification, mitigation, monitoring and reporting. Specific attention is paid to fraud risks, with the launch of an anti-fraud strategy and action plan in 2018 and the introduction of fraud risk plans, supported by a dedicated online tool.

355. FAO has been actively contributing to the repositioning of the UN development system process taking action at global, regional and country levels to respond to the changes introduced in line with the 2030 Agenda. New corporate policy guidance allowed FAO to take on increased leadership roles within technical and policy areas of its mandate in the UN Country Teams and participate in country-level joint planning, programming and resource mobilization efforts, as well as business operating strategies.

356. Building on the comprehensive review of FAO decentralized network coverage, efforts have been made to rebalance resources to increase flexibility and respond adequately to countries' needs and priorities. This was supported by progressive increases in delegation of authority to

decentralized offices, in particular for procurement and human resources. Additional information is provided in *Section II.D*.

357. In 2018-19, FAO launched its new support cost policy, as endorsed by the governing bodies of the Organization. The prime purpose of the new policy was to ensure compliance with the UN General Assembly Resolution A/RES/67/226 and its guiding principle of full cost recovery, proportionally, from core and non-core resources. The introduction of the new policy, supported by a comprehensive roll out programme including training and outreach to resource partners, commenced with projects negotiated in 2018 and onwards. In 2019 the rate of implementation reached 33.7% of the total project portfolio.

358. In order to respond to the new requirements and business model propelled by the repositioning of the UNDS, FAO has substantially revised the FAO Country Programming Framework (CPF) Guidelines in order for the FAO planning and programming instrument at country level to be fully derived from the UN Cooperation Framework. An internal strategy and action plan has also been developed with two main objectives: i) to raise awareness and build knowledge of diverse targeted audiences of the new county programming model and of the related greater FAO engagement; and ii) to identify and coordinate (also financially) skilled capacity required from all levels of the Organization to timely support the country offices in the planning and formulation at country level, and subsequent implementation.

359. Effective risk management and strong internal controls, supporting the achievement of the Organization's Strategic Objectives, continue to be a senior management priority. Since 2017, the Director-General issues a Statement on Internal Control together with the annual financial statements, based on a comprehensive review of key controls and a reporting process throughout the organization. During the biennium, the work to strengthen FAO's risk management practices has been accelerated, with the roll out of the requirement to prepare risk logs at all locations. The process, supported by capacity building and newly developed guidance material and tools, involves risk analysis and the development of plans for risk management, with the aim to support informed decision-making and risk awareness.

Key lessons learned

360. FAO will continue to seek and enhance innovation in terms of infrastructure, technology and procedures to achieve greater efficiency, transparency, and confidence building in FAO's governance processes.

361. The repositioning of the United Nations development system provides a new dimension to the accountability of UN agencies at the country level. Each agency will need to account for its contribution to the collective effort in support of countries to achieve Sustainable Development Goals. In this regard, a proposal to reconfigure FAO evaluation system to enhance the Organization's country-level accountability under this new context is being submitted to the Programme Committee.⁶⁸

⁶⁸ PC 128/5; PC 128/5 Sup.1

Functional Objective 11: Efficient and effective administration

Purpose and scope

362. 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.

363. 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

364. FAO has achieved the biennial targets of five of the six KPIs for this objective.

365. During 2018-19 FAO continued efforts to strengthen and speed up recruitment processes, taking into account the needs of the Organization to attract and retain a diverse and multiskilled workforce, facilitating the achievement of gender parity and geographic balance whilst continuing to uphold the paramount importance of competence and technical efficiency in selection decisions. Particular efforts have been dedicated to attract highly specialized profiles, to support the Organization's strengthening of programme delivery and technical capacity. Further enhancement of the Taleo recruitment platform has contributed to efficiencies in the recruitment and on-boarding processes.

366. The time required to recruit staff during the biennium was an average of 145 days, slightly higher than the biennial target of 120 days, mainly due to some delayed recruitment following hiring managerial decisions (11.1.A). The equitable geographic representation has been significantly enhanced, with the ratio of member countries that are equitably represented (91%) significantly exceeding the biennial target, due to outreach activities to attract targeted countries (11.1.B). During the biennium 90 staff mobility transfers were completed as part of the mobility programme (11.1.C).

367. In 2018-19, FAO received an unmodified opinion from the External Auditor on its 2017 and 2018 financial statements, which, since 2017, also include a Statement of Internal Control (SIC) providing additional assurance on the effectiveness of the system of internal control (11.2.A).

368. A significant revision of procurement policies has been introduced, adopting a decentralized procurement model with a high degree of delegated authority. The new procurement strategy relies on a risk-based approach and strong capacity building in decentralized offices.

369. In 2018 FAO implemented an e-tendering solution integrated with the United Nations Global Marketplace, which increased the transparency of FAO's procurement while strengthening vendor management.

370. The Shared Services Centre consolidated its operations on a global basis and created a Continuous Improvement unit to coordinate system and process changes and support adequate change management activities. In November 2019, the SSC obtained the ISO 9001 certification of three processes in the areas of assets, payments and travel. FAO continued to reform its business processes through offshoring and streamlining and during the biennium, the functions for asset management, accounts receivable and headquarters bank reconciliation, and After-Service Medical Coverage were transferred to Budapest.

371. Direct support and capacity building in the areas of procurement, finance and travel was substantially strengthened in 2018-19, in order to improve compliance and enhance capacity of country offices. Face-to-face training was delivered to support the new procurement rules, as well as in the area of financial risk mitigation. For certain processes, such as procurement and cash

management, completion of relevant e-Learning courses are now a condition for granting access to the relevant system functionality.

372. The level of client satisfaction with the quality of administrative services exceeds significantly the biennial target of 70% in certain functional areas (payroll services, travel, asset management and IT support) (11.3.A). Also the biennial target on reporting of Greenhouse Gas emissions has been met, with 87% of FAO country offices providing relevant data (11.3.B).

Key lessons learned

373. The full implementation of the new Human Resources Strategy will require the development of a comprehensive change management plan, involving communication with stakeholders and senior management, as well as strengthened capacity within the human resources function. The plan will include effective use of online software and functionalities that will reduce time and resources involved in the processes, in line with the digital transformation.

374. In terms of staff mobility, the Organization will refine its mobility/rotation policy to identify improvements and additional measures that will support the programme in the coming years.

375. The experience from the ongoing procurement reform has emphasized the requirement for strong change management, including robust planning, stakeholder involvement and close consultation between policy owners and the Shared Services Centre in order to ensure that business processes reflect policy changes and that adequate guidance and support are provided to users.

376. The increasing delegation of authority to decentralized offices highlights the importance of robust monitoring by business policy and process owners, based on a strong risk-management system and adequate capacity building of administrative staff in decentralized offices.

Chapter 13: Capital Expenditure

Purpose and scope

377. Conference Resolution 10/2003 established the Capital Expenditure Facility to integrate capital expenditure planning into FAO's budgeting and financial framework. 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. Financial Regulation 6.11 authorizes the transfer of any balance in the Capital Expenditure Facility for use in the subsequent financial period.

378. FAO capital investments aim to achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization in delivering the Strategic Objectives. Three areas of capital investment were addressed in the PWB 2018-19 for platforms for technical data and information; operational and administrative systems; and infrastructure and services.

379. FAO fully achieved one of the two biennial key performance indicators on Capital Expenditure (*Annex 2*). In 2018-19, all of the 15 Capital Expenditure Facility projects have defined cost-benefit analysis and benefits realization plan (13.1.A). Of the 14 projects scheduled for completion in 2018-19, 6 were completed on time and 8 have been extended into 2020-21 (13.1.B at 43%).

Achievements

380. *Platforms for technical data and information.* The project, initiated in 2016-17 to develop the FAO results monitoring dashboard, was completed in 2019. Four other projects on development of a corporate website, development of an e-agriculture strategy, modernizing the legacy risk applications and delivering the statistical working system are ongoing and expected to be completed in 2020-21.

381. *Operational and administrative systems.* The projects, initiated in 2016-17 to automate the FAO advances in payment and reconciliation and to provide a cloud services solution for FAO recruitment and onboarding, were completed in 2018 and 2019 respectively. All of the 3 new operational and administrative systems projects that were initiated in 2018-19 to provide an integrated workforce management information system, a global inventory management solution and a project lifecycle management system (PROMYS) are in progress and scheduled for completion in 2020-21.

382. *Infrastructure and services.* The project, initiated in 2016-17 to enhance the video equipment in FAO's meeting rooms, was completed in 2018. Two projects initiated in 2018 to install solar photovoltaic infrastructure in the FAO Regional Office in Accra and to redesign the headquarters IT network were completed in 2019. Two new projects, initiated in 2018 to implement a unified communications platform at FAO and to improve IT identity and data access protection, are scheduled for completion in 2020-21.

Highlights

383. The IT Unified Communication Platform is developed to replace and improve legacy telephony and communications infrastructure globally while fitting new developments in IT in terms of cloud computing and communications infrastructure. Following successful implementation of the new infrastructure at headquarters, which provided immediate benefits, the subsequent phase will extend the capabilities to the decentralized offices, with not only significant improvements to communications infrastructure and Internet connectivity, but also enabling continuous use of video conferencing and related services that were otherwise not fully available. The project continues in 2020 with an accelerated implementation plan.

Key lessons learned

384. Drawing on experience, as well as lessons highlighted in the recently concluded Audit of the Capital Expenditure Facility Management, FAO will need to focus on strengthening the review process of proposals, and on ensuring the strategic alignment of proposed capital expenditure projects for administrative and operational IT investments. While a well-functioning review mechanism is in place for most projects, long term investment planning should also be put in place for IT investments in technical and statistical areas and for infrastructure projects.

Chapter 14: Security Expenditure

Purpose and scope

385. 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 provision of a safe and secure working environment at headquarters and decentralized offices.

386. During the biennium, the Security Services Unit was incorporated into the office of the ADG-CS to provide cost effective support to staff and the membership at all locations. Progress continued under the Organization's Occupational Safety and Health programme, including the release of a new Manual Section on FAO's Organizational Resilience Management System (ORMS) and of the FAO Business Continuity Policy, and the publication of a pre-deployment guide for personnel and in high-risk duty stations and the start of important maintenance works at headquarters.

Achievements

387. During the biennium, four of the five indicators and targets that measure performance under this Chapter were fully met.

388. Overall compliance of staff having completed the BSAFE⁶⁹ training is now at 96%,⁷⁰ one of the highest among UN Agencies, Funds and Programmes, exceeding the target of 90% (14.1.A). Since July 2017, authorization for duty travel for all staff is linked to compliance with the requirement for such training.

389. The Organization has been largely successful in creating a safe and secure operating environment for worldwide programme delivery (14.2). Compliance with the Minimum Operating Security Standards (14.2.A) was measured through a self-assessment exercise, which indicated that 98% of FAO's decentralized offices have met the standards fully or with some limitations (target 100%). The Residential Security Measures are fully in place for FAO international staff (14.2.B).

390. All reported security-related incidents at decentralized offices were promptly followed-up and managed. The Critical Incident Response Team met every time there was a major incident involving FAO personnel or assets, in line with the FAO Critical Incident Guidelines (14.2.C). Measures to anticipate and respond to field security incidents in the highest risk locations were accorded priority, including by deploying field security professionals to assist in security-crisis management, arriving at destination within a 72-hour time frame in 100% of cases, fully achieving the target (14.2.D).

391. During the biennium, the RBA headquarters Security Units continued to work in close collaboration on areas such as conducting joint simulations, drills and training activities and providing support during large conferences. In addition, the jointly developed Country Security Risk Assessment document was approved by the Senior Management Team in Italy and endorsed by UNDSS New York.

⁶⁹ UN Department of Safety and Security mandatory online security awareness training (BSAFE)

⁷⁰ The remaining 4% relates to personnel whose contracts are directly issued and managed at country level.

Key lessons learned

392. The deployment of the FAO Emergency Notification System (ENS) was completed capturing contact details for most FAO employees worldwide. The system is a key element of the FAO Organizational Resilience Management System, which allows sending emergency notifications to FAO staff worldwide by telephone, SMS and corporate e-mail. The system, managed at headquarters and at each decentralized office, is a key element of FAO's Business Continuity Plan and will be integrated with the other ORMS plans.

393. The self-assessment exercise on compliance with the Security Risk Management (SRM, ex-MOSS),⁷¹ allowed the Security Service to focus on FAO country offices with lower compliance on SRM provisions. The Security Service will use the results of the assessment to prioritize budget allocation at field level for security-related needs and tailored technical support.

⁷¹ Minimum Operating Security Standards (MOSS)

C. Technical Cooperation Programme

Purpose and scope

394. The Technical Cooperation Programme (TCP) allows the Organization, drawing from its Regular Programme (RP) resources, to facilitate access by member countries to FAO's knowledge and technical expertise in all priority areas covered by the Organization's Strategic Framework. The priorities defined in the Country Programming Frameworks (CPFs) guide the use of TCP resources for demand-driven technical assistance intended to respond to governments' needs, promote change, foster capacity development and assist in mobilizing resources. TCP projects are designed to produce tangible and immediate results in a cost-effective manner and catalyse development changes.

Achievements

Enhanced TCP management and support to Members' priorities

395. The TCP continues to achieve the Programme's KPI targets (i.e. full commitment of the 2018-19 TCP appropriation and full delivery of the 2016-17 TCP appropriation). In support of this achievement, several measures to improve response times to requests and reporting on results have been introduced during the 2018-19 biennium:

- a) a simplified TCP project document format is now in use, bringing down page counts from an average of 30-40 to a maximum of 10-15 pages;
- b) a new TCP Manual has been released foreseeing across-the-board simplifications to procedures aiming to improve response times;
- c) the scope of TCP emergency assistance has been expanded to include prevention and mitigation;
- d) TCP terminal reports have been enhanced with the use of a more concise format thus reducing workload in field offices;
- e) in an effort to increase transparency, the first *Report of the Technical Cooperation Programme (2019)* annual report on overall TCP results and achievements has been published;
- f) a social media communication campaign on TCP has been launched, together with a revamping of the TCP website.

Overview of funds approved and delivery

396. During the biennium, 810 TCP projects for a total of USD 148.1 million were approved, as shown in *Table 2*, compared to 786 projects for an amount of USD 151.9 million in 2016-17. These fluctuations are within normal ranges that can be expected between biennia.

Table 2: TCP Project approvals in 2018-19 by geographical scope

Type of TCP Project	Total budget (USD million)	Number of projects	Average budget per project (USD 000)	Percentage of total approved budget
National	92.6	333	278	63
Subregional	10.1	36	282	7
Regional	15.7	58	271	11
Interregional	3.7	8	459	2
TCP Facility*	25.9	375	69	17
Total	148.1	810	183	100

**Includes 34 subregional and 33 regional TCP Facilities*

397. The distribution of the approved TCP resources according to FAO's regions is described in *Table 3*.

Table 3: Distribution of approved TCP resources by region

Region	Total budget (USD million)	Number of projects	Percentage of total approved budget
Africa	59.4	256	40
Near East	13.2	61	9
Asia and the Pacific	32.0	176	22
Europe	13.3	102	9
Latin America and the Caribbean	26.6	207	18
Inter-regional	3.7	8	2
Total	148.2	810	100

398. TCP projects address both development support and emergency assistance needs. The distribution by category of project intervention is provided in *Table 4*.

Table 4: TCP project approvals by category (comparison with 2016-17)

Project category	2016-17		2018-19	
	Total budget (USD million)	Number of projects	Total budget (USD million)	Number of projects
Emergency assistance	24.4	57	22.5	51
Support to development	105.4	367	99.7	384
TCP Facility	22.1	362	25.9	375
Total	151.9	786	148.1	810

399. *Emergency assistance*: During the 2018-19 biennium, 51 emergency projects for a total of USD 22.5 million were approved. Projects were approved in particular in response to climate-related disasters (e.g. droughts, floods, tropical cyclones) and food chain crises (e.g. Fall Armyworm, African swine fever, foot-and-mouth disease).

400. *Support to development*: In 2018-19, 384 projects amounting to a total of USD 99.7 million were approved for development support. These projects respond to national priorities as captured in the CPFs, in full alignment with FAO's strategic results framework.

401. The *TCP Facility* is used to respond to requests for limited technical expertise, formulation of project proposals and documents for interaction with resource partners, and strengthening programme planning. These projects are limited to USD 100 000 and benefit from simplified approval processes, while remaining fully aligned with national and FAO's priority frameworks. The TCP Facility is playing an increasing role in resource mobilization, including support in GEF and GCF project development.

402. During the biennium, delivery reached USD 123.4 million, with a slight decline compared to 2016-17, that can be explained by a higher early delivery against the 2016-17 biennium appropriation, leaving less funds from that biennium to be delivered during 2018-19.

403. *Table 5* illustrates the distribution of the TCP assistance delivered during the biennium by category of project.

Table 5: TCP delivery in 2018-19 by project category

Project category	USD million	Percentage
Emergency assistance	15.4	12.4
Support to development	87.8	71.2
TCP Facility	20.2	16.4
Total	123.4	100

An overview of TCP contribution and alignment to the Strategic Framework

404. The distribution of TCP assistance by Strategic Objectives is illustrated in *Table 6*. About 65% of delivery falls under two Strategic Objectives: *Make agriculture, forestry and fisheries more productive and sustainable* (SO2) and *Increase the resilience of livelihoods to threats and crises* (SO5).

Table 6: TCP delivery in 2018-19 by Strategic Objectives and Objective 6

Strategic Objective	Delivery in 2018-19 (USD million)	Percentage of total delivery
1 Contribute to the eradication of hunger, food insecurity and malnutrition	16.8	13.6
2 Make agriculture, forestry and fisheries more productive and sustainable	50.0	40.5
3 Reduce rural poverty	12.9	10.5
4 Enable more inclusive and efficient agricultural and food systems	13.7	11.1
5 Increase the resilience of livelihoods to threats and crises	29.6	24.0
OB6 Technical quality, statistics and cross-cutting themes (climate change, gender, governance and nutrition)	0.4	0.3
Total	123.4	100

Key lessons learned

405. Given the continuous growth of FAO's field programme and resulting workloads across FAO, the introduction of simplified TCP procedures and policies has been critical in ensuring full use of resources. Further opportunities for streamlining will be explored as FAO continues to develop its programmatic approach.

406. New reporting initiatives are highlighting many of the previously untold success stories, and the upcoming evaluation and audit of the TCP will further increase transparency and facilitate a discussion on the development of the programme.

407. There is scope for further efficiency gains. TCP will fully benefit from streamlining of corporate policies and procedures which will be implemented in response to the recent Audit of the Project Cycle.

D. Multidisciplinary Fund

Purpose and scope

408. 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.

409. Resources allocated to interdisciplinary work during 2018-19 were allocated to the Strategic Programmes (USD 2 million to each Strategic Objective) to fund selected proposals in support of the Regional Initiatives and work of the Strategic Programmes at country level, building on the consolidated programme management arrangements put in place during 2016-17. MDF expenditure of USD 10 million for these areas of work is shown in *Table 7*.

Table 7: Multidisciplinary Fund expenditure in 2018-19 (USD million)

Strategic Programme (2018-19)	Expenditure (USD million)
<p>SP1 Contribute to the eradication of hunger, food insecurity and malnutrition</p> <p>Support to countries with regard to policy, institutions and investment contribution to SDG1 and SDG2 and to sustainable food systems for healthy diets. The area of work included, building on policy effectiveness analysis in 24 countries carried out by the FAO-EU FIRST programme, promotion of South-South exchanges on priority areas of intervention in achieving SDG2 in sub-Saharan African countries, as well as addressing the role of diets and food systems in the prevention of obesity and diet-related non-communicable diseases in collaboration with SP4.</p>	2.1
<p>SP2 Make agriculture, forestry, and fisheries more productive and sustainable</p> <p>Support delivered to 33 countries reinforced an integrated approach for sustainable agricultural production for food systems. The main areas of work were: a) raising awareness for strengthening the sustainable food and agriculture approach to achieve the SDGs; b) supporting Nationally Determined Contributions planning and implementation of climate smart approaches; c) promoting agroecology and other innovative practices and policies, and engaging youth farming communities; d) baseline studies on the water-energy-food production nexus and land degradation in the Near East and North Africa region.</p>	2.0
<p>SP3 Reduce rural poverty</p> <p>Activities implemented had a catalytic impact in promoting comprehensive programmatic approaches to support national level policy processes and mobilizing further funding for scale-up and impact. The activities implemented supported 28 countries in addressing major issues of access and empowerment, social protection, climate change, migration and youth employment in close partnership with all Strategic Programmes.</p>	2.0
<p>SP4 Enable more inclusive and efficient agricultural and food systems</p> <p>Support provided to food systems development in 19 countries across all regions, working in collaboration with all Strategic Programmes, local partners, regional and international organizations. Specific areas of work included the urban food agenda, support to local food systems governance, methodological studies to understand the relation between obesity, non-communicable diseases and food systems, including trade, with special focus on SIDS.</p>	2.0
<p>SP5 Increase the resilience of livelihoods to threats and crises</p> <p>Activities were delivered to support priority thematic areas such as sustaining peace, One Health, climate change, social protection, migration and pastoral livelihoods. A cross-cutting implementation focused on African countries,⁷² Mashreq countries, Turkey and Asian countries was carried out in close partnership with the respective regional and subregional offices, headquarters technical departments and in collaboration with all Strategic Programmes.</p>	1.9
Total	10

⁷² Including Burkina Faso, Chad, Ethiopia, Kenya, Mali, Niger, Somalia, South Sudan, Sudan, Uganda, Tanzania

E. Financial Performance

Evolution of total resources

410. A main feature of the PIR is to report on the use of resources during the biennium to deliver products and services. This section summarizes the evolution and use of total available resources from assessed and voluntary contributions. The analysis refers to total expenditure as reported in the unaudited financial accounts for the biennium, which for 2018-19 was USD 2 800 million, that is USD 188 million (7.2%) higher than in 2016-17.

411. The main funding sources are presented in *Table 8*, under two categories:

- a) "General and Related Funds" encompass activities funded from assessed contributions arising from the Regular Programme appropriation, and associated sources including jointly financed investment support activities, reimbursement for support costs and other items; and
- b) "Trust Funds and UNDP" comprise activities funded from voluntary contributions through projects, including those funded by the United Nations Development Programme.

412. Expenditure under General and Related Funds decreased over the previous biennium by USD 3.0 million (-0.3%), while expenditure related to Trust Funds and UNDP increased by USD 191.3 million (12.9%), as shown in *Table 8*. The decrease under General and Related Funds is mainly related to a higher net carry-forward to the subsequent biennium for Technical Cooperation Programme (TCP) as detailed in *Table 8*.

Table 8: Expenditure summary by source of funds (USD million)

Funding Source	2016-17	2018-19	Difference (USD)	Difference %
General and Related Funds				
Regular Programme expenditure versus budget of USD 1 005.6 million⁽¹⁾	1 001.8	1 002.1	0.3	0.03%
Jointly financed investment activities	38.5	37.6	(0.9)	(2.2%)
Voluntary contributions and funds received under inter-organizational arrangements	138.0	140.0	2.0	1.4%
Government cash contributions and other sundry income	20.4	22.6	2.2	11.1%
TCP, Capital Expenditure and Security Expenditure Facility adjustments (<i>Table 9</i>)	(9.2)	(25.7)	(16.5)	179.3%
Currency variance ⁽²⁾	(33.9)	(24.3)	9.6	(28.3%)
Other ⁽³⁾	(22.6)	(22.3)	0.3	(1.2%)
Subtotal	1 132.9	1 130.0	(3.0)	(0.3%)
Trust Funds and UNDP				
Trust Funds/UNDP (excluding emergency projects)	816.6	828.0	11.4	1.4%
Special relief operations (emergency projects)	661.8	841.8	180.0	27.2%
Subtotal	1 478.4	1 669.7	191.3	12.9%
Total expenditure	2 611.4	2 799.7	188.4	7.2%

Notes:

⁽¹⁾ Regular Programme expenditure for 2018-19 excludes USD 3.9 million funded from the carry-over of unspent balance of the 2016-17 appropriations authorized by the Conference Resolution 12/2017 and the Council.⁷³

⁽²⁾ Currency Variance represents adjustments to the actual to reflect the translation of Euro-denominated transactions at the budget rate of exchange rather than the UN operational rate of exchange in effect at the date of the transactions.

⁽³⁾ Under the line "Other", the main item represents USD 21.7 million for health insurance premiums, which is recorded as a reduction of After-service Medical Coverage (ASMC) liability for financial reporting.

⁷³ CL 159/REP paragraph 6.h)

Table 9: TCP, Capital Expenditure and Security Expenditure Facility adjustments 2018-19 (USD million)

Funding source	2016-17	2018-19	Difference
Prior biennium's TCP appropriation transferred to current biennium	79.5	74.0	(5.5)
TCP appropriation deferred to subsequent biennium	(74.0)	(85.9)	(12.0)
Prior biennium's Capital Expenditure Facility resources transferred to current biennium	0	0	0
Capital Expenditure Facility resources deferred until subsequent biennium	(12.0)	(10.3)	1.8
Prior biennium's Security Expenditure Facility resources transferred to current biennium	0.3	0	(0.3)
Security Expenditure Facility resources deferred to subsequent biennium	(3.0)	(3.5)	(0.5)
Net amount transferred into current biennium / (forwarded to subsequent biennia)	(9.2)	(25.7)	(16.5)

Programme of Work performance

413. The budget for the Programme of Work 2018-19 was planned based on the approved level of net appropriation and an estimate of extrabudgetary voluntary funding. The Programme of Work is based on the requirements to deliver the two-year Outputs and meet the related targets defined within the results frameworks of the Strategic and Functional Objectives, Objective 6, the Technical Cooperation Programme, and Capital and Security Expenditures.

414. *Table 10* compares FAO's performance, by Strategic and Functional Objectives, to the 2018-19 budgetary chapters for the Regular Programme net appropriation and the delivery estimates for extrabudgetary activity. The budgetary chapter distribution of the Regular Programme net appropriation, as well as the estimates and chapter distribution of extrabudgetary resources are those published in the Adjustments to the PWB 2018-19 and approved by Council in December 2017.⁷⁴

415. The use of net appropriation resources inevitably diverges from what was planned, as the result of factors such as shifts in priorities reflecting changing external requirements at global and country level and the measures taken to respond to Members' most pressing needs, unforeseen costs, and impact of exchange rates.

416. In 2018-19, the Organization spent 99.6% of the net appropriation of USD 1 005.6 million, resulting in an overall underspending of USD 3.6 million.

417. In accordance with Financial Regulation 4.5(b), the budgetary performance was presented to the Finance Committee at its November 2019 session to take note of the overall forecasted budgetary outturn for 2018-19 and chapter transfers.⁷⁵ Any unspent balances in the TCP, Capital Expenditure and Security Expenditure are transferred for use in the subsequent financial period, in line with the Organization's current financial regulations, and are therefore shown as fully spent in *Table 10*.

⁷⁴ CL 163/3; CL 163/REP

⁷⁵ FC 178/5

418. Under extrabudgetary implementation,⁷⁶ the expenditure was USD 1.8 billion, 16.4% higher than the amount estimated in the Programme of Work and Budget. This is a consequence of prudent assumptions used to forecast such resources, given the unpredictability of such fund flows.

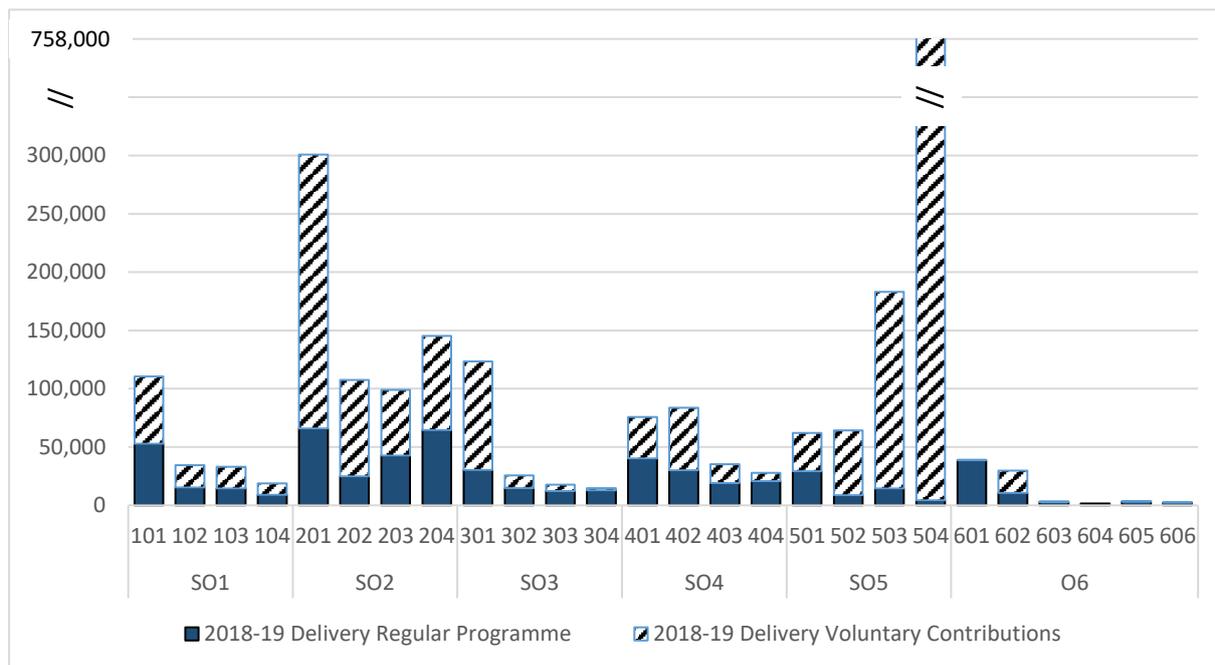
Table 10: Programme of Work performance in 2018-19 (USD 000)

Ch	Regular Programme Implementation			Extra-budgetary Implementation			Total Implementation	
	PWB Net Appropriation	Net Appropriation Budget Rate Expenditure	(Over)/ Under Expenditure	PWB Extra-budgetary Planned	Extra-budgetary Expenditure	(Over)/ Under Expenditure against Planned	Total Planned Budget	Total Expenditure
1	82 451	91 213	(8 762)	186 015	105 505	80 510	268 466	196 718
2	197 117	198 101	(984)	459 724	454 548	5 176	656 841	652 649
3	66 527	70 237	(3 710)	91 945	111 204	(19 259)	158 472	181 440
4	105 879	110 308	(4 429)	141 385	112 066	29 319	247 264	222 375
5	54 350	56 776	(2 426)	654 701	1 010 331	(355 630)	709 051	1 067 107
6	68 651	59 620	9 031	20 458	19 882	576	89 109	79 503
7	140 788	140 788	0	0	0	0	140 788	140 788
8	78 630	77 172	1 458	1 059	2 578	(1 519)	79 689	79 750
9	36 244	31 731	4 513	0	0	0	36 244	31 731
10	70 548	66 822	3 726	939	1 351	(412)	71 487	68 173
11	64 535	59 973	4 562	7 910	3 021	4 889	72 445	62 994
12	600	0	600	0	0	0	600	0
13	16 892	16 892	0	0	0	0	16 892	16 892
14	22 421	22 421	0	231	0	231	22 652	22 421
Total	1 005 635	1 002 056	3 579	1 564 368	1 820 486	(256 118)	2 570 003	2 822 542

419. *Figure 1* shows financial performance by Outcomes for the Strategic Objectives and Objective 6. The expenditure by Outcome is shown in *Annex 2* for each budgetary Chapter.

⁷⁶ Expenditure in the extrabudgetary column includes income earnings credited to the General Fund.

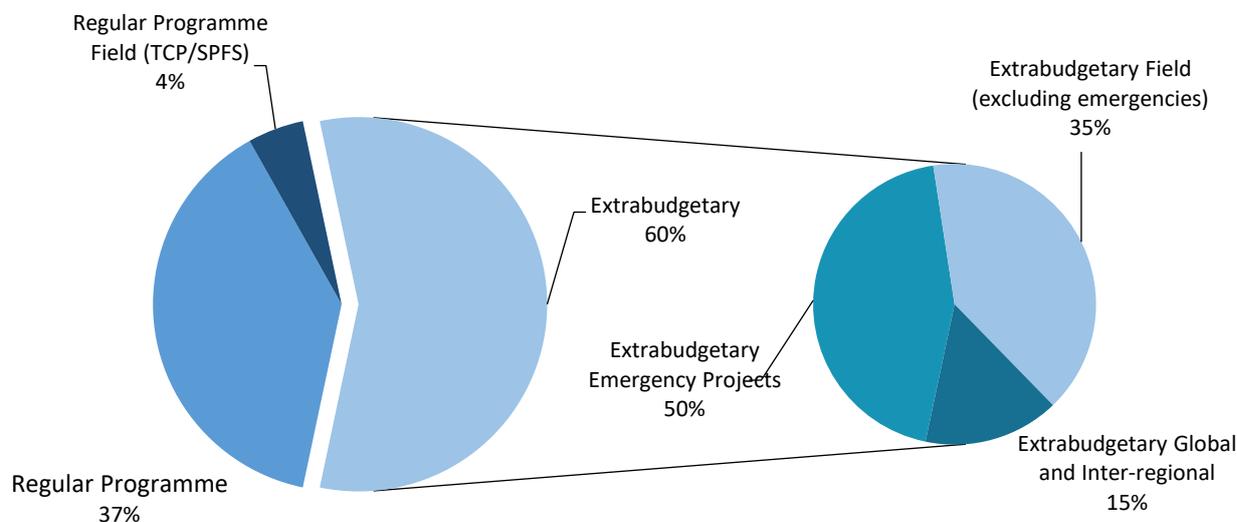
Figure 1: Delivery at Outcome level for Strategic Objectives and Objective 6 (USD 000)



420. *Figure 2* shows the expenditure of Regular Programme and extrabudgetary resources during the 2018-19 biennium as a share of total expenditure. The figure also includes the extrabudgetary expenditure breakdown by type: emergency assistance projects, field and global projects, and interregional projects. In 2018-19, Regular Programme expenditures accounted for 41% of the total, including 4% for the Technical Cooperation Programme. Compared to 2016-17, the Regular Programme share of total expenditure decreased by 3% from 44%, due to the increase in extrabudgetary expenditure.

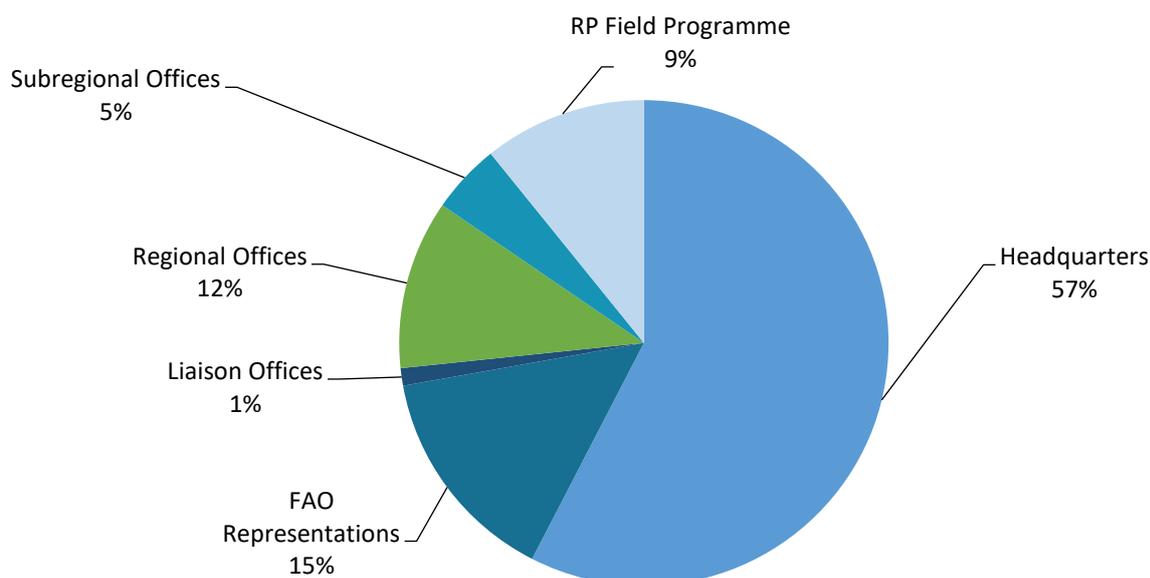
421. Emergency assistance projects accounted for the largest share of extrabudgetary expenditures (50%), followed by non-emergency field projects (35%), and extrabudgetary support to global and inter-regional projects (15%).

Figure 2: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2018-19, and breakdown of extrabudgetary expenditure by type



422. *Figure 3* provides the breakdown of Regular Programme expenditure between headquarters and decentralized offices; the pattern is in line with that 2016-17.

Figure 3: Regular Programme expenditure at headquarters and decentralized offices in 2018-19



Use of 2018-19 carry-over

423. The Conference authorized the Director-General, notwithstanding Financial Regulation 4.2, to use any unspent balance of the 2018-19 appropriations for one-time uses in 2020-21, based on a proposal to be submitted to and agreed by the Joint Meeting of the Programme and Finance Committees, and the Council at their meetings in May-June 2020⁷⁷ following review of the proposal presented on the systematic use of unspent balances. An unspent balance of USD 3.6 million is recorded against the 2018-19 net appropriation of USD 1 005.6 million (99.6% spent), and a proposal for one-time use in 2020-21 is submitted for approval by the Joint Meeting of the Programme and Finance Committees, and the Council.⁷⁸

Use of 2016-17 carry-over

424. As authorized by the Conference in 2017,⁷⁹ the unspent 2016-17 balance of USD 3.9 million was used in 2018-19 for one-time use to support programmes of the Organization, including for the Special Fund for Development Finance Activities (SDFDA), in agreement with the Joint Meeting of the Programme and Finance Committees, and the Council at their meetings in November-December 2017. As authorized by the Council,⁸⁰ the entire amount has been utilized through replenishment of the SDFDA, to support countries in the formulation of and preparation for technically sound Green Climate Fund projects.

425. In 2018-19, FAO supported the formulation of GCF Funding Proposals and Readiness Programme grants across all regions, with focus on least developed countries, small island developing states, and countries in the Africa region.

426. FAO, as GCF Accredited Entity, continued to engage with the GCF Secretariat. A total of six Funding Proposals prepared by FAO were approved by the GCF Board in 2018-19 (Paraguay and El Salvador in 2018, Pakistan, Nepal, Kyrgyz Republic and Chile in 2019) for a total of USD 426.6 million.

⁷⁷ C 2019/REP paragraph 73

⁷⁸ C 2019/REP paragraph 73; FC 180/6 Annex 1: JM 2020.1/2 Use of the Unspent Balance of the 2018-19 Biennial Appropriation

⁷⁹ C 2017/REP paragraph 76

⁸⁰ CL 158/REP paragraph 10.a) and CL 159/REP paragraph 6.h)

GCF grants for the six approved Funding Proposals amount to USD 228.8 million. FAO has also submitted six Funding Proposals (Armenia, Colombia, Congo, Côte d'Ivoire, Cuba and Guatemala) to the GCF Secretariat for a total project value of USD 318.7 million, of which USD 159 million in grant funding.

427. In 2018-19, 24 FAO-led Readiness Programme proposals were approved by the GCF Board. Combined with the five projects approved previously or in early 2020, the FAO GCF Readiness Programme portfolio has reached a total of 29 projects for a total value of USD 16 million.

428. Finally, FAO supported the Great Green Wall countries in Africa in developing a regional project proposal concept paper on scaling up resilience in Africa's Great Green Wall which was submitted to the Green Climate Fund in early 2020. This USD 180 million multi-country project targeting Senegal, Chad, Mali, Niger, Nigeria and Burkina Faso aims at scaling up the successful land restoration activities carried out by the Great Green Wall in order to reduce emissions and increase resilience of smallholder farmers in the Sahel through a value chain approach.

Savings and efficiencies

429. The Organization's efforts to institute a mindset of value-for-money within the Organization have resulted in substantial efficiency savings over recent biennia.

430. In 2018-19, focus has been on consolidating savings generated in the prior biennium while optimizing service delivery, with further efficiencies of USD 11.7 million. These include additional biennialized savings of USD 3.6 million under personnel costs, mostly due to the reduction in the headquarters professional staff net remuneration, the freeze on the salary scales for the general service staff, and the reductions in other allowances and entitlements reflecting the gradual implementation of the revised compensation package since 2016. Furthermore, USD 8.1 million in inflation costs for goods and services has been absorbed through reduced costs of consultants, travel, and procurement.⁸¹

431. In addition to these savings, foreseen in the Programme of Work and Budget for the biennium, USD 1 million in additional resources were allocated for the Joint FAO/WHO Scientific Advice Programme and the International Plant Protection Convention (USD 0.5 million each), through one-time efficiencies and cost savings without negatively impacting the delivery of the agreed biennial work plans.⁸²

Resource mobilization

432. For the 2018-19 biennium, FAO mobilized USD 2.4 billion in voluntary contributions from resource partners in support of FAO's Programme of Work, a 17% increase compared with 2016-17. This has been achieved through improved resource mobilization coordination across the Organization supported by factors such as a business-development oriented approach to resource mobilization, retooling of pooled funding mechanisms in line with the UN Reform, strengthened country-level resource mobilization and raised visibility for results and partner recognition.

433. Country, subregional and regional projects attracted 79% of all extrabudgetary project approvals in 2018-19, in line with the previous biennium 2016-17. Approvals were spread as follows: 36% RAF, 17% RAP, 14% RNE, 10% RLC, 2% REU, and inter-regional and global programmes and projects for the remaining 21% of the total share. The share of resources mobilized per Strategic Programme for the biennium amounted to: 49% for SO5, followed by 28% for SO2, 10% for SO4, 8% for SO3 and 3% for SO1, while Objective 6 and other classifications attracted 2% of total contributions.

434. The top 20 resource partners provided around 82% of the total voluntary contributions, as shown in *Table 11*, compared with 79% in the previous biennium. The top five resource partners

⁸¹ C 2019/3

⁸² FC 178/5

accounted for about 51% of all resources mobilized, compared with about 52% in 2016-17. The 2018-19 biennium saw an inclusion of new resource partners in the top 20 list, including the Green Climate Fund (GCF) and the UN Secretary-General's Peacebuilding Fund (PBF). The European Union (EU) and the United States of America (USA) remain FAO's largest resource partners, while the Global Environmental Facility (GEF) maintains its place as FAO's third largest contributor. While there has been an expansion in the resource partner base, FAO is still largely dependent on a core set of partners.

Table 11: Resources mobilized in USD million - Top resource partners in 2018-19

Resource Partner	2016-17	2018-19
European Union	420	512
USA	255	302
GEF	213	181
UN Office for the Coordination of Humanitarian Affairs	93	146
Sweden	38	95
Saudi Arabia	22	94
<i>(of which UTFs)</i>	22	93
*UNDP Administered Donor Joint Trust Fund	66	89
UK	105	86
Japan	26	69
Netherlands	33	67
Germany	47	60
Norway	69	55
Green Climate Fund	0	48
Colombia (UTFs Only)	43	39
Italy	24	38
Korea Rep	3	31
Brazil	9	28
<i>(of which UTFs)</i>	0	13
Canada	29	24
UN Peacebuilding Fund	5	22
Switzerland	31	18
Multilateral	143	120
<i>(of which AST - African Solidarity Trust Fund)</i>	3	1
<i>(of which FMM)</i>	17	1
**Other UTF Projects	107	113
Other Resource Partners	299	205
Total Approvals	2 080	2 442
<i>(of which Joint Programmes)</i>	153	204

*Includes UNDP - UNDP Administered Trust Funds

**Excludes Colombia, Brazil and Saudi Arabia included in corresponding rows above

435. Multilateral Trust Funds attracted USD 120 million in the biennium. In order to enable allocation of contributions to the areas where resources are most needed, FAO continues to promote lightly earmarked funding. FAO has performed a comprehensive review of two of FAO's main pooled-funding mechanisms: The Flexible Multi-Partner Mechanism (FMM) and the Africa Solidarity Trust Fund (ASTF). Both mechanisms now have a new governance framework, key priority areas for investment and upgraded procedures for resource allocation and reporting. During the 2018-19 biennium, FMM partners included Belgium and Flanders, France, Italy, Netherlands, Norway, Sweden and Switzerland. By the end of December 2019, FMM resources pledges reached USD 41 million.

436. In light of the UN Reform, funds provided through the WFP and through the UNDP-administered Multi-Partner Trust Fund Office and UN Joint Programmes have gained increased momentum, such as the recently created Antimicrobial Resistance Multi-Partner Trust Fund, led by FAO, OIE and WHO, which has attracted a growing partner base. Voluntary contributions through joint programmes increased from USD 153 million in 2016-17 to USD 204 million in 2018-19, including the largest EU funded UN Joint Programme in the Pacific – a FAO led value chain programme comprising of five UN partners in Papua New Guinea, with a total budget of USD 90 million.

437. A large increase has also been seen in Unilateral Trust Funds (UTF), where countries, through sovereign funds and financing from International Financing Institutions, benefit from FAO's technical expertise for their priorities. In 2018-19, UTF resources reached a total of USD 258 million representing 11% of overall voluntary contributions. In particular, 2019 saw the approval of the largest project in history by Saudi Arabia (USD 93 million), and the first ever UTF project with the Inter-American Development Bank. Other large UTFs in this biennium were also approved with Colombia, Pakistan, Brazil, Mozambique and Tunisia.

438. Voluntary contributions received for resilience and crisis response programming amounted to USD 1 billion in 2018-19. 40% of these contributions met the needs of protracted crisis countries facing the risk of famine - Somalia, South Sudan and Yemen. For 2018-19, top resource partners for resilience funding included the USA, the European Union, United Kingdom, Sweden, Netherlands, Norway, Japan and via humanitarian pooled fund mechanisms.

439. South-South and Triangular Cooperation continues to play an important role in expanding FAO's resource partner base. Several new projects were approved under the FAO-China SSC Programme, including a Triangular Cooperation project with the Netherlands and new agreements concluded with the Republic of Korea and Venezuela.

Investment Centre

Over the 2018-19 biennium, the Investment Centre supported the design of 79 investment projects (30% of the Centre's work), in 58 countries financed by International Financial Institutions (IFIs), for a total value of USD 12.9 billion. It provided project implementation support services to 100 countries (60%), and policy support (10%) which led to the production of 30 agricultural strategies, 29 policy studies, 63 sector studies, and 26 public-private policy dialogue events. Through on-the-job training, peer learning and the application of assessment tools, the Investment Centre carried out 39 capacity development interventions. In 2019, the Centre supported the European Union's innovative blended finance schemes to boost private investment in food and agriculture, together with European Development Financial Institutions. The Centre provided technical advice to inform decisions on the quality and sustainability of those private investments.

Cost of field programme support

440. The provision of technical assistance is part of FAO's mandate, as specified under Article I.3.a) of the Basic Texts. Technical assistance is provided from the Regular Programme and from voluntary contributions or other arrangements (e.g. SSTC and partnerships). Essential contributions to technical assistance and support to activities include: a) technical support services, generally provided directly to Members; and b) administrative and operational support services to ensure effective delivery of activities through projects.

441. The Organization has made concerted efforts to measure and report in a transparent manner the cost of supporting the field programme and other extrabudgetary activities. As outlined in the PIR 2016-17, starting in the 2016-17 biennium FAO is reporting the cost of field programme support based on the new FAO Cost Recovery Policy approved in 2015. The model is based on the principle of

proportionality, attributing support costs to the Regular Programme and extrabudgetary funding streams, driven by the weight of direct operational costs of the project.

442. The resulting data has been used: a) in the case of technical support services (TSS), to provide an estimate of the Regular Programme staff resources devoted to the provision of these services; and b) in the case of support costs for administrative and operational support (AOS) services, to determine recovery targets at central and field levels respectively, and to facilitate actions aimed at reducing such costs.

Technical support services

443. The cost of providing technical support services in 2018-19, assessed on the basis of the principle of proportionality described above, amounts to USD 125.2 million. This is an increase of USD 12.7 million compared to 2016-17 which represents the same percentage of the total given the higher project delivery (*Table 12*).

Table 12: Technical support services*

	2016-17 (USD millions)	2018-19 (USD millions)
Total project delivery (voluntary contributions and TCP)	1 617.0	1 788.3
Total cost of technical support services to projects	112.5	125.2
Total as a percentage of total project delivery	7.0%	7.0%
* The figures include the impact of staff cost variance to reflect actual costs at budget rate of exchange between the Euro and the US Dollar.		

444. The main source of technical support services is professional staff in decentralized offices, who provided 80% of technical support services, with 20% provided by staff from technical divisions at headquarters.

Support Costs for administrative and operational support services (AOS)

445. Under the legacy cost recovery policy, AOS costs are recovered through a Project Servicing Cost (PSC) rate charged to projects. Under the new cost recovery policy, direct support costs for administrative and operational services are aligned with the inputs and operational conditions of individual projects, and indirect costs at 7% are added to cover expenditures which support overall programme implementation but cannot be directly associated with specific project activities.

446. In 2018-19, support costs for AOS to projects approved under the legacy policy amounted to USD 131.6 million, as shown in *Table 13*. Approximately 88.7% of AOS costs were recovered from project budgets using the legacy project support cost charges, approximately the same percentage as in 2016-17. Due to the declining weight of projects approved under the legacy policy in the overall portfolio, the under-recovery of AOS costs decreased by USD 3.5 million (19%) from USD 18.4 million in 2016-17 to USD 14.9 million in 2018-19. With the progressive implementation of the new cost recovery policy and its underlying principles, the gap in recovery amounts is expected to further decrease.

Table 13: Costs of administrative and operational support to projects approved under the legacy policy and extent of reimbursement received from project budgets compared to total delivery

	2016-17 (USD million)	2018-19 (USD million)
Total project delivery under the legacy policy (voluntary contributions and TCP)	1 617.0	1 548.3
Support Costs for administrative and operational support services	159.5	131.6
Support costs for AOS recovered from project budgets	141.1	116.7
Under-recovery of AOS costs	18.4	14.9
Net percentage of AOS cost recovered	88.5%	88.7%

447. FAO's new Cost Recovery Policy was gradually introduced starting in January 2018. The revised policy is designed to ensure that FAO's costs are correctly measured and distributed among all funding sources, consistent with UN-system policy and UN General Assembly-encouraged practices.⁸³ The updated methodology for categorizing and measuring costs ensures that charges closely reflect actual project costs and improves transparency, equitability and accountability to Members and resource partners.

448. The new cost recovery model, based on full proportional cost recovery with attributable support costs, classifies costs into Direct Operational Costs (DOC), Direct Support Costs (DSC), and Indirect Support Costs (ISC).⁸⁴ The figures of implementation of the new support policy are provided in Table 14.

Table 14: Direct support costs for administrative and operational services recovered under the new support cost policy

	2016-17 (USD million)	2018-19 (USD million)
DOC - Direct Operational Costs (on projects approved under the new policy)		220.5
DSC - Direct Support Costs		19.5
ISC - Indirect Support Costs		16.6
Total		256.7

⁸³ UN General Assembly Resolution 71/243, paragraph 35

⁸⁴ FC 156/7 and CL 150/4

Annex 1: Monitoring methodology

SO-level monitoring: reporting on SDG indicators

449. The FAO Strategic Objectives (SO) are the global development goals that FAO and Members aspire to achieve, in collaboration with the rest of the international community. They provide a line of sight for assessing global progress in the areas where FAO has committed to achieving results and collaborate with partners.

450. FAO is one of many development partners that assist national governments in their efforts towards meeting these objectives. Achievements at this level cannot be attributed to any one partner but are the result of interventions of an array of stakeholders. FAO contributes to progress in line with its mandate and comparative advantages, but there can be no direct attribution of causality.

451. Indicators at SO level are monitored to report trends and progress toward the achievement of the development objectives over the reporting period. Changes are observed usually over an extended period of time because progress in the development objectives is evidenced a number of years after the relevant policies and programmes are implemented.

452. The Medium Term Plan 2018-21 established a set of indicators to track global trends at the level of Strategic Objectives using international data sources. Following the adoption by the UN General Assembly of the 2030 Agenda for Sustainable Development at the end of 2015, FAO aligned its results framework to the Sustainable Development Goals (SDGs) by identifying and using exclusively the SDG targets and indicators that relate to each FAO Strategic Objective. This process has resulted in a set of 38 SDG indicators⁸⁵ to follow trends overtime at the level of FAO's Strategic Objectives in the 2018-19 PIR.

453. Current data availability is being progressively built up for many of the SDG-based SO indicators. SDG indicators are classified, depending on the availability of methodology and standards for data and the frequency and consistency of the data, as follows:

- **Tier I:** Indicator is conceptually clear, has an internationally established methodology and standards are available, and data are regularly produced by countries for at least 50% of countries and of the population in every region where the indicator is relevant.
- **Tier II:** Indicator is conceptually clear, has an internationally established methodology and standards are available, but data are not regularly produced by countries.
- **Tier III:** No internationally established methodology or standards are yet available for the indicator, but methodology and standards are being or will be developed or tested.

454. Out of the 38 SDG-based SO indicators used in FAO's strategic results framework, 22 are Tier I and 16 are Tier II. *Section I.B* and *Annex 2* show available data for 19 Tier I and 1 Tier II indicators spanning through the years 2000, 2015 and 2019. Where data was not available for those specific years, the reported information refers to the closest prior year for which data was available.

Outcome-level monitoring

455. Outcomes reflect changes in the country-level and/or global enabling environment needed to foster the achievement of the higher-level Strategic Objectives. They relate to those issues at country or international level – in areas within FAO's mandate and core functions – such as conducive policy and programming frameworks, level of resources and investments committed, level and capacity of coordination and partnerships, and capacity to produce and use of information for decision-making.

⁸⁵ CL 158/3-WA1

456. Indicators at the Outcome level measure the number of countries that have made the necessary changes and established the required capacities to achieve the Strategic Objectives, in the areas where FAO can contribute at country level, or the extent to which the international community has made progress on improving the global enabling environment, for example through the development of policy frameworks, norms, standards and agreements. Movement in Outcome indicators are the result of policies and programmes implemented by all key stakeholders – FAO, Members and development partners. In interpreting the Outcome indicators, it should be considered that FAO is just one of the contributors to those changes and therefore progress cannot be attributed only to its work. The information generated allows FAO to increase the focus of its support, and provides the basis to assess FAO's contribution.

457. Each Outcome indicator is derived by combining a number of subindicators, based on data from both primary and/or secondary sources, including policy and legislation reviews. For example, the second Outcome indicator of Strategic Objective 1 "*Number of countries that have inclusive governance, coordination and accountability mechanisms in place to eradicate hunger, food insecurity and all forms of malnutrition by 2030*", is measured through the following subindicators, a) Existence of a food security and nutrition policy setting mechanism highly placed within the governmental structure; b) Existence of well-functioning governmental coordination mechanisms to address food insecurity and all forms of malnutrition; and c) Existence of accountability mechanisms.

458. To ensure clarity of definitions and consistency of measurement across countries, each element is further underpinned, where meaningful, by specific 'qualifiers/criteria'. For the example above, the existence of well-functioning governmental coordination mechanisms has nine qualifiers which define the "level of functionality of national-level governmental coordination mechanism". Similarly, indicators which include terms such as 'comprehensive', 'effective', and etc. are all underpinned by detailed qualifiers/criteria.

459. In 2018-19, a total of 41 Outcome level indicators were used for assessing 20 Outcomes across the five Strategic Objectives.⁸⁶ In order to measure progress in the Outcome indicators, FAO conducted a Corporate Outcome Assessment (COA) at the end of 2019, which collected primary and secondary data at country level for a representative sample of the 153 member countries with operational coverage by FAO. Data was collected for both 2015 and 2019. For 11 Outcome indicators, which are not reported, data was either not available, or of very low quality for 2015 or 2019.

460. *Primary data* were collected through a comprehensive questionnaire (COA Survey), completed by a wide range of respondents (government line ministries, UN agencies, international donors, international financial institutions, research institutions and academia, civil society and the private sector) in a total of 69 countries. The questionnaire, structured in five sections, one for each Strategic Objective, assessed the key dimensions of the national enabling environment for both 2015 (as baseline measured retrospectively) and 2019, as well as FAO's contribution to country progress. This provides a rich perspective on the evolution of the enabling environment and the capacity to achieve the Strategic Objectives in each country. A total of 2 786 questionnaires were completed.

461. *Secondary data* include statistical information available in public databases (the World Development Indicators database of the World Bank, FAOSTAT, among others), as well as relevant policy and legislative documents gathered at country level. Secondary data are not available for all years, and for those indicators for which the only source of data is secondary, the latest available data are used.

462. The qualitative information collected on each element of measure (subindicator and qualifiers/criteria) are coded using values ranging from zero to one. The scores of the Outcome indicators are then obtained by averaging the values of the subindicators. Results at national level are obtained by aggregating within stakeholder groups first, and after across stakeholders at country

⁸⁶ CL 158/3-WA2

level. The estimates are subsequently coded into five performance classes of equal range: *low* (0.0-0.2); *medium-low* (0.2-0.4); *medium* (0.4-0.6); *medium-high* (0.6-0.8); *high* (0.8-1.0). As a final step for regional and global estimates, the scores of the Outcome indicators for the 2019 COA countries are extrapolated to the total number of member countries where FAO is active and has delivered a non-negligible/meaningful work programme (153 countries at global level) to obtain the global and regional results. The global and regional estimates are obtained from the weighted distributions of the indicators. Five weighting systems are developed for each SO, considering each sample separately.

463. The Outcomes are assessed and results presented by Strategic Objective and are described by Outcome indicator as shown in the indicator pages in *Section I.B* and in *Annex 2*, namely:

- a) **Changes in performance status between 2015 and 2019** - i.e. the proportion of countries with progress between 2015 and 2019 measured by one of the three categories (*improved, no major change, or worsened*).
- b) **FAO's perceived contribution to the change in the country performance** - i.e. the survey respondents perception of the extent to which FAO contributed to the change between 2015 and 2019 (*significant, moderate, or no visible contributions*).⁸⁷
- c) **Distribution of countries by performance class in 2015 and 2019**⁸⁸ - i.e. the proportion of countries within each of the five performance classes (*low, medium low, medium, medium high, or high performance*) in 2015 and in 2019.

464. The Outcome results are expressed in percentages rounded up to the closest integer. The results in percentages all sum up to 100% when the decimals are considered.

Output-level monitoring

465. Outputs are FAO's contribution – in terms of processes, products and services - to the Outcomes in the results chain. They represent the direct results of FAO's interventions at the national, regional, and global levels, funded from assessed and voluntary contributions, which the Organization controls and for which it is fully accountable.

466. The achievement of the 40 Outputs is monitored annually through 43 indicators and 43 targets. Each Output indicator is underpinned by a detailed measurement methodology. Responsibilities are assigned to FAO country offices, technical divisions, regional offices and Strategic Programme teams to collect, process and analyse data using existing corporate information systems. FAO Representatives, Regional Programme Leaders and Directors of headquarters technical units report results achieved by their units by identifying the indicator which measures them, describing the achievement and providing supporting documentary evidence. Regional and Strategic Programme Leaders, analysed and validated the reported results, ensuring they are accurate and thoroughly relevant to the achievement of the Outputs. Only validated results are considered upon measuring Output indicators and assessing performance compared to targets.

467. The process and resulting data are recorded and documented in FAO's corporate planning and monitoring system.

468. The Output tables show performance throughout the biennium in comparison to the 43 targets. A "traffic light" rating is used to provide the assessment. Outputs are considered "achieved" if the target is fully met and not "achieved" when the target is not reached.

⁸⁷ The results are not available for the Outcome indicators based only on secondary data or on policy and legislation review.

⁸⁸ Available in *Annex 2* only.

Key performance indicators (KPIs)

469. Work undertaken in support of Objective 6, Functional Objectives and Special Chapters is intended to ensure internal technical capacity and integrity and the creation of an enabling organizational environment for programme delivery. Improvements are measured and reported through 44 key performance indicators and targets. Heads of business units use established methodologies to collect KPI data and assess performance. Data related to the Functional Objectives are reviewed and validated by the Head of business units' supervisors.

470. For Objective 6, Functional Objectives and Special Chapters, the tables in *Annex 2* compare the actual value of the KPIs during the 2018-19 biennium to the target value set for the biennium.

Annex 2: Organizational performance

Table 15: Expenditures by Outcome (USD 000)

Outcome	Net Appropriation (at budget rate)	Extrabudgetary	Total
1.1	52 771	57 798	110 569
1.2	15 153	19 153	34 306
1.3	14 333	18 620	32 953
1.4	8 956	9 934	18 890
Total 1	91 213	105 505	196 718
2.1	65 886	234 991	300 877
2.2	24 890	82 564	107 454
2.3	42 690	56 330	99 020
2.4	64 635	80 663	145 298
Total 2	198 101	454 548	652 649
3.1	30 425	92 959	123 384
3.2	14 703	11 052	25 755
3.3	12 276	5 350	17 626
3.4	12 832	1 843	14 675
Total 3	70 237	111 204	181 440
4.1	40 137	35 593	75 730
4.2	30 142	53 564	83 706
4.3	19 221	15 901	35 122
4.4	20 809	7 008	27 817
Total 4	110 308	112 066	222 375
5.1	29 342	32 597	61 939
5.2	8 777	55 575	64 352
5.3	14 432	168 517	182 949
5.4	4 225	753 642	757 867
Total 5	56 776	1 010 331	1 067 107
6.1	38 562	456	39 018
6.2	10 691	19 017	29 708
6.3	2 982	80	3 062
6.4	1 658	0	1 658
6.5	3 285	328	3 613
6.6	2 443	1	2 444
Total 6	59 620	19 882	79 503
7.1	4 444	0	4 444
7.2	136 344	0	136 344
Total 7	140 788	0	140 788

Outcome	Net Appropriation (at budget rate)	Extrabudgetary	Total
8.1	30 500	1 558	32 058
8.2	31 935	519	32 454
8.3	14 737	502	15 239
Total 8	77 172	2 578	79 750
9.1	31 731	0	31 731
Total 9	31 731	0	31 731
10.1	18 205	249	18 454
10.2	15 670	0	15 670
10.3	32 947	1 102	34 049
Total 10	66 822	1 351	68 173
11.1	13 251	0	13 251
11.2	5 630	0	5 630
11.3	41 091	3 021	44 112
Total 11	59 973	3 021	62 994
13.1	12 905	0	12 905
13.2	811	0	811
13.3	3 176	0	3 176
Total 13	16 892	0	16 892
14.1	9 768	0	9 768
14.2	12 652	0	12 652
Total 14	22 421	0	22 421
Grand Total	1 002 056	1 820 486	2 822 542

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

SDG Indicator		Series Description	2000	2015	2019 (or nearest prior date)
SDG2 - ZERO HUNGER					
2.1.1	Prevalence of undernourishment	Prevalence of undernourishment (%)	14.8	10.6	10.8
2.1.2	Prevalence of moderate or severe food insecurity based on Food Insecurity Experience Scale (FIES)	Prevalence of moderate or severe food insecurity in the population, total with upper/lower bound (%) – available data	n/a	23.5	25.4
2.2.1	Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age	Proportion of children moderately or severely stunted (%)	32.5	23.3	21.9
2.2.2	Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)	Proportion of children moderately or severely overweight (%)	4.9	5.7	5.9
		Proportion of children moderately or severely wasted (%)	n/a	n/a	7.29
SDG3 - GOOD HEALTH AND WELL-BEING					
3.4.1	Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease (probability % of deaths between age 30 and 70)	22.4	18.5	18.3

Outcome Indicators Performance

OUTCOME 1.1: Countries made explicit political commitment to eradicate hunger, food insecurity and malnutrition by 2030	1.1.A: Number of countries that have adopted comprehensive sectoral and/or cross-sectoral policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030, that are supported by a legal framework				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	13%	42%	43%	1%	0%
2015	22%	32%	46%	0%	0%
OUTCOME 1.2: Countries implemented inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030	1.2.A: Number of countries that have inclusive governance, coordination and accountability mechanisms in place				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	3%	27%	59%	11%
2015	3%	14%	44%	35%	4%
OUTCOME 1.3: Countries made decisions based on evidence for the eradication of hunger, food insecurity and all forms of malnutrition by 2030	1.3.A: Number of countries that use evidence derived from comprehensive, cross-sectoral analysis to inform their policy and programming decisions for the response to eradicate hunger, food insecurity and all forms of malnutrition				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	3%	43%	53%	0%
2015	0%	24%	44%	32%	0%

OUTCOME 1.4: Countries implemented effective policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030	1.4.A: Number of countries that effectively implement their policies, strategies and investment programmes measured by adequacy of <i>public expenditure in agriculture (SDG 2.A.1)</i> and of government human resources				
	Performance Status	Low	Med-low	Medium	Med-high
2019	42%	36%	22%	0%	0%
2015	61%	32%	7%	0%	0%

Figure 1.1 Percentage of countries with changes in performance status between 2015 and 2019 per SO1 indicator

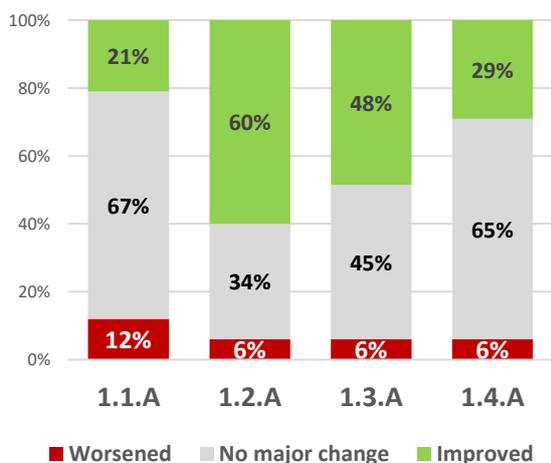
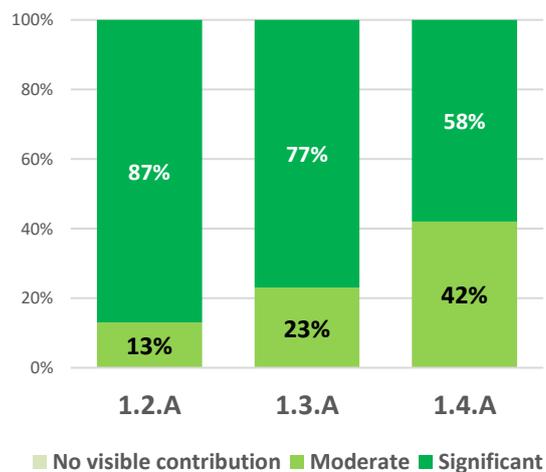


Figure 1.2 FAO's contribution to the change between 2015 and 2019 (% of countries) per SO1 indicator



Output Indicators Achievement

Fully achieved (Actual ≥ Target): ●; Not achieved (Actual < Target): △

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
1.1 Countries made explicit political commitment to eradicate hunger, food insecurity and malnutrition by 2030	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	<ul style="list-style-type: none"> 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. 	127	158	●
	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	<ul style="list-style-type: none"> 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. 	29	37	●
1.2 Countries implemented inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030	1.2.1 Capacities of governments and stakeholders are improved for food security and nutrition governance	<ul style="list-style-type: none"> Number of policy processes with enhanced human and institutional capacities for food security and nutrition governance as a result of FAO support. 	43	43	●
1.3 Countries made decisions based on evidence for the eradication of hunger, food insecurity and all forms of malnutrition by 2030	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	<ul style="list-style-type: none"> 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. 	21	34	●

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
	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"> 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. 	36	33	△
1.4 Countries implemented effective policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030	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"> 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. 	17	27	●
	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"> 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. 	74	77	●

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

SDG Indicator	Series Description	2000	2015	2019 (or nearest prior date)	
SDG2 - ZERO HUNGER					
2.3.1	Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size	Productivity of small-scale food producers (agricultural output per labour day, PPP) (constant 2011 international USD)	n/a	n/a	n/a
2.4.1	Proportion of agricultural area under productive and sustainable agriculture		n/a	n/a	n/a
2.5.1	Number of plant and animal genetic resources for food and agriculture secured in either medium or long-term conservation facilities	Plant breeds for which sufficient genetic resources are stored (number) Proportion of local breeds for which sufficient genetic resources are stored for reconstitution (%)	3 386 229	5 047 817 ⁸⁹	5 309 861
2.5.2	Proportion of local breeds classified as being at risk, not at risk or at unknown level or risk of extinction	Proportion of local breeds classified as being at risk as a share of local breeds with known level of extinction risk (%)	n/a	n/a	n/a
SDG6 – CLEAN WATER AND SANITATION					
6.4.1	Change in water-use efficiency over time	Water Use Efficiency (USD per cubic meter)	n/a	n/a	n/a
6.4.2	Level of water stress: freshwater withdrawal as a proportion of available freshwater resources	Level of water stress: freshwater withdrawal as a proportion of available freshwater resources (%)	n/a	16.5	17
SDG14 – LIFE BELOW WATER					
14.4.1	Proportion of fish stocks within biologically sustainable levels	Proportion of fish stocks within biologically sustainable levels (not overexploited) (%)	72.56	66.9	n/a
14.5.1	Coverage of protected areas in relation to marine areas	Coverage of protected areas in relation to marine areas (Exclusive Economic Zones) (%)	2.2	12.0	17.2
SDG15 – LIFE ON LAND					
15.1.1	Forest area as a proportion of total land area	Forest area as a proportion of total land area (%)	31.1	30.7	n/a
15.1.2	Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type	Average proportion of Freshwater Key Biodiversity Areas (KBAs) covered by protected areas (%)	30.5	43.1	43.2
		Average proportion of Terrestrial Key Biodiversity Areas (KBAs) covered by protected areas (%)	33.1	45.8	46.1
15.3.1	Proportion of land that is degraded over total land area	Proportion of land that is degraded over total land area (%)	n/a	20	n/a
15.4.2	Mountain Green Cover Index	Mountain Green Cover Index	n/a	n/a	n/a

⁸⁹ 2014 data

Outcome Indicators Performance

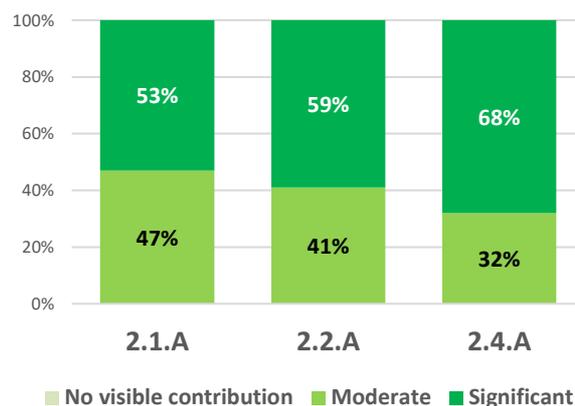
OUTCOME 2.1: Countries adopted practices to increase productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries	2.1.A: Number of countries where producers adopted practices to increase agricultural productivity in a sustainable manner				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	9%	30%	57%	4%
2015	2%	22%	56%	20%	0%
	2.1.B: Number of countries reporting to COFI on the code of Conduct for Responsible Fisheries implementation				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	6%	7%	55%	16%	16%
2015	n/a				
	2.1.C: Number of countries reporting progress towards sustainable forest management (SDG 15.2.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
OUTCOME 2.2: Countries developed or improved policies and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry	2.2.A: Number of countries which have policies and associated investment programmes that foster sustainable agriculture, forestry and fisheries and that explicitly address productivity and income, climate change adaptation and mitigation, and environmental conservation and foster cross-sectoral coordination				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	0%	14%	13%	73%
2015	5%	19%	23%	30%	23%
OUTCOME 2.3: Countries improved implementation of policies and international instruments for sustainable agriculture, fisheries and forestry	2.3.A: Number of countries that have issued national reports covering SO2 relevant SDG indicators on the implementation of the 2030 Agenda for Sustainable Development, addressing sustainable agriculture, forestry and fisheries				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	27%	31%	31%	8%	3%
2015	n/a				
	2.3.B: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (SDG 13.2.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
	2.3.C: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (SDG 14.6.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
	2.3.D: Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems (SDG 15.A.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	22%	10%	15%	34%	18%
2015	28%	20%	10%	26%	17%

OUTCOME 2.4: Countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation	2.4.A: Number of countries by level of availability, accessibility, quality and usage of sector/cross-sectoral data and analytical tools/products that are used in decision-making processes pertaining to agriculture, forestry and fisheries					
	Performance Status	Low	Med-low	Medium	Med-high	High
	2019	0%	9%	38%	54%	0%
2015	0%	13%	68%	20%	0%	

Figure 2.1 Percentage of countries with changes in performance status between 2015 and 2019 per SO2 indicator



Figure 2.2 FAO's contribution to the change between 2015 and 2019 (% of countries) per SO2 indicator



Output Indicators Achievement

Fully achieved (Actual ≥ Target): ●; Not achieved (Actual < Target): ▲

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
2.1 Countries adopted practices to increase productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries	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"> 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. 	76	94	●
		<ul style="list-style-type: none"> 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. 	43	46	●
	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"> 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. 	168	217	●
2.2 Countries developed or improved policies and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry	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"> 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. 	61	86	●
	2.2.2 Government and stakeholders' capacities improved to facilitate cross-sectoral policy dialogue to develop more integrated strategies and programmes for sustainable agriculture, forestry and fisheries, address climate change and environmental degradation	<ul style="list-style-type: none"> Number of strategy documents on sustainable agriculture, forestry and fisheries developed through cross-sectoral policy dialogue, related to 2030 Agenda and NDC implementation plans. 	40	43	●

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
2.3 Countries improved implementation of policies and international instruments for sustainable agriculture, fisheries and forestry	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 under FAO's responsibility	<ul style="list-style-type: none"> Number of formal session documents with input by FAO submitted to international governance mechanisms, and focusing on sustainable agriculture, forestry and/or fisheries considerations. 	50	93	●
	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"> 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. 	43	64	●
2.4 Countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation	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"> 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. 	111	112	●
	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"> 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. 	77	99	●

Strategic Objective 3: Reduce rural poverty

SDG Indicator		Series Description	2000	2015	2019 (or nearest prior date)
SDG1 – NO POVERTY					
1.1.1	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)	Proportion of population below the international poverty line of USD 1.90 per day	n/a	9.9	n/a
1.2.1	Proportion of population living below the national poverty line, by sex and age	Proportion of population living below the national poverty line (%)	n/a	n/a	n/a
1.4.1	Proportion of population living in households with access to basic services	Proportion of population using basic drinking water services, by location	69.4	79.9	81.2
		Proportion of population using basic sanitation services, by location	35.9	56.1	58.9
1.4.2	Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure		n/a	n/a	n/a
1.5.2	Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)	Direct agriculture loss attributed to disasters (current USD)	n/a	n/a	n/a
SDG2 – ZERO HUNGER					
2.3.2	Average income of small-scale food producers, by sex and indigenous status	Average income of small-scale food producers, PPP (constant 2011 international USD)	n/a	n/a	n/a
SDG8 – DECENT WORK AND ECONOMIC GROWTH					
8.6.1	Proportion of youth (aged 15-24 years) not in education, employment or training	Proportion of youth not in education, employment or training, by sex and age (%)	n/a	21.4	21.3
8.7.1	Proportion and number of children aged 5-17 years engaged in child labour, by sex and age	Proportion of children engaged in economic activity, by sex and age (%)	n/a	n/a	n/a
SDG10 – REDUCED INEQUALITIES					
10.1.1	Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population	Growth rates of household expenditure or income per capita (%)	n/a	n/a	n/a

Outcome Indicators Performance

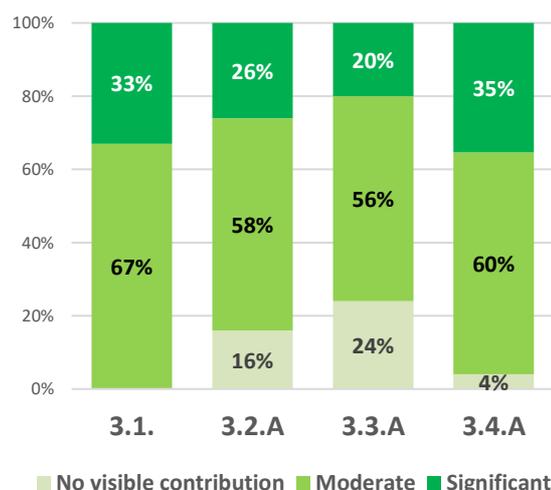
OUTCOME 3.1: Rural poor and rural poor organizations empowered to access productive resources, services and markets	3.1.A: Number of countries with an improved set of strategies - including policies, guidelines, regulations and tools and programmes - aiming to empower the rural poor and remove barriers to access by poor men and women to productive resources, services, technologies and markets				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	7%	39%	37%	17%
2015	9%	26%	29%	28%	8%
	3.1.B: Number of countries in which rural organizations, government institutions and other relevant stakeholders have enhanced their capacities for rural poor empowerment and to improve equitable access by poor men and women to productive resources, services, technologies and markets				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	29%	64%	7%	0%
2015	7%	41%	49%	3%	0%
	3.1.C: Progress by countries in the degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries (SDG 14.B.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	17%	17%	27%	40%
2015	n/a				
	3.1.D: (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure (SDG 5.A.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
	3.1.E: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control (SDG 5.A.2)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
OUTCOME 3.2: Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women	3.2.A: Number of countries with an improved set of institutions and strategies - including policies, guidelines, regulations and tools and programmes - aiming to generate decent rural employment, including for women and youth				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	3%	35%	58%	4%	0%
2015	12%	77%	9%	3%	0%
OUTCOME 3.3: Countries enhanced access of the rural poor to social protection systems	3.3.A: Number of countries with improved social protection systems that link social protection with rural poverty reduction, food security and nutrition, and sustainable management of natural resources				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	7%	80%	13%	0%
2015	7%	38%	47%	4%	3%
	3.3.B: Proportion of population covered by social protection floors/systems (SDG 1.3.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
	3.3.C: Proportion of total government spending on essential services (education, health and social protection) (SDG 1.A.2)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	20%	24%	33%	13%	10%

	3.3.D: Total government spending in social protection and employment programmes as a proportion of the national budgets and GDP (SDG 8.B.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015					
OUTCOME 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	3.4.A: Number of countries with enhanced capacities to put in place comprehensive, multi-sectoral development policies, strategies and programmes directed towards rural poverty reduction				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	12%	40%	45%	4%
2015	3%	26%	49%	19%	3%
	3.4.B: Proportion of resources allocated by the government directly to poverty reduction programmes (SDG 1.A.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015					

Figure 3.1 Percentage of countries with **changes in performance status** between 2015 and 2019 per SO3 indicator



Figure 3.2 **FAO's contribution to the change** between 2015 and 2019 (% of countries) per SO3 indicator



Output Indicators Achievement

Fully achieved (Actual ≥ Target): ●; Not achieved (Actual < Target): Δ

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
3.1 Rural poor and rural poor organizations empowered to access productive resources, services and markets	3.1.1 Rural organizations and institutions strengthened and collective action of the rural poor facilitated	<ul style="list-style-type: none"> 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. 	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"> 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. 	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"> 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. 	16	27	●
3.2 Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women	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"> 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. 	19	19	●
	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"> 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. 	7	7	●

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
3.3 Countries enhanced access of the rural poor to social protection systems	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"> 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. 	14	16	●
	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"> 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. 	17	20	●
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	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"> 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. 	18	21	●
	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"> 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. 	9	9	●

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

SDG Indicator		Series Description	2000	2015	2019 (or nearest prior date)
SDG2 – ZERO HUNGER					
2.3.1	Volume of production per labour unit by classes of farming/pastors/forestry enterprise size	Productivity of small-scale food producers (agricultural output per labour day, PPP) (constant 2011 international USD)	n/a	n/a	n/a
2.c.1	Indicator of food price anomalies	Consumer Food Price Index	n/a	n/a	n/a
SDG12 – RESPONSIBLE CONSUMPTION AND PRODUCTION					
12.3.1	(a) Food loss index and (b) food waste index	Food loss index	n/a	n/a	13.8
SDG17 – PARTNERSHIP FOR THE GOALS					
17.11.1	Developing countries' and least developed countries' share of global exports	Developing countries' and least developed countries' share of global merchandise exports (%)	0.6	0.9	1.0

Outcome Indicators Performance

OUTCOME 4.1: International standards, agreements and voluntary guidelines formulated to improve countries' access to, and functioning of, international markets	4.1.A: ⁹⁰ Percent of low income and lower-middle income countries effectively participating in international standard setting under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC) or Codex standards development which were received from LDCs				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	0%	0%	0%	0%
2015	0%	0%	0%	0%	0%
	4.1.B: Number of countries whose access to international markets has been improved due to adoption of international voluntary guidelines and participation in trade related agreements.				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	7%	27%	34%	31%
2015	3%	35%	35%	16%	11%
OUTCOME 4.2: Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development	4.2.A: Number of countries in which elements of an enabling environment that support more inclusive and efficient agricultural and food systems development are in place, also measured by <i>Aid for Trade commitments and disbursements (SDG 8.A.1)</i>				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	0%	27%	57%	16%
2015	0%	5%	68%	26%	0%
	4.2.B: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (SDG 14.6.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	6%	20%	45%	18%	11%
2015	n/a				

⁹⁰ This indicator refers to the participation in international standard setting under the auspices of Codex and the IPPC. It is not presented in the figures because the indicator is a binary one (yes, no) and does permit distribution by categories.

OUTCOME 4.3: Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development	4.3.A: Number of countries where value chain actors have increased technical and managerial capacities				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	5%	31%	59%	5%
2015	11%	21%	62%	6%	0%
	4.3.B: Number of countries with improved financial instruments and services and risk management mechanisms for agricultural and food chain development measured by also using the <i>proportion of small-scale industries with a loan or line of credit (SDG 9.3.2)</i>				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	23%	7%	40%	29%	1%
2015	46%	28%	17%	9%	0%
	4.3.C: Number of countries in which investment in the agricultural and food systems sector has increased measured by also using the <i>agriculture orientation index for government expenditure (SDG 2.A.1)</i> and <i>total official flows to the agricultural sector (SDG 2.A.2)</i>				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	0%	38%	27%	18%	17%
OUTCOME 4.4: Countries made decisions based on evidence to support agrifood systems development	4.4.A: Number of countries by level of the availability, accessibility, quality and usage of data and analytical tools/products in policy making processes pertaining to inclusive and efficient agricultural and food systems				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	5%	56%	38%	1%
2015	0%	20%	71%	9%	0%

Figure 4.1 Percentage of countries with changes in performance status between 2015 and 2019 per SO4 indicator

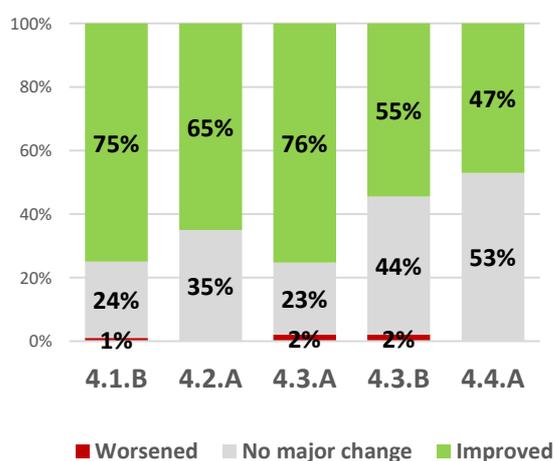
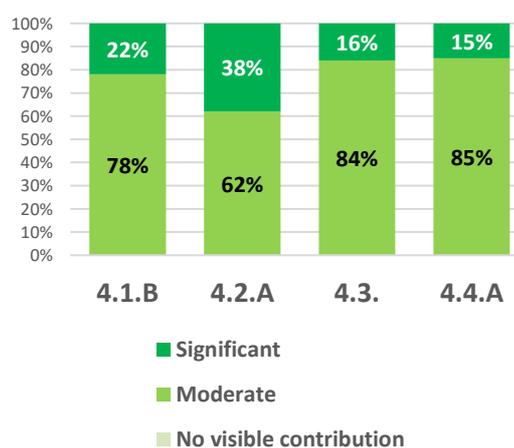


Figure 4.2 FAO's contribution to the change between 2015 and 2019 (% of countries) per SO4 indicator



Output Indicators Achievement

Fully achieved (Actual ≥ Target): ●; Not achieved (Actual < Target): ▲

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
4.1 International standards, agreements and voluntary guidelines formulated to improve countries' access to, and functioning of, international markets	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	Number of new or revised international standards in food safety and quality and plant health based on new issues considered, draft standards achieved or new standards adopted.	179	191	●
	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"> 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. 	28	39	●
4.2 Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development	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"> 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. 	65	72	●
		<ul style="list-style-type: none"> 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 	17	38	●
	4.2.2 Public and private sector organizations' capacities strengthened to design and implement institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems	<ul style="list-style-type: none"> Number of countries in which public and private sector organizations benefitted from FAO support to strengthen their capacities to design and implement institutional arrangements that are supportive of inclusiveness and efficiency in agricultural and food systems. 	19	17	▲

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
4.3 Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development	4.3.1 Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value chains	Number of countries provided with FAO support to strengthen technical and managerial capacities of value chain actors. ⁹¹	57	57	●
	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"> 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. 	32	34	●
4.4 Countries made decisions based on evidence to support agrifood systems development	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"> Number of FAO market information, analytical and knowledge products published. 	62	90	●
	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"> 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. 	17	21	●

⁹¹ Regarding the subindicator, 18 out of the 57 countries were supported to strengthen the capacities of value chain actors to develop gender-sensitive value chains and enable women to benefit equally.

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

	SDG Indicator	Series Description	2000	2015	2019 (or nearest prior date)
SDG2 – ZERO HUNGER					
2.1.2	Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)	Prevalence of moderate or severe food insecurity in the population, total with upper/lower bounds (%)	n/a	23.5	25.4
2.2.2	Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards)	Proportion of children moderately or severely overweight (%)	4.9	5.7	5.9
		Proportion of children moderately or severely wasted (%)	n/a	n/a	7.29
2.4.1	Proportion of agricultural area under productive and sustainable agriculture		n/a	n/a	n/a
2.c.1	Indicator of food price anomalies	Consumer Food Price Index	n/a	n/a	n/a
SDG11 – SUSTAINABLE CITIES AND COMMUNITIES					
11.5.1 ⁹²	Number of deaths, missing persons and directly affected persons attributed to disasters per 100 000 population	Number of people affected by disaster (number)	n/a	n/a	n/a
11.5.2	Direct disaster economic loss in relation to global GDP, damage to critical infrastructure and disruptions to basic services, attributed to disasters	Direct agriculture loss attributed to disasters (current USD)	n/a	n/a	n/a
SDG15 – LIFE ON LAND					
15.3.1	Proportion of land that is degraded over total land area	Proportion of land that is degraded over total land area (%)	n/a	20	n/a
SDG16 – PEACE, JUSTICE AND STRONG INSTITUTIONS					
16.1.2	Conflict-related deaths per 100 000 population, by sex, age and cause		n/a	n/a	n/a

⁹² Indicator 11.5.1=13.1.1=1.5.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100 000 population

Outcome Indicators Performance

OUTCOME 5.1: Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management	5.1.A: Number of countries by level of commitment and capacity for disaster and crisis risk reduction/management for agriculture, food and nutrition in the form of policies, legislation and institutional systems (SDG 1.5.3)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	8%	27%	61%	4%
2015	12%	27%	49%	13%	0%
	5.1.B: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (SDG 13.2.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
	5.1.C: Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula (SDG 13.3.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
OUTCOME 5.2: Countries made use of regular information and early warning against potential, known and emerging threats	5.2.A: Number of countries that have improved their capacities in the generation of, and availability accessibility, quality and use of data, and analytical tools/products and information related to potential, known and emerging threats to agriculture, food and nutrition				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	7%	30%	63%	0%
2015	0%	27%	58%	15%	0%
OUTCOME 5.3: Countries reduced risks and vulnerability at household and community level	5.3.A: Number of countries that have improved their capacity to apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	8%	32%	54%	6%
2015	0%	39%	24%	36%	0%
	5.3.B: (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure (SDG 5.A.1)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
	5.3.C: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control (SDG 5.A.2)				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	n/a				
2015	n/a				
OUTCOME 5.4: Countries prepared for and managed effective responses to disasters and crises	5.4.A: Level of preparedness and response management capacity				
Performance Status	Low	Med-low	Medium	Med-high	High
2019	0%	14%	22%	48%	16%
2015	3%	19%	47%	31%	0%

Figure 5.1 Percentage of countries with **changes in performance status** between 2015 and 2019 per SO5 indicator

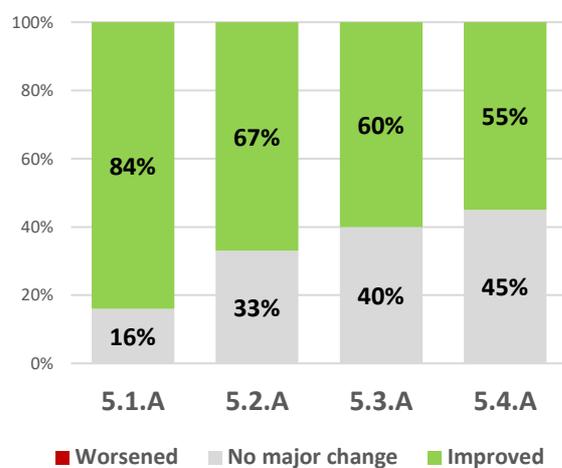
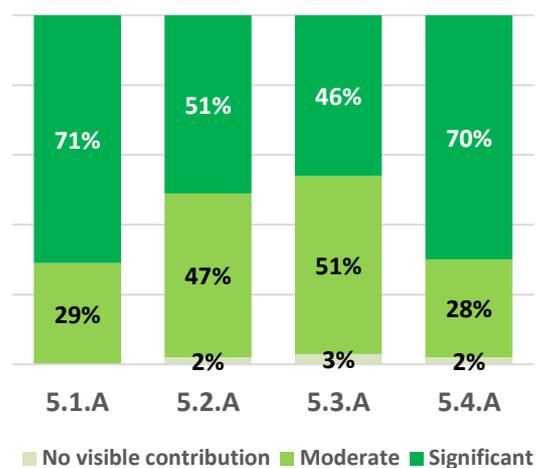


Figure 5.2 **FAO's contribution to the change** between 2015 and 2019 (% of countries) per SO5 indicator



Output Indicators Achievement

Fully achieved (Actual ≥ Target): ●; Not achieved (Actual < Target): △

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
5.1 Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management	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	• 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.	46	46	●
		• 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.	80	84	●
	5.1.2 Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management	• Number of countries or regions that improved resource mobilization and coordination mechanisms for risk reduction and crises management as a result of FAO support.	35	43	●
5.2 Countries made use of regular information and early warning against potential, known and emerging threats	5.2.1 Mechanisms set up or improved to identify, monitor threats, and assess risks and deliver integrated and timely Early Warning	• Number of countries or regions that have improved threat monitoring mechanisms/systems to enhance delivery of early warnings as a result of FAO support.	56	57	●
	5.2.2 National capacities improved to assess vulnerability and measure resilience	• Number of countries or regions that improved resilience/vulnerability mapping and analysis as a result of FAO support.	35	36	●

Outcome	Output	Indicator	Target 2018-19	Actual 2018-19	Achieved
5.3 Countries reduced risks and vulnerability at household and community level	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"> 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. 	37	37	●
	5.3.2 Communities equipped with vulnerability reduction practices and measures	<ul style="list-style-type: none"> 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. 	31	33	●
5.4 Countries prepared for and managed effective responses to disasters and crises	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"> Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness. 	27	41	●
	5.4.2 Humanitarian assistance for livelihood saving timely delivered to crises affected communities	<ul style="list-style-type: none"> Number of countries or regions affected by a crisis impacting agriculture in which FAO provided timely, nutrition and gender-sensitive responsive crisis response. 	35	38	●

Fully Achieved (Actual \geq Target) ●; Not achieved (Actual < Target) Δ

OBJECTIVE 6				
TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION)				
Outcome statement - 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				
6.1: Quality and integrity of the technical and normative work of the Organization	Key performance indicators	Target 2018-19	Actual 2018-19	Progress
	6.1.A Quality of technical leadership, <i>measured by: - a survey methodology to assess the feedback of stakeholders on elements of technical leadership</i>	70%	70%	●
6.2: Quality and use of FAO Statistics to support evidence-based decision making is improved	Key performance indicators	Target 2018-19	Actual 2018-19	Progress
	6.2.A: Proportion of SDG indicators under FAO custodianship reported at the national level in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1)	40%	43%	●
	6.2.B: Proportion of FAO statistical processes of good quality on the basis of the FAO Statistical Quality Assurance Framework (SQAF)	80%	88.5%	●
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	Key performance indicators	Target 2018-19	Actual 2018-19	Progress
	6.3.A: Number of gender mainstreaming minimum standards implemented	14	13	Δ
	6.3.B: Number of performance standards of revised UN SWAP on gender met or exceeded by FAO	10	15	●
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	Key performance indicators	Target 2018-19	Actual 2018-19	Progress
	6.4.A: 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	●
	6.4.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	20	●
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	Key performance indicators	Target 2018-19	Actual 2018-19	Progress
	6.5.A: Number of global nutrition mechanisms/processes with FAO contributions where progress on ICN2 follow-up has been reported	5	7	●
	6.5.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%	74%	●

OBJECTIVE 6				
TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION)				
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	Key performance indicators	Target 2018-19	Actual 2018-19	Progress
	6.6.A: Number of countries supported by FAO to implement and/or further develop the agricultural components of their Nationally Determined Contributions under the Paris Agreement	40	98	●
	6.6.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	30	●

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 2018-19	Actual 2018-19	Progress
7.1: TCP management and support				
7.1.A	Approval rate of TCP resources against 2018-19 Appropriation	100%	100%	●
7.1.B	Delivery rate of TCP projects against 2016-17 Appropriation	100%	100%	●

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				
Key performance indicators		Target 2018-19	Actual 2018-19	Progress
8.1: Partnerships, advocacy and capacity development including South-South Cooperation				
8.1.A	Number of strategic partnerships brokered and sustained	20	58	●
8.1.B	Number of advocacy initiatives implemented to support corporate activities and Strategic Programmes	8	21	●
8.1.C	Number of capacity development methodologies applied in support of the Strategic Programmes	10	28	●
8.1.D	Number of ongoing South-South and Triangular Cooperation agreements and programmes	25	27	●
8.2: Communications				
8.2.A	User traffic to FAO.org (based on Web access statistics to the FAO Document Repository)	8.5 million	6.65 million	△

FUNCTIONAL OBJECTIVE 8: OUTREACH				
8.2.B	Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service	23,000 news hits per month	24,503 news hits per month	●
8.2.C	Increase in aggregate number of followers of FAO's social media accounts (combined)	2.2 million	1.87 million	△
8.3: Resource Mobilization				
Key performance indicators		Target 2018-19	Actual 2018-19	Progress
8.3.A	Biennial level of voluntary contributions mobilized	USD 1.7 billion	USD 2.4 billion	●

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 2018-19	Actual 2018-19	Progress
9.1.A	Level of satisfaction with the provision of IT solutions by strategic business clients, <i>measured by:</i> - <i>percentage of strategic business clients fully satisfied (source: annual client survey)</i>	70%	71%	●
9.1.B	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> - <i>percentage of digital assets (in-house information systems, links to external data sources) that utilize the provided digital platform</i>	75%	72%	△

FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION				
Outcome statement - Effective direction of the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight				
Key performance indicators		Target 2018-19	Actual 2018-19	Progress
10.1: FAO Governance				
10.1.A	Governing body documents delivered according to deadlines and language requirements	100%	82%	△
10.1.B	Implementation of governing body decisions within prescribed deadlines	90%	100%	●
10.2: Oversight				
10.2.A	Percentage of audit coverage delivered, including high risk ones	90% (including 100% high risk)	75%	△
10.2.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	13	●
10.3: Direction				
10.3.A	Share of Strategic Objective Output targets met	85%	95%	●
10.3.B	Percentage of recommendations of strategic evaluations where the agreed management response has been completed by the due date	90%	100%	●
10.3.C	Percentage of high risk audit recommendations which have been completed by due date	80%	87%	●
10.3.D	Percentage of long outstanding audit recommendations (i.e. above 24 months)	Below 10%	12%	△

FUNCTIONAL OBJECTIVE 11: EFFICIENT AND EFFECTIVE ADMINISTRATION				
Outcome statement - Maximize effectiveness and work towards ensuring value-for-money in fulfilling fiduciary, policy setting and monitoring and control functions				
Key performance indicators		Target 2018-19	Actual 2018-19	Progress
11.1: Efficient and effective management of human resources				
11.1.A	Time required to recruit staff	120 days	145 days	△
11.1.B	Percentage of member countries that are equitably represented	75%	91%	●
11.1.C	Geographic mobility (posts)	75	90	●

FUNCTIONAL OBJECTIVE 11: EFFICIENT AND EFFECTIVE ADMINISTRATION

11.2: Efficient and effective management of financial resources

11.2.A	FAO receives an unmodified opinion on its financial statements, including on its statements of internal control	1 Unmodified external audit opinion (annual)	1 Unmodified external audit opinion	●
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11.3: Efficient and effective administration

11.3.A	Level of client satisfaction with quality of service provided	70%	72%	●
11.3.B	Corporate Environmental Responsibility measured by proportion of FAO office buildings/compounds that shall provide annual data on Greenhouse Gas emissions	86%	87%	●

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 2018-19	Actual 2018-19	Progress
13.1.A	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%	●
13.1.B	Percentage of CAPEX projects that are delivered on time, quality and within budget, <i>measured by:</i> – <i>Project Portfolio</i>	85%	43%	▲

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 2018-19	Actual 2018-19	Progress
14.1: Safe and secure operating environment for headquarters programme delivery				
14.1.A	Percentage of staff having completed Basic Security Training	90%	96%	●
14.2: Safe and secure operating environment for worldwide programme delivery				
14.2.A	Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS)	100%	98%	▲
14.2.B	Percentage of international staff at decentralized offices that comply with Residential Security Measures (RSM)	100%	100%	●
14.2.C	Percentage of reported security-related incidents at decentralized offices with prompt follow-up	100%	100%	●
14.2.D	Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required	100%	100%	●

Annex 3: Gender – Progress on FAO Gender Policy Minimum Standards and the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)

471. 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's empowerment being systematically integrated in all Strategic Programmes. Outcome 6.3 (*Section I.C*) aims at *strengthened 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 standards implemented

472. 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.

473. In 2018, the KPI was revised through extensive consultation with divisions and offices, leading to the identification of criteria and benchmarks to measure the extent to which these mechanisms are being implemented.

474. Over the 2018-19 biennium, FAO reported for the first time on Standard 12, related to the inclusion of gender equality objectives in the Performance Evaluation and Management System (PEMS) of FAO staff, starting with the gender focal points. Similarly, FAO complied with Standard 9 on staff learning, having enforced a mandatory course on gender equality for all staff, which was also expanded to include capacity development opportunities beyond e-learning. In 2018 and 2019, most standards showed consistency and improvements in reporting, particularly those related to sex-disaggregated data collection and dissemination; staff learning and capacity development; evaluation; and project formulation and implementation.

475. The target of 14 Standards to be implemented out of 15, which was set for the biennium, was met in 2018, but not in 2019 (FAO implemented 13 out of 15 standards). Standard 14, on financial resource tracking could not be implemented yet, but FAO is reviewing means to associate a gender-related budget to its projects and programmes. Moreover, Standard 6, which requires decentralized offices and technical divisions to periodically carry out a gender stock-taking exercise, was implemented in 2018, but fell below the established benchmark in 2019, with fewer reports delivered than expected, mainly due to the revision of the guidelines and introduction of new requirements in 2019.

Table 16: Minimum Standards for Gender Mainstreaming

Minimum Standards for Gender Mainstreaming		2018	2019	Biennium Summary of Results
1	All major FAO statistical data bases incorporate sex-disaggregated data, where relevant and as available	Implemented	Implemented	Eight FAO major data bases, 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 this data through its knowledge products, and particularly through its flagship publications, not all of which are produced on an annual basis. During the biennium, six out of seven <i>State of the World Reports</i> included sex disaggregated data and discussed the gender dimension of the main themes addressed.

Minimum Standards for Gender Mainstreaming		2018	2019	Biennium Summary of Results
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	Implemented	Over the biennium, government officials from an average of 80 countries took part in annual 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 agricultural censuses and surveys, with 27 surveys completed in 2018 and 22 in 2019.
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	Implemented	All SPs incorporate gender-related activities and expected results, formulated at country, regional and headquarters level. Not all gender activities, however, are easily captured, as they are often embedded under broader results. This is why, over the biennium, an average of 9% of planned results were gender-specific (i.e. with gender dimension made explicit in the title). At Output level, gender-sensitive indicators and qualifiers enable the Organization to track the achievement of gender-related results. Results that highlighted a specific gender component showed an increase, from 41% to 43% of the total. As for the Outcome level, the guiding questions for the corporate assessment were improved and now include 30% of gender-related questions, compared to 10% in 2018.
4	A financial target for resource allocation for the FAO gender equality policy is set and met	Implemented	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	Implemented	FAO promotes the development of country gender assessments (CGAs) as an important basis for country programming and project formulation. Over the biennium a total of 32 new assessments were carried out and a review of an average of 90% CPFs that indicated gender-related constraints were analysed and constraints were addressed.
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	Not implemented	FAO promotes a periodic stocktaking of gender work in each division/office to review achievements, identify gaps and plan for gender-related activities. 28 reports were finalized in 2018, and 6 divisions/offices underwent the exercise in 2019. The revision of the guidelines and introduction of new requirements in 2019 was the main cause why most divisions/offices were unable to finalize the report before the end of 2019.
7	Gender analysis is incorporated in the formulation of all field programmes and projects and gender-related issues are taken into account in project approval and implementation processes	Implemented	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. Both in 2018 and in 2019 a very high percentage (over 90%) of projects were formulated based on gender analysis (assessed on the basis of FAO's gender markers), and the projects assessed as having adequately addressed gender (based on a scorecard system in terminal reports) grew considerably from 70% to 87%.

Minimum Standards for Gender Mainstreaming		2018	2019	Biennium Summary of Results
8	All programme reviews and evaluations fully integrate gender analysis and report on the gender-related impact of the area they are reviewing	Implemented	Implemented	In line with the Office of Evaluation Guidelines for the assessment of gender mainstreaming, all evaluations carried out in the biennium (47) integrated gender in their terms of reference. All evaluation reports also contained a dedicated gender section, as part of the formulation, management and results of the initiative evaluated. Between 2018 and 2019 there was also a considerable improvement in the percentage of evaluations which systematically make gender-related recommendations based on their conclusions (from 82% to 100%).
9	A mandatory gender mainstreaming capacity development programme is developed and implemented for all professional staff and managers	Implemented	Implemented	FAO annually implements a gender-related capacity development strategy and offers a variety of gender-related training options to its staff. As of 2018, the inter-agency e-learning course on <i>Gender Equality, UN Coherence and You</i> is mandatory for all staff; and in 2019, 544 staff members have completed different gender-related e-learning courses offered on the internal you@fao learning platform. Moreover, during the biennium, over 80 different face-to-face workshops, seminars or webinars dedicated to gender issues were organized at headquarters and in decentralized offices (30 in 2018 and 51 in 2019).
10	Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them	Implemented	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. Hiring divisions can highlight gender experience or qualifications in vacancy announcements.
11	Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products	Implemented	Implemented	Every year, Gender Focal Points (GFPs) receive a survey to report on the extent to which they contribute to the delivery of gender work within their divisions/units. During the biennium, over 85% annually reported a direct involvement, 45% on a regular basis and 55% occasionally. Their main tasks refer to gender-related planning and reporting; representation of FAO in inter-agency meetings; supporting the development of country planning document; project formulation and review of knowledge products.
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	Implemented	In 2018, for the first time, FAO was able to report on how many staff members included a gender objective in their performance evaluation. Over the biennium, this assessment focused on the Gender Focal Points, where close to two thirds had included a gender-related objective or indicator in their PEMS. In 2019, FAO started to lay the ground for extending this review to other categories of staff, including supervisors and managers.

Minimum Standards for Gender Mainstreaming		2018	2019	Biennium Summary of Results
13	Human and financial resources and normative and operational results related to gender equality from the headquarters to the country level are systematically tracked and reported to FAO governing bodies and to the UN system	Implemented	Implemented	The corporate monitoring framework tracks gender-related results by Strategic and Functional Objectives, and reports them to FAO governing bodies through the Mid-Term Synthesis and Programme Implementation 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 equality and reports on human resources data to the Finance Committee.
14	30% of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions	Not implemented	Not implemented	In both 2018 and 2019, a high percentage (55% and 57%) 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), and the share of projects marked G2b (where gender is the main objective) averaged at 6%. This standard is not yet implemented because FAO is still working toward determining the gender-related budget of individual interventions.
15	The share of Technical Cooperation Programme (TCP) total portfolio allocated to programmes and projects related to gender equality is increased from 9 to 30%	Implemented	Implemented	The TCP enables FAO to make its know-how and expertise available to member countries upon request, drawing from its own resources. Over the biennium, more than half of the approved 359 approved TCP projects, addressed gender equality.

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

476. The UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) is an accountability framework to accelerate mainstreaming of gender equality and the empowerment of women in all institutional functions of UN system entities, and requires annual reporting by each participating entity, department and office.

477. The year 2018 marked the first year of the reporting under UN-SWAP 2.0 and FAO confirmed its successful performance. As a result, UN Women acknowledged FAO achievements on *Reporting on gender-related SDG results and Improving gender-responsive evaluation practices*, and encouraged FAO to accelerate efforts to achieve the equal representation of women at all levels and commitment at the highest levels to mainstream gender equality and women's empowerment across all its activities.

478. Indicator 6.3.B assesses FAO's performance against the UN-SWAP standards. In 2019, FAO further progressed by meeting or exceeding 15 out of 16 UN-SWAP performance indicators (Table 17). The UN-SWAP 2.0 includes 17 indicators with one indicator (PI 3) not applying to FAO.

479. In particular, FAO was also able to exceed PI 14 on capacity assessment, in addition to the PI 4 on evaluation, PI 5 on audit, PI11 on gender architecture. The main area of improvement is PI12 on equal representation of women. FAO developed a remedial action plan for 2020 to implement the Action Plan for the Achievement of Gender Parity of FAO Staff.

Table 17: 2019 UN-SWAP 2.0 FAO rating by Performance Indicator*

PI	Title	2018	2019
1	Strategic planning gender-related SDG results	meets	meets
2	Reporting on Gender-related SDG results	exceeds	exceeds
3	Programmatic Gender-related SDG Results not captured in PI 1	N/A	N/A
4	Evaluation	exceeds	exceeds
5	Audit	exceeds	exceeds
6	Policy	meets	meets
7	Leadership	meets	meets
8	Gender-responsive Performance Management	meets	meets
9	Financial Resource Tracking	meets	meets
10	Financial Resource Allocation	meets	meets
11	Gender Architecture	exceeds	exceeds
12	Equal Representation of Women	approaches	approaches
13	Organisational Culture	meets	meets
14	Capacity Assessment	meets	exceeds
15	Capacity Development	meets	meets
16	Knowledge and Communication	meets	meets
17	Coherence	approaches	meets
<i>*As per the UN-SWAP reporting timeline to the ECOSOC of the UN, ratings will be confirmed in July 2020</i>			

Annex 4: Climate Change Strategy Results Framework – 2018-19 Progress Report

480. This Annex was prepared with the involvement of relevant technical divisions, regional offices and Strategic Programme teams and reflects the strong horizontal integration of climate change across FAO's work. The corporate Climate Change Strategy and its implementation over the biennium have enabled the mainstreaming of climate change adaptation and mitigation through every area of work. All the achievements reported under the Climate Change Strategy's results framework are the expression of the transversal nature of climate change as one of the crosscutting themes of the Organization.

Highlights

481. *Outcome 1:* In the two years of the biennium, FAO supported countries in mobilizing more than USD 1 billion (1.b.i) of national and international financial resources for climate change adaptation and mitigation in the food and agricultural sectors. A total of 186 (1.b.ii) newly funded projects became operational with the support of FAO, including TCPs, thus far exceeding the initial target set which proved to be too conservative in light of the wide acceptance retained for climate change adaptation and mitigation. 53 (1.e.i) multi-country workshops were organized or supported by FAO to address issues relating to climate change, with up to 140 (1.e.ii) countries having attended one of those workshops, more than twice than expected. These results reflect a dramatic increase of country demand for support in accessing climate finance and tackling climate change through multi-country technical and policy exchanges.

482. *Outcome 2:* FAO also strongly delivered under Outcome 2 by contributing and putting forward its perspectives on food security and agriculture in 45 (2.a.i) international and regional fora addressing climate change, and 11 (2.c.i) fora not primarily dealing with agriculture, thus building linkages with other sectors. While the Organization overperformed under those indicators, its efforts to participate in global climate financing meetings (20, 2.b.i) and sign collaborative programmes with climate finance partners (7, 2.b.ii) could be further expanded. The target proved too ambitious as, implementation will mainly be in the 2020-21 biennium since negotiations and contractual arrangements take time. Overall, FAO significantly strengthened its position and engagement towards improved integration of food security, nutrition and agriculture within the international agenda on climate change.

483. *Outcome 3:* The internal coordination and delivery of FAO's work have improved throughout the biennium. While climate change still cannot be considered fully embedded in the FAO's project cycle (3.a.ii), the introduction of OECD Development Assistance Committee (DAC) policy markers on climate change adaptation and mitigation enabled the classification of projects "significantly" and "principally" associated with climate change, which account for 56% (3.a.iv) of FAO's project portfolio. A great majority of FAO's projects have now been tagged against policy markers allowing identification of those associated with climate change. However, mainstreaming climate change into FAO's project cycle would potentially require that all projects are screened, analysed and adjusted taking into account climate-related dimensions, from the design phase. The Regular Programme budget significantly associated with climate change is estimated to amount to 9% (3.a.iii), which was calculated by identifying Regular Programme expenditures relevant to climate change through the OECD-DAC coding system, and a triangulation among climate change related divisions, delivery mechanisms, and SOs Outputs. FAO established 27 (3.b.i) strategic partnerships with non-state actors to maximize the impact of climate action at all levels and joined forces with IFAD and WFP in convening 11 (3.b.ii) side events on climate topics. A high number of learning events and exchanges (55, 3.c.iii) was organized to build and strengthen internal capacities of FAO's staff.

Way forward

484. FAO's new strategic priorities for 2020-21, including *inter alia* the Hand-in-Hand initiative, digital agriculture and innovation, partnerships including SSTC, and zoonotic diseases, will be

integrated within the implementation, monitoring and reporting process on climate change to ensure related synergies and improved coordination among different areas of work. With SIDS, LDCs and LLDCs being mostly affected by climate change, all priorities are gaining momentum with an increasing number of member countries employing more complex and sector-wide approaches and looking for support in effective delivery mechanisms to tackle climate-related issues and challenges, including stepping up collaboration for integrated solutions. In the future, FAO's Strategy on Climate Change results framework will be further streamlined in full alignment with FAO's new Strategic Framework.

Table 18: 2018-19 Progress on the Climate Change Strategy Action Plan Results Framework

	Output Indicators for FAO's role (Strategic Objectives Output Indicators are stated in brackets)	Targets	Actual by end-biennium
Outcome 1 Outputs			
1.a. NDC implementation in the food and agricultural sectors is directly supported in countries through policy processes, capacity development and technical interventions on the ground.	1.a.i. (SP2.3.2.) 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.	43	64
1.b. Country access to financing for the food and agricultural sectors is supported by leveraging national and international climate finance.	1.b.i. Amount of finance targeted at CCAM in food and agriculture that is mobilized with FAO support.	USD 1 billion	USD 1.22 billion
	1.b.ii. Number of newly funded CCAM programs and projects supported by FAO.	30	186
1.c. Countries are supported to integrate food security, agricultural sector considerations and climate change across relevant national policies and regional policies, strategies, programmes.	1.c.i. Number of FAO CPFs that reference NDCs and identify areas for FAO collaboration with countries on CCAM. Output Indicator 1.c.i. is measured by Output Indicator 3.a.i.	35	69
	1.c.ii. (SP2.2.1.) Number of policies, strategies and 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.	61	86
	1.c.iii. (SP2.2.2.) Number of strategy documents on sustainable agriculture, forestry and fisheries developed through cross-sectoral policy dialogue and governance mechanisms, related to 2030 Agenda and NDC implementation plans.	40	43
1.d. Countries are guided to develop and adopt Disaster Risk Reduction and upstream adaptive and preventive approaches.	1.d.i. (SP5.1.1.A.) Number of countries that formulated and institutionalized a strategy/plan for risk reduction and crisis management as a result of FAO support.	46	46
	1.d.ii. (SP5.4.1.) Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness.	27	41
1.e. Multi-country technical and policy exchanges to address issues relating to climate change are convened.	1.e.i. Number of multi-country workshops organized or supported by FAO to facilitate technical and policy exchanges to address issues relating to climate change.	12	53
	1.e.ii. Number of countries attending workshops organized or supported by FAO to address issues relating to climate change.	60	140

	Output Indicators for FAO's role (Strategic Objectives Output Indicators are stated in brackets)	Targets	Actual by end-biennium
1.f. New or updated codes of practice, guidelines, standards and other documents that support countries in addressing climate change more effectively are developed.	1.f.i. Number of new or updated codes of practice, guidelines, standards and other documents that support countries in addressing climate change more effectively.	15	40
1.g. National and regional institutional capacity to generate, collect and use data and information that enhances their ability to address climate change adaptation and mitigation is strengthened.	1.g.i. (SP2.1.2) 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.	168	217
	1.g.ii. (SP2.4.2.) 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.	77	99
	1.g.iii. (SP5.2.1.) Number of countries that have improved threat monitoring mechanisms/systems to enhance delivery of early warnings as a result of FAO support.	56	57
	1.g.iv (SP4.3.1.) Number of countries provided with FAO support to strengthen technical and managerial capacities of value chain actors.	57	57
1.h. New tools are developed and existing tools are disseminated to assist with analysis of and planning for the impacts of climate change and new national reporting requirements.	1.h.i. Number of new tools developed to assist with analysis of and planning for the impacts of climate change and with new national reporting requirements.	1	5
	1.h.ii. Number of countries that received training to apply tools to assist with analysis of and planning for the impacts of climate change and with new national reporting requirements.	20	112
1.i. Knowledge and technical support to countries on climate-smart agriculture approaches is increased.	1.i.i. (SP2.1.1.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.	76	94
	1.i.ii (SP2.1.1.b.) Number of initiatives where innovate practices or the use of technologies are scaled up to sustainably increase productivity and production, while addressing climate change and/or environmental degradation.	43	46
1.j. Strategic national partnerships with key research and implementation actors in the international climate and development process including farmers and food producers, academia, the private sector and civil society are leveraged.	Outputs 1.j. and 2.f. are measured by Output Indicator 3.b.i.		27
Outcome 2 Outputs			
2.a. Perspectives of food security and nutrition, agriculture, forestry and fisheries, rural livelihoods and natural resource management and conservation	2.a.i. Number of international and regional fora and meetings addressing climate change to which FAO contributes.	12	45
	2.a.ii. (SP2.3.1.) Number of formal session	50	93

	Output Indicators for FAO's role (Strategic Objectives Output Indicators are stated in brackets)	Targets	Actual by end-biennium
are appropriately prioritized in international and regional fora addressing climate change.	documents with input by FAO submitted to international governance mechanisms focusing on sustainable agriculture, forestry and/or fisheries considerations. International governance mechanisms include in particular: a) 2030 Agenda implementation b) UNFCCC/ Paris Agreement c) UNCBD, UNCCD or other relevant institutional initiatives d) mechanism or instruments under FAO's responsibility and related regional governance mechanisms		
2.b. Higher profiling for food and agricultural sectors in financing decisions related to climate change is promoted.	2.b.i. Number of global climate financing meetings in which FAO participates.	28	20
	2.b.ii. Number of collaborative programmes between FAO and climate finance partners regarding the agricultural sectors.	11	7
2.c. FAO's engagement on climate change is extended to relevant fora that do not specifically deal with the agricultural sectors, such as those dealing with humanitarian issues, migration or conflict.	2.c.i. Number of international fora and meetings not primarily dealing with agriculture where FAO is engaged and builds linkages between the agricultural sectors and other sectors.	4	11
2.d. FAO's role as a provider of global data and information resources and knowledge and technologies on CCAM is maintained and strengthened.	2.d.i (SP2.4.1.) 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.	111	112
2.e. Actors from the food and agricultural sector and actors from other sectors that primarily deal with climate change are convened.	2.e.i. Number of inter-sectorial dialogues on climate change convened.	10	14
2.f. Strategic international partnerships are leveraged with key research and implementation actors in the international climate and development process including UN System, public, private, research and civil society organizations to synergize and complement the financial, human, and technical resources needed to improve delivery, avoid duplication, make more efficient use of resources and mobilize finance in support of national programmes.	Outputs 1.j. and 2.f. are measured by Output Indicator 3.b.i.		27
2.g. FAO's support to engaging younger generations in climate change issues is strengthened through education and public awareness raising at global and national level.	2.g.i. Number of new materials on climate change issues for younger generations released.	4	3
Outcome 3 Outputs			
3.a. Operational modalities for the implementation of the Strategy as well as the new Climate, Biodiversity, Land	3.a.i. Number of CPFs integrating climate change.	35	69
	3.a.ii. Climate change is integrated into the FAO project cycle as a required consideration.	Yes	No

	Output Indicators for FAO's role (Strategic Objectives Output Indicators are stated in brackets)	Targets	Actual by end-biennium
and Water (CB) Department are established.	3.a.iii. Proportion of FAO's regular programme budget significantly associated with climate change activities.	8%	9,34%
	3.a.iv. Proportion of FAO's project portfolio budget significantly associated with climate change activities.	30%	56%
3.b. Impact is maximised on a national, regional and international level through strategic partnerships with key research and implementation actors in the international climate and development process including the UN system, farmers and food producers, academia, the private sector and civil society organizations, among others.	3.b.i. Number of partnerships with non-state actors established that include explicit climate change activities in their collaboration agreements.	7	27
	3.b.ii. Number of side events organized with the Rome-based agencies on climate topics.	9	11
3.c. Internal programmes for sharing knowledge and fostering learning are expanded. In particular, capacities of FAO's country, subregional, regional and liaison offices are strengthened.	3.c.i. Number of members of the Technical Network on Climate Change mailing list, in number of countries.	420 (in 54 countries)	354 (in 41 countries)
	3.c.ii. Number of training modules and guidance documents produced.	12	6
	3.c.iii. Number of exchanges and/or learning events organized.	16	55
3.d. Progress in implementing this Strategy is measured.	3.d.i. A timely Strategy Implementation Report is produced at the end of every second year, in line with FAO's PWB reporting cycle.	Yes	Yes
3.e. GHG emissions stemming from functional operations in Headquarters and Decentralized Offices are reduced.	3.e.i. Annual per-capita building-related GHG emissions reduction compared to previous year (tons of CO ₂ e).	-3.39% (2018)	-9% between 2017 and 2018
		-3.85% (2019)	n/a
	3.e.ii. Annual per capita GHG emissions (tons of CO ₂ e) from air travel reduction compared to previous year.	-0.5% (2018)	-4% between 2017 and 2018
		-0.5% (2019)	n/a

Annex 5: Gender and geographical distribution

Gender balance of staff

485. FAO remains committed to continuing its efforts towards gender parity in the workforce and aligning its approach with the system-wide strategy. Following the launch of the UN System-wide Strategy on Gender Parity, the Organization developed a detailed Action Plan for the Achievement of Gender Parity of FAO Staff, informed by the Organization's specific context and challenges as a specialized agency.

486. FAO aims to achieve gender parity at professional level by 2022, and for senior positions by 2024. Since 2012, particular attention has been given to women candidates in the recruitment and appointment process, including the mandatory inclusion of women candidates for interview and appointment for positions. At the end of December 2019, female staff accounted for 44% in professional positions and 25% for senior positions.

487. Among other measures, to accelerate the achievement of gender parity in the workforce, FAO has been further expanding its recruitment outreach efforts to a wide range of professional institutions and universities to attract female applicants. As senior staff progressively retire, the Organization will use a critical window of opportunity to recruit new staff in its workforce, focusing in particular to achieving gender balance.

Table 19: Female and male staff as at 31 December 2019

Grade	Female	Male	Total	Percentage Female
Director (DDG, ADG, D1, D2)	32	98	130	25%
Professional (P1 – P5)	674	844	1 518	44%
NPO	90	114	204	44%
General Service (G1 – G7)	855	422	1 277	67%
Total	1 651	1 478	3 129	53%

Progress on geographic representation

488. In taking decisions on recruitment to international professional positions, the primordial criterion of merit has always been followed to ensure that the Organization is able to fill all positions with the best qualified candidates. At the same time, in line with the spirit of Article VIII paragraph 3 of the FAO Constitution, due attention continues to be given to ensuring an equitable geographic representation of member countries in the Secretariat of the Organization.

489. FAO's methodology for calculating the geographic distribution representation was adopted by the Conference at its 32nd session in November 2003. Under this methodology, 40% of posts are distributed on the basis of membership, 5% on the basis of member country population and 55% in proportion to the scale of assessments.

490. During 2018-19, the number of non-, under- and over-represented countries in the Secretariat of FAO was reduced to a considerable extent, thus significantly increasing the number of equitably represented countries. Moreover, many countries that were chronically under-represented were equitably represented by the end of the biennium. Many non-represented countries have also become equitably represented during this biennium.

491. At the end of 2019, the percentage of equitably-represented countries was 91.24%.

Table 20: Countries not within range by region as at 31 December 2019

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
Africa			
Asia		China, Japan, Malaysia, Singapore	
Europe	Ireland, Italy	Israel	
Latin America and Caribbean			Bahamas
Near East		Saudi Arabia, United Arab Emirates	Qatar
North America		United States	
South-West Pacific			Fiji, Marshall Islands, Micronesia, Nauru, Niue

Annex 6: FAO language policy

492. In 1999, the 30th FAO Conference reaffirmed the requirement for ensuring parity and balance in the use of FAO languages and the need for quality of translation and interpretation.

FAO meetings

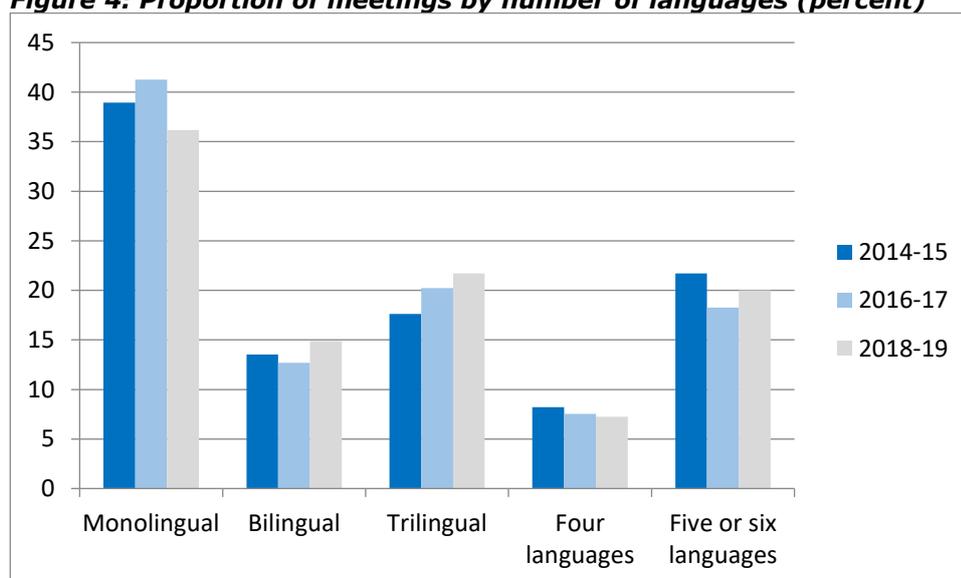
493. The number of PWB approved sessions in 2018-19 (191) was higher than in 2016-17 (162). There were 73 unscheduled sessions and 15 cancelled sessions (*Table 21* and *Web Annex 8* at www.fao.org/pir), resulting in a total of 249 sessions convened in 2018-19.

Table 21: Sessions held at headquarters and in decentralized locations

Description	2014-15	2016-17	2018-19
Sessions approved in PWB	133	162	191
Cancelled sessions, Regular Programme	(24)	(13)	(15)
Unscheduled sessions, Regular Programme	68	72	73
Unscheduled sessions, Trust Funds	67	31	-
Total	244	252	249
Headquarters	134	143	126
Decentralized locations	110	109	123
Total	244	252	249
Percentage decentralized meetings	45%	43%	49%

494. An indication of language balance is provided by the percentage of meetings held in several FAO languages (*Figure 4*). In 2018-19, 20% of meetings were held in five or six FAO languages, while the percentage of meetings in four languages was maintained at 8%. The percentage of meetings held in three languages was 22%.

Figure 4: Proportion of meetings by number of languages (percent)



Publications

495. During 2018-19, a total of 4 177 publications (books and brochures) were published via the Publications Workflow System (PWS), as compared to 3 585 publications for the previous biennium. Of the total, 56% were in English, 14% in French, 12% in Spanish, 5% in Arabic, 4% in Russian and 3% in Chinese (including those funded by the Chinese Publications Programme). The remaining 6% includes both multilingual titles and titles produced in non-official languages.

Documents

496. During the 2018-19 biennium, 9 215 documents were published in the FAO Document Repository (FDR): 40% in English, 16% in French, 17% in Spanish, 9% in Arabic, 9% in Russian and 8% in Chinese. Multilingual documents and other languages together represented 1%. The grand total (publications, documents, and a few items in miscellaneous categories) in 2018-19 was 14 189 compared to 11 000 in the previous biennium.

Terminology and language support

497. The FAO Term Portal was updated with the most recent terminology retrieved from the Governing Bodies documents and main publications from all FAO Divisions, with the result that hundreds of new multilingual records have been published during the biennium. In addition, the Term Portal underwent an important exercise of revision, which allowed the addition of knowledge-based information for many thousands of records with the aim of increasing its usefulness to translators, interpreters, experts, authors and the general public. The data related to the volume of the database are shown both through the number of terms added for each language and through the number of records available in each language, as this new methodology is more adequate to show the overall language coverage in the Portal (*Tables 22, 23*).

Table 22: Terms in the Term Portal by language

	English	French	Spanish	Arabic	Chinese	Russian	Italian	Latin
2014-15	126 800	91 000	77 000	113 100	33 100	111 800	20 200	16 000
2016-17	130 220	93 560	78 950	115 710	45 000	114 500	20 200	16 500
2018-19	132 110	94 230	77 855	117 555	51 000	115 640	20 300	15 030

Table 23: Entries in the Term Portal by language

	English	French	Spanish	Arabic	Chinese	Russian	Italian	Latin
2014-15	97 783	68 743	64 337	89 098	20 875	85 867	19 206	10 957
2016-17	98 810	69 700	65 370	90 133	21 475	86 902	19 226	11 050
2018-19	101 900	73 655	69 000	93 635	42 000	90 325	20 075	11 895

List of Acronyms

A2R	<i>Climate Resilience Initiative: Anticipate, Absorb and Reshape</i>
AfDB	<i>African Development Bank</i>
AGORA	<i>Access to Global Online Research in Agriculture</i>
AGRIS	<i>International Information System for the Agricultural Sciences and Technology</i>
AMR	<i>Antimicrobial resistance</i>
AMU	<i>Antimicrobial use</i>
AOAD	<i>Arab Organization for Agricultural Development</i>
ASEAN	<i>Association of Southeast Asian Nations</i>
ASF	<i>African swine fever</i>
ASTF	<i>Africa Solidarity Trust Fund</i>
ATLASS	<i>FAO Assessment Tool for Laboratories and Antimicrobial Resistance Surveillance Systems</i>
AUC	<i>African Union Commission</i>
CAADP	<i>Comprehensive Africa Agriculture Development Programme</i>
CAAHN	<i>Central Asian Animal Health Network</i>
CADRI	<i>Capacity for Disaster Reduction Initiative</i>
CAEP	<i>Climate Action Enhancement Package</i>
CBD	<i>Convention on Biological Diversity</i>
CBIT	<i>Capacity Building Initiative for Transparency</i>
CCA	<i>Common country analysis</i>
CCA	<i>Common country assessment</i>
CCP	<i>Committee on Commodity Problems</i>
CCRF	<i>Code of Conduct for Responsible Fisheries</i>
CEB	<i>United Nations System's Chief Executives Board for Coordination</i>
CEDAW	<i>Convention on the Elimination of Discrimination against Women</i>
CELAC	<i>Community of Latin American and Caribbean States</i>
CERF	<i>Central Emergency Response Fund</i>
CFS	<i>Committee on World Food Security</i>
CGA	<i>Country Gender Assessment</i>
CILSS	<i>Permanent Interstate Committee for drought control in the Sahel</i>
COAG	<i>Committee on Agriculture</i>
COFI	<i>Committee on Fisheries</i>
COFO	<i>Committee on Forestry</i>
COMESA	<i>Common Market for Eastern and Southern Africa</i>
COP	<i>Conference of the Parties</i>
CPC	<i>Central product classification</i>
CPF	<i>Country Programming Frameworks</i>
CSA	<i>Climate-smart agriculture</i>
CSF	<i>Committee on World Food Security</i>
DIMITRA	<i>Participatory information and communication project for rural populations, women in particular (FAO/King Baudouin Foundation)</i>
DPPA	<i>UN Department of Political and Peacebuilding Affairs</i>
DRR	<i>Disaster risk reduction</i>
EAC	<i>East African Community</i>
EAF	<i>Ecosystem approach to fisheries</i>
EBRD	<i>European Bank for Reconstruction and Development</i>
ECOSOC	<i>Economic and Social Council (UN)</i>
ECOWAS	<i>Economic Community of West African States</i>
ECTAD	<i>Emergency Centre for Transboundary Animal Disease Operations</i>
EWEA	<i>Early Warning Early Action</i>
FAOSTAT	<i>Corporate Database for Substantive Statistical Data</i>
FAW	<i>Fall armyworm</i>
FIES	<i>Food Insecurity Experience Scale</i>
FIRST	<i>Food and nutrition security impact, resilience, sustainability and transformation</i>
FLEGT	<i>Forest law enforcement, governance and trade</i>
FMD	<i>Foot-and-mouth disease</i>
FMM	<i>Flexible Multi-Partner Mechanism</i>
GCF	<i>Green Climate Fund</i>
GEF	<i>Global Environment Facility</i>
GI	<i>Geographical Indication</i>
GIS	<i>Geographical Information System</i>
GSARS	<i>Global Strategy to Improve Agricultural and Rural Statistics</i>

HLPF	<i>High-level Political Forum on Sustainable Development</i>
HS	<i>Harmonized Commodity Description and Coding System (Harmonized System)</i>
IAEG-SDG	<i>Inter-agency and Expert Group on Sustainable Development Goal Indicators</i>
IATI	<i>International Aid Transparency Initiative</i>
ICT	<i>Information and communication technology</i>
IDWG	<i>Interdepartmental Working Group</i>
IFAD	<i>International Fund for Agricultural Development</i>
IFI	<i>International financing institution</i>
IFPRI	<i>International Food Policy Research Institute</i>
IGAD	<i>Intergovernmental Authority on Development</i>
ILO	<i>International Labour Organization</i>
IOM	<i>International Organization for Migration</i>
IPC	<i>Integrated Food Security Phase Classification</i>
IPCC	<i>Intergovernmental Panel on Climate Change</i>
IPPC	<i>International Plant Protection Convention</i>
ITC	<i>International Trade Centre</i>
IUU	<i>Illegal, unreported and unregulated (fishing)</i>
KORE	<i>Knowledge Sharing Platform on Resilience</i>
KJWA	<i>Koronivia Joint Work on Agriculture (KJWA) of the United Nations Framework Convention on Climate Change (UNFCCC)</i>
LIFDC	<i>Low-income, food-deficit country</i>
MAPS	<i>Mainstreaming, Acceleration and Policy Support</i>
MDF	<i>Multidisciplinary Fund</i>
MERCOSUR	<i>Southern Common Market</i>
MICCA	<i>Mitigation of Climate Change in Agriculture Project</i>
MOSS	<i>Minimum Operating Security Standards</i>
MoU	<i>Memorandum of Understanding</i>
MRLs	<i>Maximum Residue Limits (Codex)</i>
NAIP	<i>National Agricultural Investment Plan</i>
NAP-Ag	<i>Integrating Agriculture in National Adaptation Plans</i>
NAPs	<i>National Adaptation Plans</i>
NDC	<i>Nationally Determined Contribution</i>
OCHA	<i>United Nations Office for the Coordination of Humanitarian Affairs</i>
OECD	<i>Organisation for Economic Co-operation and Development</i>
OIE	<i>World Organisation for Animal Health</i>
ORMS	<i>Organizational Resilience Management System</i>
PBSO	<i>UN Peacebuilding Support Office</i>
PSMA	<i>Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing</i>
QAPS	<i>Quality assessment and planning survey</i>
RBA	<i>Rome-based Agencies (UN)</i>
UN-REDD	<i>United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries</i>
SADC	<i>Southern African Development Community</i>
SAFIN	<i>Smallholder and Agri-SME Finance and Investment Network</i>
SFA	<i>Sustainable food and agriculture</i>
SFDRR	<i>Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework)</i>
SIC	<i>Statement of Internal Control</i>
SICA	<i>Central American Integration System</i>
SIDS	<i>Small island developing states</i>
SOCO	<i>The State of Agricultural Commodity Markets</i>
SOFA	<i>The State of Food and Agriculture</i>
SOFI	<i>The State of Food Security and Nutrition in the World</i>
SOFIA	<i>The State of World Fisheries and Aquaculture</i>
SOFO	<i>The State of the World's Forests</i>
SPS	<i>Sanitary and phytosanitary measures</i>
SQAF	<i>Statistics quality assurance framework</i>
SSC	<i>Shared Services Centre</i>
SSTC	<i>South-South and Triangular Cooperation</i>
SUN	<i>Scaling Up Nutrition Movement</i>
SWSD	<i>UN System Wide Strategic Document</i>
TAD	<i>Transboundary animal diseases</i>
TAPE	<i>Tool for Agroecology Performance Evaluation</i>

TISSA	<i>Tripartite WHO/(FAO/OIE/WHO) Integrated Surveillance System on AMR/AMU</i>
UNCCD	<i>United Nations Convention to Combat Desertification</i>
UNCTAD	<i>United Nations Conference on Trade and Development</i>
UNDP	<i>United Nations Development Programme</i>
UNDRR	<i>United Nations Office for Disaster Risk Reduction</i>
UNECA	<i>United Nations Economic Commission for Africa</i>
UNEP	<i>United Nations Environment Programme</i>
UNESCAP	<i>United Nations Economic Commission for Asia and the Pacific</i>
UNFCCC	<i>United Nations Framework Convention on Climate Change</i>
UNHCR	<i>UN Refugee Agency</i>
UNICEF	<i>United Nations Children's Fund</i>
UNIDO	<i>United Nations Industrial Development Organization</i>
UN-SCN	<i>UN System Standing Committee on Nutrition</i>
UNSDCF	<i>United Nations Sustainable Development Cooperation Framework</i>
UNSDCF	<i>United Nations Sustainable Development Cooperation Framework</i>
UN Women	<i>United Nations Entity for Gender Equality and the Empowerment of Women</i>
UTF	<i>Unilateral trust fund</i>
VGGT	<i>Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security</i>
VNR	<i>Voluntary National Report</i>
WCA	<i>World Census of Agriculture</i>
WFP	<i>World Food Programme</i>
WHO	<i>World Health Organization</i>
WTO	<i>World Trade Organization</i>