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PROGRAMME AND FINANCE COMMITTEES

**Hundred and Thirty-fifth Session of the Programme Committee and
Hundred and Ninety-fifth Session of the Finance Committee**

Rome, 13-17 March 2023

MID-TERM REVIEW SYNTHESIS REPORT - 2022

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Scope of Report

At the end of the first year of each biennium, FAO publishes the Mid-Term Review Synthesis Report (MTR), which informs the membership, through the Programme and Finance Committees, of the outlook towards full implementation of the Programme of Work and Budget (PWB) and its subsequent adjustments.

As an interim report, the MTR provides an update on implementation progress under all sources of funds, identifying risks and remedial actions, and providing an overview of operational and financial performance which will inform any necessary implementation adjustments for the remainder of the 2022-23 biennium.

Suggested action by the Programme and Finance Committees

The Committees are requested to:

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

For the attention of the Programme Committee:

- *Section I*, Overview of the implementation of the FAO Strategic Framework 2022-31
- *Section II*, Calibrating FAO's response to maximize results
- *Section III*, International visibility and reputation
- *Section IV*, Improving internal management and governance

For the attention of the Finance Committee:

- *Section V*, Resource management

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Introduction

FAO's results framework

1. The FAO Strategic Framework 2022-31 guides the work of the Organization in seeking to support the 2030 Agenda through the transformation to MORE efficient, inclusive, resilient and sustainable, agrifood systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind. FAO's results framework is firmly anchored in the 2030 Agenda and prioritizes SDG targets and indicators.
2. The *four betters* represent an organizing principle for how FAO intends to contribute directly to SDG 1 (No poverty), SDG 2 (Zero hunger), and SDG 10 (Reduced inequalities) as well as to supporting the achievement of the broader SDG agenda, which is crucial for attaining FAO's overall vision. The *four betters* reflect the interconnected economic, social and environmental dimensions of agrifood systems. As such, they also encourage a strategic and systems-oriented approach within all FAO's interventions. Twenty Programme Priority Areas guide FAO on filling critical gaps and putting in place the conditions needed to drive the changes that will ultimately contribute to the achievement of the selected SDG targets. Functional Objectives ensure a robust, supportive enabling environment and efficient, effective business processes to support all of FAO's work.
3. FAO's results architecture comprises a set of elements to establish a clear causal results hierarchy, complemented by elements to focus, accelerate and enable the Organization's work (*Annex 5*).

Overview of the Report

4. The five main sections of the MTR address the outlook towards full implementation of the Programme of Work and describe the supporting initiatives, processes and mechanisms.
 - a) *Section I: Overall outlook towards implementation* informs of the integration within the results hierarchy of outputs defined at the national, regional and global levels and their contribution to the Sustainable Development Goals, ensuring the Organization addresses priorities defined at the appropriate level and with a clear line of sight towards the 2030 Agenda. The section reports on the positive outlook towards full implementation of the Programme of Work, and the Organization's ability to leverage the flexibility of the FAO Strategic Framework to adapt and change course in response to emerging risks, such as soaring prices, security situations, socio-political instability and the lingering effects of the COVID-19 pandemic..
 - b) *Section II: Calibrating FAO's response to maximize results* highlights some of the mechanisms in place to steer the Organization towards critical priorities and maintain focus on overall objectives, such as corporate thematic strategies, continuous monitoring of trends in agrifood systems and responsiveness to global events. It describes how FAO promotes coordination and coherence and fosters leveraging its comparative advantage to exploit opportunities for increased impacts and adapting to emerging needs and the challenges facing agrifood systems.
 - c) *Section III: International visibility and reputation* reports on FAO's efforts to raise awareness and garner support for the transformation of agrifood systems and the achievement of the *four betters*. It addresses FAO's improved positioning as a reliable and respected partner in shaping the global agenda and a trusted source of information for responding to Members' needs.

- d) *Section IV: Improving internal management and governance* provides an overview of improvements to internal processes aimed at supporting implementation by fostering increased collaboration and accountability, furthering strategic use of resources and cultivating a transparent and ethical work environment.
 - e) *Section V: Resource management* reports on resources mobilization and financial delivery under all sources of funds, including for the Technical Cooperation Programme.
5. The Annexes complement the main report, providing full accountability on outlook towards implementation (*Annexes 1 and 2*), the implementation of the minimum standards for gender mainstreaming and UN System-wide Action Plan on Gender Equality and the Empowerment of Women (*Annex 3*) and the monitoring methodology (*Annex 4*).

I. Overview of the implementation of the FAO Strategic Framework 2022-31



Applying an agrifood systems approach in contributing to the SDGs

6. In line with the transformative nature of the 2030 Agenda, FAO is working towards achieving results using a systems approach, considering all dimensions of sustainability, and simultaneously addressing trade-offs in achieving the SDGs. In line with the strategic focus of the FAO Strategic Framework 2022-31, the Organization is reinforcing the role of agrifood systems beyond production and macro-economic considerations to ensure food security and nutrition and resilient livelihoods, promote innovations, and better catalyse investment and leverage partnerships. FAO's results-based approach provides an integrated Programme of Work, with a unified view of how resources from all sources of funds are directed towards the achievement of the results framework.

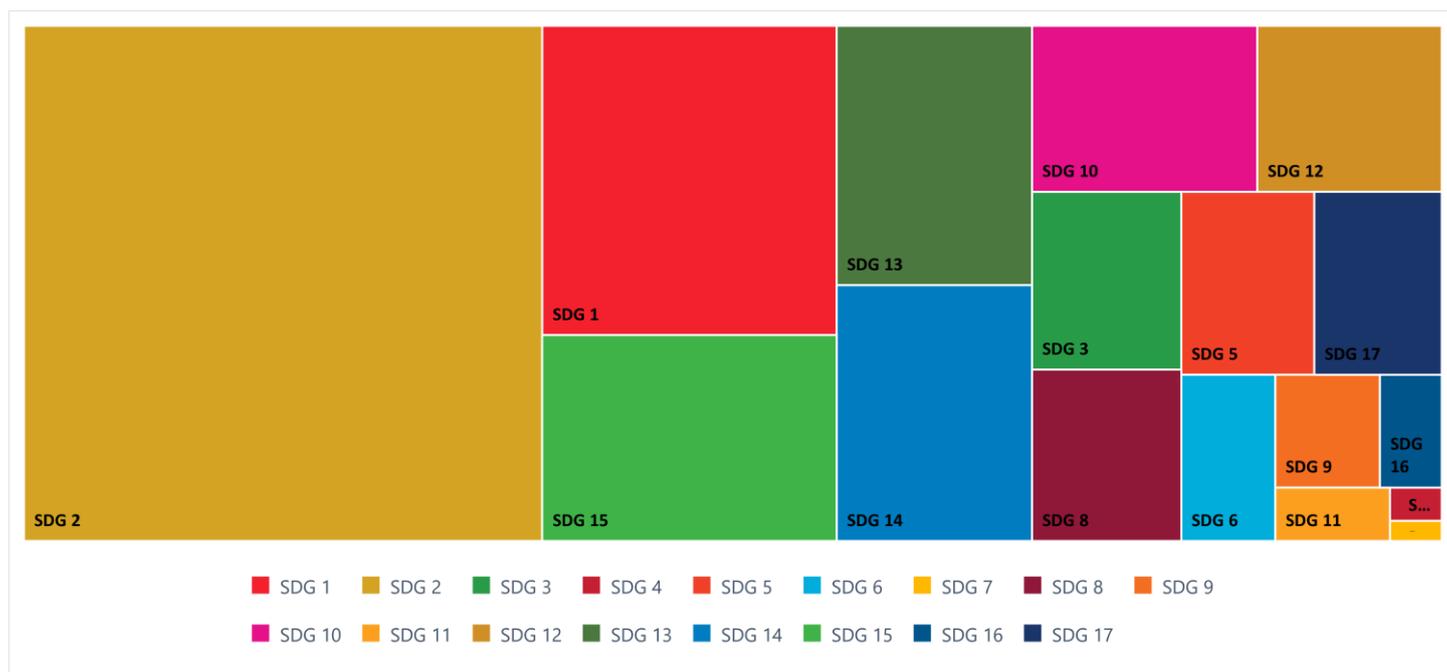
7. The FAO Strategic Framework 2022-31 is guided by three overarching SDGs – SDG 1 No poverty, SDG 2 Zero hunger, and SDG 10 Reduced inequalities, but the Organization contributes to all SDGs in recognition of their interconnectivity and indivisibility. The updated results framework 2022-25 provides for measurement of the *four betters* and Programme Priority Areas (PPAs) through SDG indicators, and Objective 5, Functional Objectives and Special Chapters through specific key performance indicators (KPIs). The PPA outputs have been defined at the appropriate level (global, regional, national), addressing the relevant priorities. They capture the Organization's contributions to specific SDG targets through the PPAs, thus ensuring a clear line of sight towards SDG achievements at all levels of the results hierarchy, as illustrated in *Figure 1*. The outputs contributing to Objective 5, Functional Objectives and Special Chapters reflect the key deliverables required to achieve their respective outcomes.

8. FAO's SDG-based framework provides a common language across all levels of the Organization and with UN and other partners, and aligns with relevant processes (e.g., UN Sustainable Development Cooperation Framework and FAO's Country Programming Frameworks). In line with the 2018 UN development system repositioning, country-level outputs are defined as part of the UN joint programming arrangements and fully integrated within the FAO corporate results hierarchy, ensuring that contributions to SDGs at country level are based on national priorities.

Outlook towards implementation

9. Outlook towards implementation is positive across the Programme of Work, with outputs largely on track to be delivered as planned. Mitigation actions are in place to address identified risks, leveraging the flexibility purposefully embedded in the FAO Strategic Framework 2022-31, to acknowledge that unforeseen and emerging challenges require FAO to adapt and respond quickly, while maintaining focus on overall objectives, in line with the principles of managing for results.

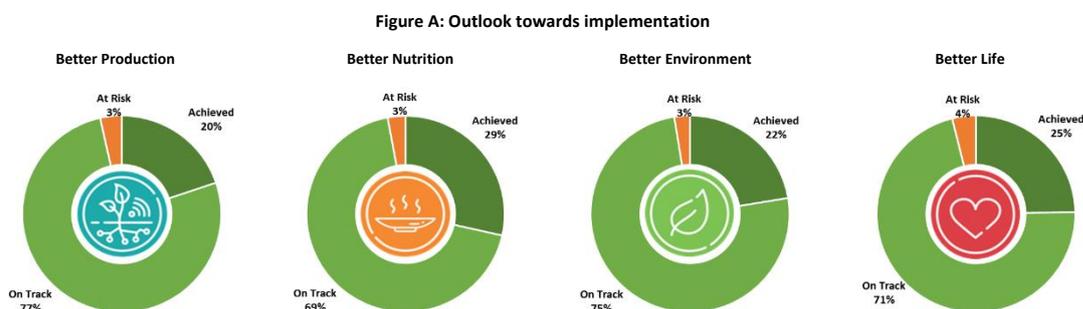
Figure 1: FAO's contributions to SDGs in 2022-23



10. The year 2022 put this flexibility to test, with major global challenges such as the lingering effects of the COVID-19 pandemic, the war in Ukraine and other protracted conflicts, the intensifying climate crisis, the exacerbation of global food insecurity and the exceptionally high global food commodity and fertilizer prices. FAO demonstrated agility in adjusting its work to the evolving situation, while mitigating existing and emerging risks. As described throughout this document, the Organization has been developing and improving specific tools, services, mechanisms and processes to inform the strategic prioritization of its work, ensure continued relevance, foster coherence in implementation and maximize impacts.

Four Betters

11. As depicted in *Figure A*, the Organization is on track to implement the Programme of Work on time and with quality. Almost a quarter of the contributions to the *four betters* has been delivered, a proportion that is in line with the previous biennium. Following regular risk assessments, mitigating actions are in place, and approximately 3 percent of PPA outputs are considered at risk, consistent across regions and PPAs, as further detailed in *Annexes 2* and *3*.



12. FAO is strengthening partnerships, widening the partner base, fostering involvement in early planning stages and repositioning programmes to respond to changing priorities and address shifting or challenging institutional set-ups, political environments and legal and policy frameworks. The Organization is also working closely with local communities and women leaders to ensure specific needs are properly targeted, including challenges of women and other marginalized and disadvantaged groups, and cultural norms and values are respected.

13. Strengthened advocacy efforts along with the evidence base to underpin compelling proposals for sustainable policies and interventions, including flagship initiatives such as the Hand-in-Hand Geospatial Platform, seek to enhance partner engagement and commitment to climate change mitigation and adaptation and long-term investments, to ensure their continued prioritization in the context of other emerging issues.

14. Nevertheless, FAO operations may be affected by the global context. Soaring prices affect the cost of inputs, injecting uncertainty into budget estimates for implementation and procurement. FAO is mitigating this risk in the short term by ensuring regular and updated market surveys, streamlined procurement and payment processes, and greater reliance on local service providers are mitigating the effect of inflation on the cost of inputs for FAO operations. Additional measures may be necessary in the medium- and long-term should existing pressures persist.

15. Continuous monitoring of security situations around the world has enabled FAO to leverage its capacity for emergency and shock response, postponing delivery of some outputs with a longer-term development focus until conditions improve when needed. The Organization continues to prioritize threat assessments conducted jointly with local authorities, as well internal capacity for prevention and response in cases of crises and critical emergencies, by providing expert advice, training, security equipment, and support for liaising with UN Department for Safety and Security.

Objective 5

16. Through Objective 5, FAO manages areas of work that are critical to all *four betters* and span across every aspect of the Organization. FAO ensures and measures the delivery and quality of its technical and normative work, knowledge and services; and ensures that it produces and disseminates quality data and statistics. The Organization also provides cross-cutting services for addressing issues related to gender, youth and inclusion, to leave no one behind, and for leveraging the four accelerators (technology, innovation, data and complements), to accelerate progress and maximize efforts in meeting the SDGs.

Figure B: Outlook towards implementation – Objective 5

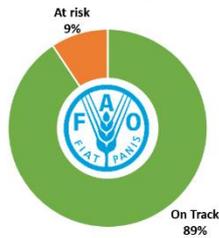


17. FAO is on track to deliver all Objective 5 outputs and meet the associated targets, as indicated in *Figure B*. For example, the Technical Committees endorsed the Organization's technical priorities, FAO increased datasets and information systems providing evidence for interventions, and methodologies or proxies for SDG indicators under FAO custodianship have been revised. Newly established institutional mechanisms and strengthened internal competencies support continued mainstreaming and bring increased attention to gender equality, youth and inclusivity in FAO's work, and will leverage technology and innovations to accelerate agrifood systems transformation.

Enabling environment

18. The Functional Objectives and Special Chapters capture the Organization's efforts to create a robust internal enabling environment and efficient, effective business processes to support delivery of work under the *four betters*. Business leaders across FAO have taken stock of progress made so far and risks ahead to assess the outlook towards meeting the 57 KPI targets that measure FAO's performance in outreach, information technology, governance, oversight and direction, administration, Technical Cooperation Programme, Capital and Security Expenditure.

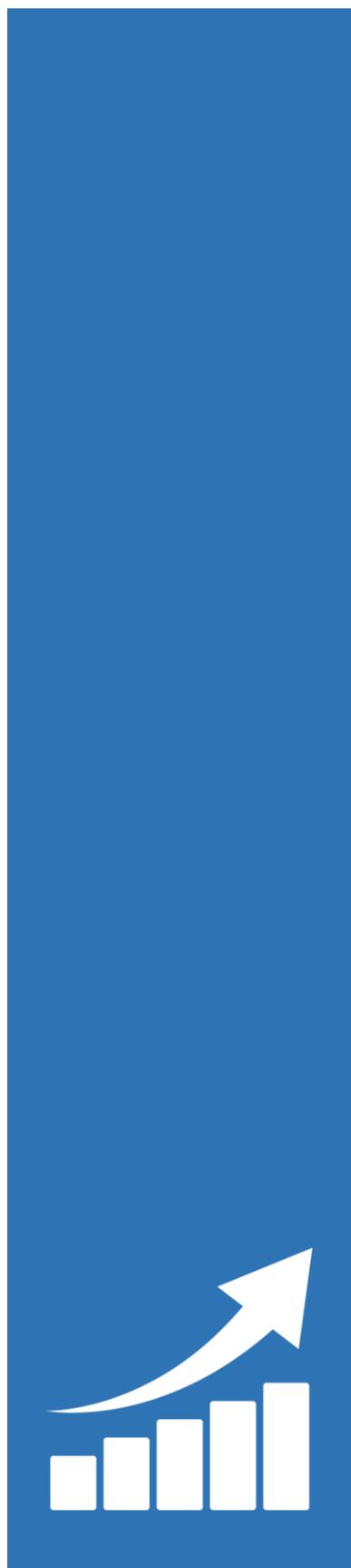
Figure C: Outlook towards implementation – Enabling Environment



19. As shown in *Figure C*, by the end of 2022, FAO was on track to meet most of the performance targets, with a few areas requiring particular attention. The lingering effect of the COVID-19 pandemic continues to be felt on the Organization's operations. Project extensions and implementation delays generated a backlog in submitting reports, which is being redressed by providing increased support to the reporting units. Boosting visitor traffic to the Organization's website requires adapting content to changes in search engine algorithms, analytics tools, and trends in Internet connectivity worldwide. Finally, outstanding audit recommendations, are expected to be addressed more efficiently as

reforms to enhance and enforce improved accountability are being implemented in the context of the overall transformation of the Organization.

II. Calibrating FAO's response to maximize results



Planning and implementing strategically

20. Complementing the FAO Strategic Framework 2022-31, thematic strategies, policies and action plans are guiding the Organization and actively informing priorities and programmatic decisions, ensuring FAO leverages its comparative advantage in responding to challenges in agrifood systems and focusing efforts to maximize impacts, promote cross-disciplinary collaboration and shared ownership across the Organization, and bolster FAO's work on the *four betters* and its contribution to the 2030 Agenda.

21. The **FAO Science and Innovation Strategy**, approved in 2022, provides FAO with wide guidance and a framework for supporting countries in harnessing and accessing science and innovation through coherent action and alignment for the transformation of agrifood systems. The vision of the Strategy is a world free from hunger and malnutrition, where the potential of science and innovation is fully leveraged to overcome complex social, economic and environmental challenges of agrifood systems in a globally equitable, inclusive and sustainable manner. Its broad and inclusive scope emphasizes the need to consider all scientific disciplines and all types of innovation. The Strategy ensures that FAO promotes connections among technical, development and financial partners, policy-makers, agrifood systems producers, scientists and innovators to co-create knowledge and strengthen capacities to adapt and innovate throughout agrifood systems.

22. The **Strategy on Climate Change**, approved in 2022, emphasizes the relevance of efficient, inclusive, resilient and sustainable agrifood systems as part of the solutions to climate change and guides FAO in providing strengthened support to Members in their efforts to addressing climate change challenges and in the implementation of the Paris Agreement. The vision of the Strategy is that agrifood systems are sustainable, inclusive, resilient and adaptive to climate change and its impacts and contribute to low-emission economies while providing sufficient, safe and nutritious foods for healthy diets, as well as other agricultural products and services, for present and future generations, leaving no one behind. The Strategy's Action Plan enables FAO to provide Members with a range of tailored innovative solutions for climate resilience, adaptation and mitigation, supporting countries in implementing their Nationally Determined Contributions.

23. The strategies will be reviewed after five years and periodically thereafter, if necessary, to reflect important developments. Progress in implementation and impact will be measured through relevant Programme Priority Area indicators and associated SDGs, in line with the established corporate reporting processes. The performance management frameworks are currently being finalized, along with Action Plans that will be considered living documents and updated regularly as necessary.

High-impact initiatives

24. A series of flagship initiatives and supportive internal mechanisms anchored in the *four betters* and Programme Priority Areas promote multidisciplinary collaboration across the Organization and ensure that areas of work of strategic relevance receive appropriate focus and priority, bringing FAO's strengths to bear in support of the Sustainable Development Goals.
25. With the **Hand-in-Hand Initiative**, funded by over 50 participating countries and resource partners, FAO prioritizes the use of advanced geospatial modelling and analytics to support the implementation of nationally-led programmes to accelerate market-based agrifood systems transformation to raise incomes, improve the nutritional status and well-being of poor and vulnerable populations, and strengthen resilience to climate change.
26. Through the Global Action on Green Development of Special Agricultural Products: **One Country One Priority Product** initiative FAO coordinates support to countries to leverage their potential and identify the Special Agricultural Products adapted to their agroecological production systems and national or cultural heritage, ensuring improved access to stable markets and acting as a key entry point for reaching their defined priorities. The initiative provides FAO with a framework for facilitating the development of sustainable and inclusive value chains of agricultural products, in particular for smallholders and family farmers, assisting them to becoming more profitable and improving their livelihoods.
27. The **1 000 Digital Villages Initiative** ensures the Organization prioritizes efforts to promote country-led and user-centered digital transformation of villages and small towns, improving livelihoods, well-being and social cohesion in rural areas by bringing digital innovation closer to small-scale farmers.
28. The **Green Cities Initiative** focuses on improving the urban environment and strengthening urban-rural linkages, including enhancing the resilience of urban systems to shocks and stresses such as climate change, pressure from growing urbanization and public health issues. It also facilitates FAO's support for increasing access to a healthy environment and diets and availability of green spaces through urban and peri-urban forestry.
29. FAO is also promoting innovative practices, tools and digital solutions for scaling-up actions that address **water scarcity for agriculture and environment** in support of water and food security and has initiated the establishment of the **International Platform for Digital Food and Agriculture** to facilitate exchange of knowledge and experiences on how the food and agricultural sectors can harness digital tools ranging from e-commerce and blockchain transaction ledgers to the use of Artificial Intelligence for improved pest control and crop genetics.

Monitoring the environment for data-driven programme adjustments

30. FAO continuously monitors the global environment to inform the direction and emphasis of its programmes, as well as to provide timely and neutral information to support decision-making by policy-makers and investors based on scientific evidence and open access data. FAO flagship publications, FAOSTAT,¹ the Geospatial Platform, the FAO Food Price Index and the Agricultural Market Information System provide food security indicators, agricultural statistics and price and market transparency, in support of targeted interventions and policy responses, as well as guidance for managing trade-offs.
31. Efficient and sustainable use and management of natural resources is guided by the Soil-Land-Water Information System Initiative, which complements the analytical frameworks provided by the water productivity remote sensing portal, global agro-ecological zones geospatial mapping and the Agricultural Stress Index System. Emergency, mitigation and response actions, as well as medium- and long-term policy and programming are informed by data on food insecurity and acute

¹ Corporate Database for Substantive Statistical Data (FAOSTAT)

malnutrition emerging from the Global Information and Early Warning System on Food and Agriculture, the innovative multi-partner Integrated Food Security Phase Classification, as well as new tools such as the Data in Emergencies Hub.

32. Filling data gaps and making existing data and information accessible is critical. The 50x2030 Initiative to Close the Agricultural Data Gap, launched in partnership with IFAD and the World Bank, supports solid data production and use in low- and lower-middle income countries; the FAO Data on Healthy Diets Expansion provides dietary intake data; new FAOSTAT domains inform on greenhouse gas emissions and optimal use of fertilizers; and the Agrifood Systems Technologies and Innovations Outlook launched in 2022 is intended to map and facilitate access to scientific evidence, analyses and data for investment planning.

Responding to the global development context

33. After partially recovering in 2021 from the contraction induced by the COVID-19 pandemic, the global economy experienced a renewed slowdown in 2022 fuelled by a series of continued crises, including the persisting impacts of the pandemic, the global fallout from the war in Ukraine, the soaring food prices and overall inflation and tightening financial conditions in most regions.

34. Leveraging its comparative strengths within the FAO Strategic Framework *four betters* and PPAs, the Organization is proving instrumental in responding to these global crises and shocks affecting agrifood systems. FAO also continues to be a trusted source of information on markets, food security and nutrition, and targeted policy tools, and has stepped up its emergency and humanitarian response actions thus confirming its position as an essential partner in global food security governance.



35. Market and food security information continue to be key components of FAO's activities on market intelligence and early warning. The Organization's timely and neutral information on global markets and assessments of the impact on food security and nutrition is contributing to the global response to the escalating food security challenges. FAO also monitors and informs on developments in global fertilizer markets, including through its collaboration with the World Trade Organization. The online Fertilizer Trade Tracker, updated monthly, allows countries to gauge remaining import needs and/or unrealized export availabilities for the crop calendar year (*main PPAs: BN1 Healthy diets for all and BN5 Transparent markets and trade*).



36. FAO has been putting forward policy options and assistance to address the soaring costs of food imports and improve access to food. Examples include the Food Import Financing Facility, which covers 62 countries with a total population of 1.78 billion people and support for implementing the International Monetary Fund Food Shock Window, to ensure access to emergency financing for countries facing balance-of-payment problems (*main PPA: BL6 Scaling up investment*). In collaboration with other international agencies through the Social Protection Inter-Agency Cooperation Board, FAO contributes to ensure that countries are able to assess and put in place appropriate policies to expand or strengthen coverage to absorb the negative impact of price shocks on the cost of food, feed, fuel and fertilizer and the resulting impact on household budgets (*main PPAs: BL2 Inclusive rural transformation and BL6 Scaling up investment*).



37. The Organization is promoting the adoption of the International Code of Conduct for the sustainable use and management of fertilizers, advocating the use of soil nutrient maps to guide informed decisions for the judicious use of fertilizers, which helps farmers boost productivity, and to face the rising prices of fertilizers while protecting the environment. FAO is working to strengthen national analytical capabilities for soil and fertilizer quality through the Global Soil Laboratory Network, the International Network on Fertilizer Analysis and the Global Soil Partnership (*main PPAs: BE1 Climate change mitigating and adapted agrifood systems and BE3 Biodiversity and ecosystem services for food and agriculture*).



38. Disruptions in supply chains, animal and plant health services, and surveillance affected early warning, prevention and control of high-impact animal, zoonotic and plant pests and diseases. This posed a risk of exacerbating the strain on food production, food security and food safety, as well as ecosystem services and trade, thereby threatening One Health – of animals, plants, humans and ecosystems. FAO is leveraging its collaboration with the Quadripartite partners through the One Health Joint Plan of Action and the Global Framework for the Progressive Control of Transboundary Animal Diseases, bringing an agrifood systems’ perspective to support countries to enhance prevention and control of high-impact diseases; improve the distribution of essential supplies; and strengthen early warning systems and emergency management by applying the One Health approach. FAO has launched the One Health in Agrifood Systems Transformation Fund to target efforts to countries most in need (*main PPAs: BP3 One Health and BP4 Small-scale producers’ equitable access to resources*).

III. International visibility and reputation

Maintaining food and agriculture in the global agenda

39. FAO continues to leverage its strengths and exercise its leadership to influence the food, agriculture and food security issues at the core of the 2030 Agenda, seeking through the *four betters* to strengthen commitments to transform agrifood systems and respond to ongoing challenges.

40. Recognized as a neutral broker and provider of science-based technical expertise, the Organization is contributing to the global dialogue with knowledge products, tools and policy recommendations, such as the Food Price Index, Briefing Notes and Policy Proposals, which are in high demand from Members and partners. FAO is playing a critical role in international negotiations and initiatives, successfully drawing attention to the cruciality of agrifood systems in climate change adaptation and mitigation, biodiversity, and food security. The Organization participated in the UN Ocean Conference and provided technical inputs to the negotiations at the Convention on Biological Diversity COP15 and the UN Framework Convention on Climate Change COP27, where FAO led over 50 side events and hosted, for the first time, the Food and Agriculture Pavilion.

41. In collaboration with IFAD and WFP, FAO called for urgent action to address the global food security crisis in high-level global fora, including the UN General Assembly, the Global Crisis Response Group, and the UN Security Council on conflict and food security. The Organization also informed G20 and G7 participants on global agrifood market developments and their impacts on food security.

42. FAO is responding to the heightened interest in food and agriculture with strengthened media outreach and intensified multilingualism in global campaigns, as well as increasing advertising and effectively targeting youth in its communications, including through apps and collaboration with highly visible private sector partners. In 2022, pro-bono advertising nearly doubled, the World Food Day campaign reached over 2.6 billion social media accounts and was featured in over 100 TV and 1 100 radio channels, and online news articles citing FAO increased by 20 percent compared to the average of the last three years, on track to meet the biennial target.

43. The Organization is also empowering young people, including Indigenous Peoples, smallholder farmers and marginalized groups, to bring their priorities into global decision-making fora to build a better future for all. In three years, the World Food Forum (WFF), an independent, youth-led, global network facilitated by FAO, has grown into a global shared platform that facilitates identifying bold, actionable solutions for minimizing and mitigating the impacts of climate change, while simultaneously increasing global access to healthy diets.



44. In 2022, the WFF brought together more than 2 000 participants in person and over 40 000 visits across platforms and 15 000 registrations, representing 183 countries. Under the theme *Healthy Diets. Healthy Planet*, the WFF's three interlinked segments – the Global Youth Forum, the FAO Science and Innovation Forum and the FAO Hand-in-Hand Investment Forum – advanced solutions to catalyse agrifood system transformation, highlighting intergenerational collaboration in science, technology and innovation in food and agriculture.

45. FAO is hosting the UN Food Systems Coordination Hub on behalf of the UN system. Six UN agencies are contributing to its operation, including strong collaboration with Rome-based Agencies, and work has already begun providing leadership and advocacy to support countries in implementing their agrifood systems pathways, as well as other transformation strategies, through capacity development and leveraging finance. Work commenced in 2022 toward launching the agrifood systems stocktaking exercise in the second semester of 2023 to view progress achieved by countries, stakeholders, coalitions of action and science.

Engaging partners to achieve the SDGs

46. Forming strategic alliances with key stakeholders is at the heart of the Organization's work, and key to accelerating progress and maximizing efforts to achieve the SDGs and realize the *four betters*. Renewed mechanisms are aiming to foster transformative partnerships that focus on agrifood systems transformation and support the implementation of the FAO Strategic Framework 2022-31. New administrative procedures are streamlining the process for developing partnerships and incorporating sound risk management measures. In support of the Strategy for Science and Innovation, the Organization is developing new operational guidance for engagement with academia and research institutions.

47. The Organizations' Strategy for Private Sector Engagement has been putting in motion new ways of thinking and working, and the new Framework for Due Diligence and Risk Assessment/Management for Engagements with Private Sector and other Non-State Actors is being rolled out.

48. The AMR Multistakeholder Partnership Platform launched in 2022 will foster cooperation between a diverse range of stakeholders across the One Health spectrum to catalyse a global movement for action against antimicrobial resistance. Furthermore, key initiatives such as the Global Hub on Indigenous Peoples' Food Systems, the Coalition on Indigenous Peoples' Food Systems and the Rome Group of Friends on Indigenous Peoples ensure FAO continues to support traditional food systems as critical game-changers for transformation.

49. Positioned as a strong member of the UN Family, FAO is contributing to the success of numerous UN efforts. Revamped partnerships with strategic UN partners ensure direct contribution to the *four betters*, Programme Priority Areas and FAO's global flagship initiatives. In addition, FAO is fostering joint country-level planning, programming, resource mobilization and implementation activities, and integrating FAO's normative, programmatic and policy assistance to support UN joint efforts, in line with the United Nations development system repositioning. FAO is an active member of 130 UN country teams, and participated in the formulation of 100 UN Sustainable Development Cooperation Frameworks, from which 49 Country Programming Frameworks have been derived; has joined 97 percent of the results and functional groups, leading or co-leading over half of them; and contributes to the UN Efficiency Agenda in 119 countries.

50. Rome-based Agency (RBA) collaboration remains key at headquarters, regional and country levels to achieve SDG 2. In addition to long-standing joint efforts in advocacy, policy development and guidance in fora such as the Committee on World Food Security and their long-standing collaboration in humanitarian settings, RBAs are also deepening their joint work in several thematic areas such as gender and women's empowerment, recognizing the catalytic role played by women in agrifood systems. The South-South and Triangular Cooperation framework enabled collaboration

for facilitating innovative partnerships and coalitions to ensure food security and resilient livelihoods, promote innovations, and catalyse investment for more efficient, inclusive, resilient and sustainable agrifood systems. The Joint Programme for the Sahel in Response to the Challenges of COVID-19, Conflict and Climate Change represents a flagship example of regional-level coordination where active RBA participation in the Food Security Cluster and their leadership within the Global Network against Food Crises are prime examples of impactful partnerships in humanitarian crisis contexts.

51. Through reinforced coordination within the new generation of UN country teams, the RBAs promote joint advocacy related to SDG 2 under the leadership of Regional Coordinators, bringing together their distinct capacities and expertise to contribute to Common Country Analyses and UN Sustainable Development Cooperation Frameworks, as well as to joint country programming processes.

IV. Improving internal management and governance

Implementation arrangements for the FAO Strategic Framework 2022-31

52. FAO is emphasizing improved ways of working, promoting widespread ownership of the FAO Strategic Framework and steering the Organization towards a more impactful and programmatic approach, facilitated by the introduction of implementation arrangements which enable the Organization to harness, focus and adapt the application of its technical, policy and investment capacity.

53. The arrangements describe roles and responsibilities and assign leadership roles for the *four betters*, Programme Priority Areas, accelerators, cross-cutting themes and Functional Objective outputs. Resulting from extensive consultations across the Organization, the internal governance mechanisms encourage shared leadership and provide for robust accountability in each dimension. Teams around each of the *four betters* and Programme Priority Areas coordinate and support implementation, while a Global Think Lab provides a forum for bringing staff together to discuss issues that cut across all *four betters*.

54. This set up allows FAO to leverage its multidisciplinary technical expertise to stimulate conversation and work towards an innovative and forward-thinking vision that responds to rapidly changing development challenges.

55. Business units lead efforts to ensuring an internal enabling environment for delivering the programme of work. Accountabilities defined in Objective 5, the Functional Objectives and Special Chapters, including deliverables and key performance indicators, promote continuous improvements in efficiency and effectiveness.

56. The arrangements foster agile, flexible and context-specific responses, working together with the wide array of partners in support of the *four betters* and the 2030 Agenda.

Strengthening Decentralized Office capacity

57. Following the recommendations of the Audit Report on *Decentralized Offices' governance structure and capacity* and the analysis of the country office business model, FAO began a process to restructure the regional and subregional offices, in line with the reform of headquarters. This restructuring identifies high-level functions common across regions, while allowing flexibility to address region-specific priorities and requirements.



58. The goal of the transformed regional and subregional structures is to improve relevance, timeliness, cost-efficiency, technical quality and effectiveness of the support FAO provides to Members through country offices, and improve capacities through stronger and more collegial leadership, integrated policy, technical and investment support teams, improved and more interactive regional governance, better leveraging on partnerships, strengthened liaison functions, and the adoption of a more effective and efficient administration to move forward towards a fully Digital FAO.

59. The Organization is also strengthening its capacity to monitor and flag issues requiring management attention, through improved information system dashboards and related tools to provide holistic views of the Organization's programmes and operations, in support of a programmatic approach to planning, management and implementation.

Ethical and safe work environment

60. Job satisfaction and ensuring the health, safety and well-being of employees, continue to be areas of focus with strong results. The latest Employee Satisfaction Survey shows employee satisfaction increased an average of 10 percent points across all surveyed categories, 78 percent of employees recommend FAO as a good place to work, 89 percent are proud to work at FAO, and 85 percent feel valued and respected.

61. Significant support is being provided to employees to accelerate their career development through varied and customized learning paths, new training courses, leadership coaching, and online resources. These efforts contributed to a high number of internal candidates being selected for vacancies, including promotions. Additionally, new guidelines for promoting staff that are consistently fulfilling responsibilities above their grade level are being piloted.

62. Supporting employee health and well-being also continues to be a critical area of focus, with measures to ensure COVID-19 protection in all locations, revised travel health advisories, and health awareness campaigns. Various initiatives support mental health services, including increased individual and group counseling services and a dedicated digital workspace. Revised teleworking guidelines were launched and were piloted in 2022 which provide guidance on the transition back to the office, flexible and remote working, and supporting mental health.

63. The FAO Youth Committee, FAO Women's Committee, the Young Talent programme and the FAO Mentorship Programme continue to be central mechanisms for supporting and recognizing employees, contributing to a dynamic workforce by creating safe spaces for sharing knowledge and experiences and promoting innovative ideas. Through its regular informal gatherings, the Women's Committee supported the UN Secretary-General's UNITE to End Violence against Women campaign; addressed gender roles, ancestral knowledge and female leadership with Indigenous women; and shared experiences in economic empowerment of marginalized women. The recently launched "She Matters" initiative will place women's issues as a top priority for FAO by showcasing transformational leadership for gender equality and women's empowerment, promoting peer learning in empowering women at FAO, and identifying challenges to implement existing policies and frameworks and address gender issues and women's empowerment at FAO.

64. The Organization's capacity to fulfill its commitments requires people-centred HR strategies and policies that drive a culture of integrity, innovation, collaboration and excellence, as FAO's efforts to pursue its mandate depends on its people. Improved workforce planning guidance, updated recruitment policies and new contractual guidelines for affiliated workforce were developed in 2022 and are in their finalization stages.

65. Enhanced compliance mechanisms enable staff to undertake their duties effectively and with integrity. With strong emphasis on accountability, transparency and ethics at FAO, recent years have seen the Ombudsman and Ethics Offices publishing guidelines, such as the first FAO Code of Ethical Conduct and a revised Whistleblower Protection Policy, and the creation of a Workplace

Integrity Network to ensure collaboration among all teams addressing matters related to ethics and misconduct. The benefit of these actions resulted in a 12-point improvement on responses related to ethics and misconduct in the 2022 Employee Satisfaction Survey compared to 2019.

66. These efforts have created a safe and ethical work environment where employees enjoy improved opportunities for growth and development and feel proud of their work. Improved staff morale and well-being allow employees to deliver more efficiently and effectively.

Streamlined country programming

67. FAO has significantly improved its capacity to support Members in addressing their national priorities. FAO Representatives support country ownership and address national SDG priorities and gaps, while ensuring that agrifood systems transformation concerns and related SDGs are well integrated and prioritized in UN common planning documents. They engage with the Resident Coordinator and the UN system and contribute to shaping the formulation of the Common Country Analysis, and the UN Sustainable Development Cooperation Framework.

68. FAO is putting in place mechanisms to bring more fully to bear the Organization's wealth of technical, policy and investment capacity in support of efforts at country level. This includes Regional Offices facilitating coordination among technical streams aimed at channeling FAO's analytical support in a more integrated way, and providing FAO country teams with improved access to data and analytics from different FAO domains.

69. Importantly, FAO further adjusted its own programming processes to strengthen the relationship with the UNSDCF. In addition to fully deriving the Country Programming Frameworks (CPFs) from the UNSDCF, FAO's corporate programming and reporting processes now derive from the CPFs as well. This both better reflects the diversity of countries' situations under the FAO Strategic Framework 2022-31, while at the same time fully embracing and engaging with the UN development system and coordinated UN work at country level. It also streamlines planning and reporting for FAO country offices and relieves burdens to allow for a more efficient use of country-level resources.

Strategic review of the Technical Cooperation Programme

70. Following an inclusive and transparent consultation process, the Technical Cooperation Programme is set on a new course of transparency, efficiency and effectiveness in making its know-how and technical expertise available to member countries upon request. Project contributions to the Programme Priority Areas and SDG targets can be tracked and monitored, ensuring strategic alignment and bolstering catalytic results. Regional TCP resource shares follow new criteria and methodology agreed by Governing Bodies. Harmonized within-region allocations increase predictability and strengthen governance, while maintaining flexibility to respond to emerging needs at country level. To further enhance these results, FAO is streamlining and modernizing both the FAO Project Cycle and the project support model. FAO's toolbox is being better equipped to support investments and new ways of project delivery, using modern technology.

V. Resource management



Resource mobilization

71. The year 2022 was another record-breaking year for levels of resources mobilization. FAO mobilized a total of USD 2.14 billion in voluntary contributions,² 66 percent more than the average for 2018-21, and setting the stage to exceed the biennial target of USD 2.25 billion. The main drivers for this extraordinary achievement are the growing support for emergencies and resilience building, increased engagement with International Financial Institutions, and greatly increased contributions from the United States of America.

72. FAO Members provided most of the voluntary contributions (62 percent), followed by vertical fund partners (14 percent), and UN organizations (12 percent), and international financing institutions (IFIs, 10 percent), in addition to 14 percent through triangular arrangements with Member governments. The Organization continued assisting Members in accessing international climate and environmental funds. In 2022, with FAO's support, 50 countries and 9 regional and subregional programmes accessed a total of USD 306 million provided by the Global Environment Facility and the Green Climate Fund.

73. Engagement with IFIs continues to grow rapidly. 2022, saw an over five-fold increase in their contributions compared to the average in 2018-21. Overall, 24 percent of the voluntary contributions to FAO in 2022 were either directly received from IFIs or channeled through IFI-funded projects that were implemented by FAO through Unilateral Trust Fund agreements with Members.

74. Contributions to FAO's two main flexible, funding mechanisms, the Special Fund for Emergency and Rehabilitation Activities and the Flexible Voluntary Contribution, remain stable. While small, they continue to address strategically important needs in underfunded technical areas. Contributions to the FVC in 2022 amounted to USD 22 million. FAO has taken important steps in the past year to encourage greater participation and financial contributions to the FVC through improved governance arrangements, dedicated coordination and oversight mechanisms, solid results-based management and performance frameworks and an effective outreach campaign.

Financial delivery

75. FAO's Programme of Work is implemented through an integrated budget comprising the net appropriations and voluntary contributions.

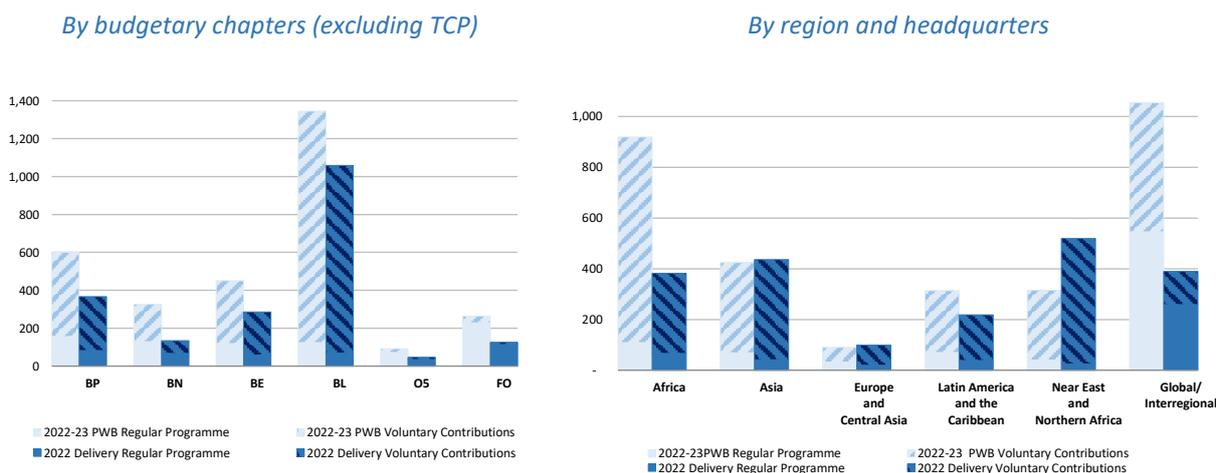
² All information and data regarding Voluntary Contributions is based on preliminary closure and includes all the trust funds that were made operationally active as at end-December.

76. In 2022, the delivery of net appropriation resources is on track.³ As shown in *Figure 2*, by the end of 2022, delivery against the approved biennial budget of USD 864.8 million, excluding the Technical Cooperation Programme (TCP), reached approximately USD 449.5million, an implementation rate of 52 percent, comparable to the previous two biennia at the same point in time. Delivery against the 2022-23 TCP is reported below.

77. Delivery of voluntary contributions stands at approximately USD 1.6 billion, or 70 percent of the level of resources originally estimated in the Programme of Work and Budget for 2022-23.

78. As illustrated in *Figure 2*, the financial implementation rate is consistent across all regions.

Figure 2: Budget compared to 2022 delivery (USD thousand)



Technical Cooperation Programme

79. FAO is on track to fulfil commitments to approve and spend the Technical Cooperation Programme in 2022-23. During 2022, 298 TCP projects for USD 69.9 million were approved against the 2022-23 appropriations, representing 51 percent of the USD 135.8 million available for project approval. This approval rate is well within the range of normal fluctuations between biennia and full approval is expected by the end of the biennium. Of this amount, 82 percent has been committed for development support, and 18 percent for emergency assistance.

³ Financial delivery information is preliminary. It is based on 2022 expenditures, commitments and income as at end-December in the unaudited accounts of the Organization prior to closure of the 2022 annual accounts in March 2023. Final figures will be reported in the Audited Accounts – FAO 2022, Statement V.

Table 1: TCP biennial approvals, by type and recipient region, at the end of 2022 (USD million)

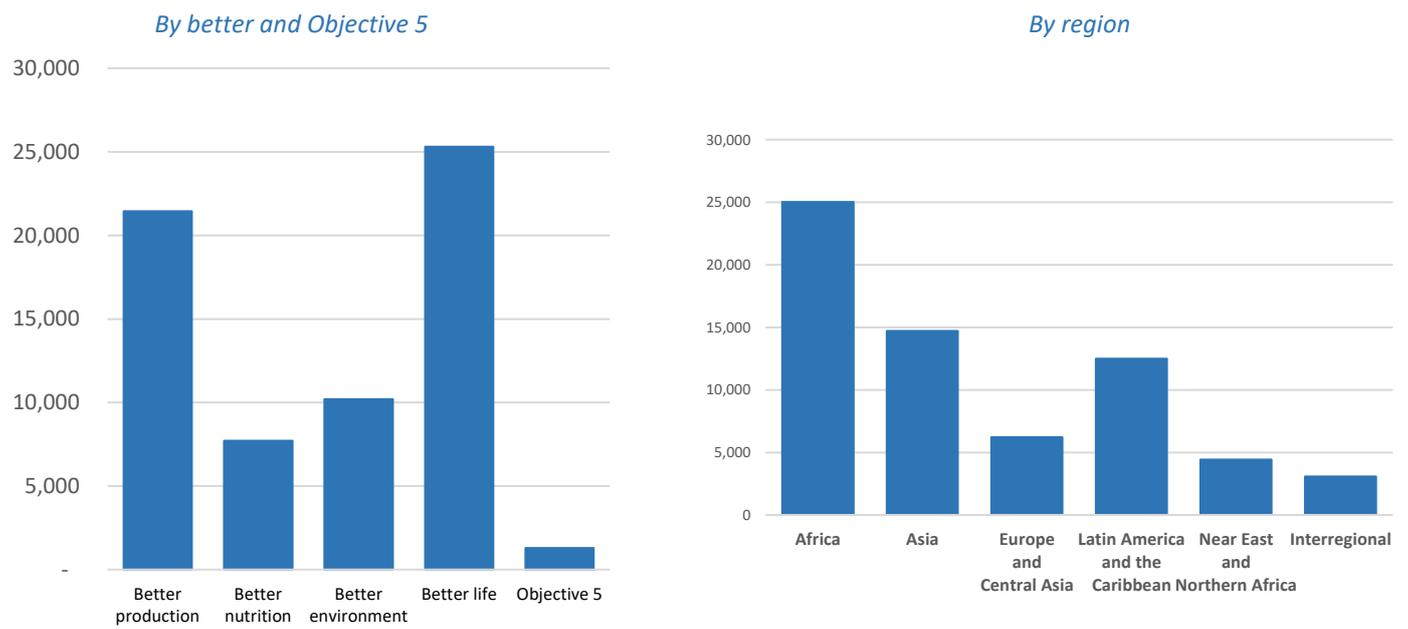
Recipient Region	2022-23 Appropriations	2022 Approvals	Percentage Approved
Development Support	115.6	57.5	50
Africa	44.3	24.2	55
Asia and the Pacific	27.2	11.1	41
Europe and Central Asia	11.1	5.0	45
Latin America and the Caribbean	19.9	13.9	70
Near East and Northern Africa	9.1	2.8	31
Interregional	4.1	0.7	16
Emergency Support	20.3	12.4	61
Africa		5.6	
Asia and the Pacific		1.8	
Europe and Central Asia		1.3	
Latin America and the Caribbean		2.8	
Near East and Northern Africa		1.0	
Total	135.8	69.9	51

80. TCP funds are available for delivery over two biennia (expenditures begin in the funding biennium and continue into the following one). TCP delivery in 2022, for both 2020-21 and 2022-23 appropriations, amounts to USD 65.9 million, of which USD 53.6 million for projects approved against the 2020-21 appropriations, bringing total delivery of that appropriation to 73 percent. Despite the challenges associated with the COVID-19 pandemic, TCP spending against the 2020-21 TCP appropriations remains in line with past trends and full expenditure is foreseen by the end of 2023.

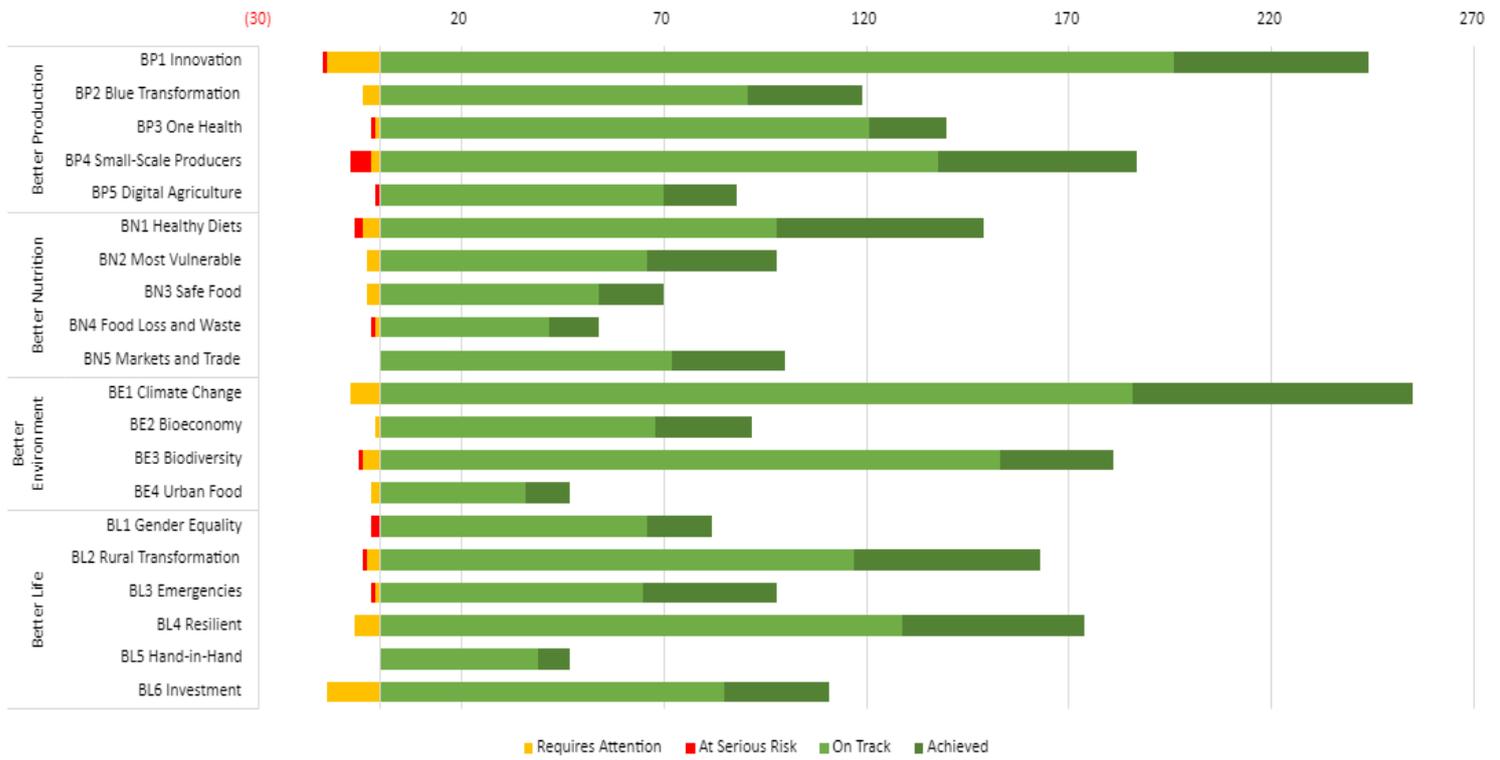
81. *Figure 3* illustrates expenditures for assistance provided to countries through TCP projects in 2022, by *better* and Objective 5 and by recipient region, respectively.

82. Updated TCP gender markers align with the latest corporate policy on gender equality, and procedures now more accurately reflect how gender-sensitive approaches are applied in TCP activities. For projects approved against 2022-23 appropriations, 86 percent are gender-sensitive or contribute to gender equality, on track to exceed the biennial target of 60 percent.

Figure 3: TCP 2022 expenditures (USD thousand)

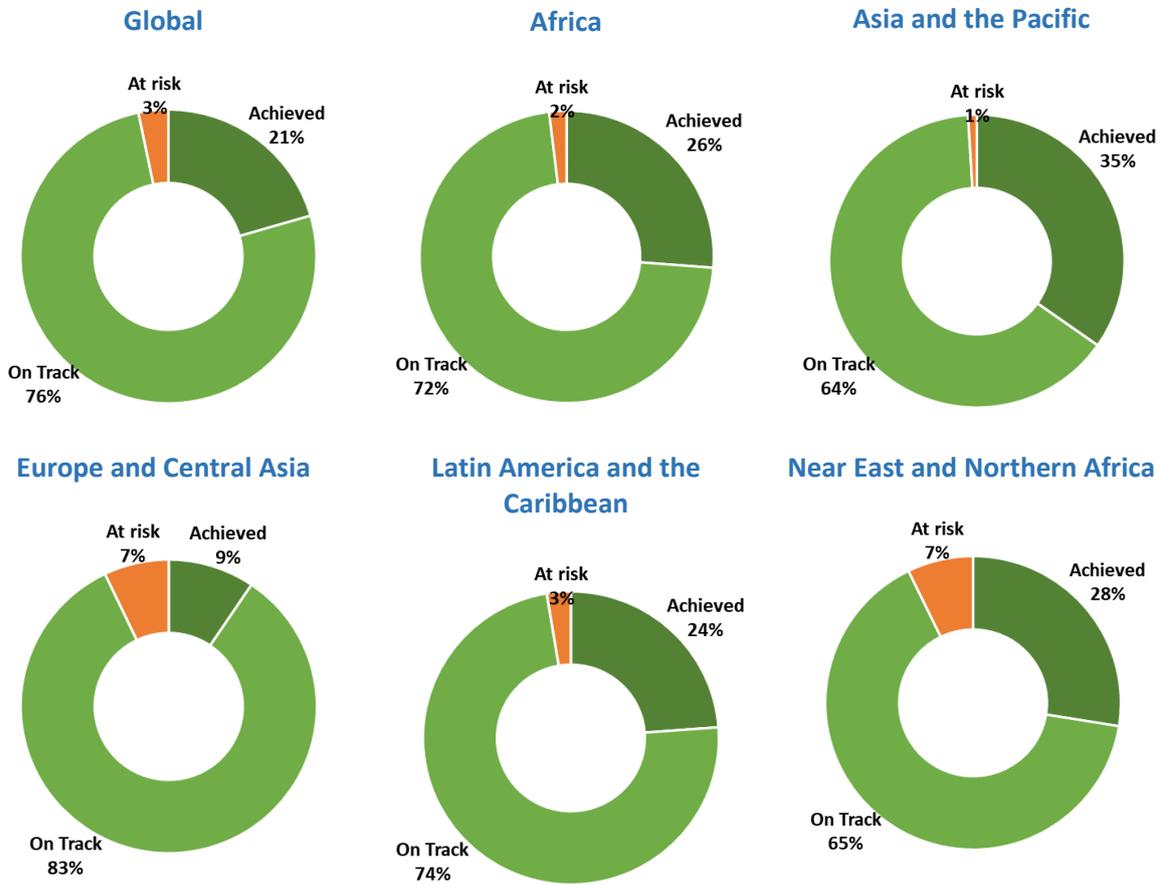


Annex 1: Outlook towards implementation (by better)



Annex 2: Outlook towards implementation (by region)

83. The graphics below capture the outlook towards full implementation of the regional programmes. They are based on the status and risk levels of the Programme Priority Areas’ outputs, as assessed by managers at the relevant levels.



Annex 3: Progress on the FAO Policy on Gender Equality Minimum Standards and the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP 2.0)

84. Gender equality is central to FAO's mandate and the FAO Strategic Framework 2022-31, where it is captured as a technical theme under *better life*, BL1: Gender Equality and Rural Women's Empowerment, as well as a cross-cutting theme, together with youth and inclusivity, aiming to address these issues systematically across FAO's work (Objective 5, Outcome 5.3). Therefore, in assessing its performance in achieving Objective 5, FAO includes two gender-related KPIs to measure progress and results achieved, as reported below.

Indicator 5.3.A – Number of gender mainstreaming standards implemented

85. The indicator measures the implementation of the 17 minimum standards for gender mainstreaming defined in the FAO Policy on Gender Equality 2020-30. The standards aim to foster an enabling institutional environment with gender mainstreaming mechanisms that focus on the key functions of the Organization. They were designed to complement and fully integrate with the UN-SWAP 2.0 Performance Indicators, which are binding for all UN organizations and against which FAO reports on an annual basis.

86. The updated FAO Policy on Gender Equality 2020-30 introduced new minimum standards for human resource management (12), staff learning (14), audit (15), resource mobilization (16) and communication (17). For the first time, FAO tracks resources dedicated to gender equality and women's empowerment, applying a newly established quality control mechanism (9). The methodology for tracking gender-related planning and outputs was also updated and is now tied to relevant gender-sensitive SDG targets (3). Most standards show consistency and improvements in reporting, particularly those related to the collection, analysis and dissemination of sex-disaggregated data and gender statistics; staff learning and capacity development; and project formulation and implementation. In the reporting year, all 17 Standards were implemented.

Table 2: Minimum Standards of the FAO Policy on Gender Equality 2020-2030

Minimum Standards for Gender Mainstreaming		2022	Mid-term Review-Summary of Results
1	FAO systematically collects and incorporates sex-disaggregated data in all its major statistical databases and related SDG platforms. These sex-disaggregated data are analysed and disseminated through FAO knowledge and communication products to expand the evidence base on gender in agriculture, natural resource management, food security and nutrition.	Implemented	Seven out of nine FAO major databases available to the public are relevant for sex disaggregation, including an SDG-related repository. Out of these, five currently include sex-disaggregated information. FAO disseminates this data through its knowledge products, particularly its flagship publications, which include an annual SDG report. In the reporting year, the SDG report and all flagship publications included a gender analysis, while four out of six provided sex-disaggregated data.
2	FAO provides capacity development to Members to enhance the collection, analysis and use of sex-disaggregated data for SDG-monitoring, informed policy-making and programme development.	Implemented	FAO strengthens the capacity of Members to collect and analyse sex-disaggregated data and gender-sensitive statistics. In the reporting year, government officials from more than 50 countries took part in 33 online, regional or national training workshops and roundtable discussions. FAO also supports national stakeholders in collecting sex-disaggregated data and producing sex-disaggregated statistics.

Minimum Standards for Gender Mainstreaming		2022	Mid-term Review-Summary of Results
			The Organization supported the development of 29 agricultural censuses and surveys.
3	FAO integrates gender dimensions in its results measurement framework, in alignment with the gender equality objectives set by the FAO Policy on Gender Equality, and systematically plans and measures gender-related results at all levels (SDG/outcome/outputs).	Implemented	Gender-related outputs are formulated at country, regional and headquarters levels and contribute to SDG targets and indicators. In the reporting year, 17 percent of planned and reported outputs contributed to gender-relevant SDG targets.
4	A dedicated budget is allocated to gender-related work and reported to Governing Bodies.	Implemented	The Programme of Work and Budget allocates a dedicated budget for gender work across the Organization.
5	Gender expertise is available at headquarters and regional level to support and coordinate FAO's work on gender equality. An organization-wide network of gender focal points – staff who devote 20 percent of their time to support gender mainstreaming work – is in place and maintained.	Implemented	In the reporting year, a total of 12 gender posts were filled at headquarters and in each regional office for implementing gender work, including the coordination of the Organization-wide network of gender focal points (GFPs) at headquarters and in the subregional and country offices. In 2022, there were over 160 active GFPs. The total network, which also includes alternates, comprises over 250 employees.
6	Decentralized offices and headquarters divisions carry out a gender stocktaking exercise every four years to assess the extent to which gender is integrated in their work. They are also required to develop a follow-up plan of action to address the identified gaps, set priorities and allocate resources for gender mainstreaming at divisional and office level.	Implemented	FAO promotes periodic stocktaking of gender-related work in all Organizational units to plan for future activities. In the reporting year, 14 reports were successfully finalized.
7	Country offices periodically carry out a country gender assessment to provide national/international partners with an updated profile on gender and agriculture and inform country planning. FAO's Country Programming Frameworks integrate gender-related outputs, activities and indicators in their results framework.	Implemented	FAO promotes the development of Country Gender Assessments which contribute to Country Programming Frameworks and project formulation. In the reporting year, a total of ten new assessments were carried out. All CPFs endorsed in 2022 included gender in the country context analysis and the result matrix.
8	Projects and programmes integrate gender-related results and indicators, based on the findings of a gender analysis. Their formulation and implementation are guided by specific gender requirements established by the FAO project cycle.	Implemented	Specific gender-related requirements are established through the FAO Project Cycle. In 2022, nearly 90 percent of all projects were formulated based on a gender analysis and 86 percent implemented gender-related activities.

Minimum Standards for Gender Mainstreaming		2022	Mid-term Review-Summary of Results
9	All decentralized offices and headquarters divisions dedicate resources, including TCPs, and implement interventions whose main objective is to promote gender equality and women's empowerment.	Implemented	Two percent of FAO projects focus on the promotion of gender equality and women's empowerment. FAO was also able for the first time to attribute annual project expenditure on gender equality and women's empowerment which amounted to USD 24 million.
10	FAO annually reports to its Governing Bodies on the gender-related results achieved under the FAO Strategic Framework and on the implementation of the minimum standards of this Policy and the performance standards of the UN-SWAP 2.0.	Implemented	The corporate monitoring framework addresses gender equality within all <i>four betters</i> , as a cross-cutting theme, as well as within Functional Objectives, as reported to Members through the Mid-term Review Synthesis Report and the Programme Implementation Report.
11	All FAO employees are expected to promote gender equality as part of their work and functions. Gender focal points and supervisors are required to include a gender objective/indicator when planning for the Performance Evaluation and Management System (PEMS).	Implemented	FAO continued to expand the incorporation of gender equality objectives in PEMS to different categories of staff. Performance assessments now hold supervisors, FAO Representatives and senior managers accountable for gender equality. GFPs reported 95 percent gender-related objectives in their PEMS, up from 91 percent in 2021.
12	FAO implements policies, strategies and specific measures that promote gender parity and foster gender equality in the workplace.	Implemented	A corporate Action Plan on Gender Parity is implemented and regularly reported to FAO Governing Bodies and to the UN system. FAO has also put in place a number of policies promoting an inclusive work environment, embracing gender equality in the workplace.
13	All employees undertake mandatory gender training to acquire an understanding of gender issues related to FAO's mandate. FAO periodically assesses staff capacities and, based on identified needs, provides tailor-made trainings to headquarters divisions and decentralized offices.	Implemented	FAO implements annually a gender-related capacity development plan and offers a variety of gender-related training options to its employees. During the reporting year, more than 70 different workshops, seminars or webinars dedicated to gender equality issues were organized at headquarters and in decentralized offices. The mandatory e-learning course "Achieving Gender Equality in FAO's work" is available for all employees on the internal learning platform you@fao.org .
14	FAO establishes and maintains corporate incentive and award mechanisms to promote good performance and delivery of gender-related results by decentralized offices and technical divisions.	Implemented	A multilevel reward and incentive mechanism for mainstreaming gender work has been developed and approved. Individual achievements are rewarded through the corporate <i>FAO Employee recognition awards</i> . Achievements will be recognized through a separate process with results expected to be reported in the coming years.

Minimum Standards for Gender Mainstreaming		2022	Mid-term Review-Summary of Results
15	Evaluation and audit methodologies integrate gender dimensions and gender-specific recommendations are included in the final reports, when relevant.	Implemented	In line with the corporate Guidelines for the assessment of gender mainstreaming, over 70 percent of all evaluations included gender-specific conclusions and appropriate recommended actions. ⁴ Five out of 12 audits carried out in 2022 reported on gender mainstreaming issues.
16	FAO leverages on its partnerships at global and national levels to mobilize voluntary contributions to expand and consolidate its work on gender equality and women's empowerment. Financing priorities in this area are regularly strategic dialogues, donor presented to resource partners through consultations and pledging events.	Implemented	In the reporting year, 23 strategic dialogues, donor consultations and meeting with resource partners, discussed gender priorities as part of their agenda.
17	FAO gives visibility to and promotes gender-related work, including on the results achieved in the implementation of the FAO gender equality policy and the UN-SWAP 2.0, through its corporate and internal communication activities. All FAO public imaging and branding is gender-sensitive.	Implemented	In 2022, 86 gender-related stories were published on FAO's website, and 34 on Intranet. In addition, more than 500 relevant posts were published on different social media channels. The FAO corporate communication policy includes guidance and recommendations on gender-sensitive imaging and branding, including specific guidance on photos and video footage to reflect gender balance.

Indicator 5.3.B – UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)

87. *Indicator 5.3.B* assesses FAO's performance against the UN-SWAP standards. The UNSWAP is an accountability framework to accelerate mainstreaming of gender equality and the empowerment of women in all institutional functions of the UN system, and requires annual reporting by each participating entity, funds and programmes.

88. An upgraded UNSWAP 2.0 was launched in 2018 covering the period 2018-22 which extends the reach of UN-SWAP 1.0 with updated Performance Indicators aligned with the 2030 Agenda for Sustainable Development. In 2020, additional reporting questions were added to each Performance Indicator to track the effects and responses to the COVID-19 pandemic in relation to gender equality and the empowerment of women. This year constitutes the last reporting cycle of the UNSWAP 2.0 and consultations for updating the framework are ongoing.

89. As shown in *Table 3*, FAO met or exceeded 14 out of 16 applicable UN-SWAP Performance Indicators (PI).⁵ In particular, FAO exceeded PI 15 on capacity development for the first time since 2018. Despite challenges caused by COVID-19 pandemic, the Organization remained steadfast in its effort to provide virtual training opportunities to its personnel and partners that allowed reaching a

⁴ The percentage declined slightly compared to previous years (averaged at 85 percent) due to understaffing and travel restrictions which resulted in limited field engagement.

⁵ One of the 17 UN-SWAP PIs is not applicable to FAO.

wider audience than before. In addition, the Organization expanded the tailored gender-related trainings offered to senior managers.

90. On the other hand, there is scope for improvement PI 4 on evaluation and PI 12 on equal representation of women. Efforts to systematically include gender perspectives in FAO evaluations were constrained, also by travel restrictions which limited beneficiary engagement in the field. Representation of women has remained stable since 2020 with 45 percent of professional staff and 26 percent in the Director category. The Organization will develop a new Diversity, Equity and Inclusion Framework with relevant action plans promoting all forms of diversity and gender parity.

Table 3: UN-SWAP 2.0 FAO rating by Performance Indicator*

PI	Title	2020	2021	2022
1	Strategic planning gender-related SDG results	meets	meets	exceeds
2	Reporting on Gender-related SDG results	exceeds	exceeds	exceeds
3	Programmatic Gender-related SDG Results not captured in PI 1	n/a	n/a	n/a
4	Evaluation	exceeds	exceeds	approaches
5	Audit	exceeds	exceeds	exceeds
6	Policy	meets	meets	meets
7	Leadership	meets	meets	meets
8	Gender-responsive Performance Management	meets	exceeds	exceeds
9	Financial Resource Tracking	meets	meets	meets
10	Financial Resource Allocation	meets	meets	meets
11	Gender Architecture	exceeds	exceeds	exceeds
12	Equal Representation of Women	approaches	approaches	approaches
13	Organisational Culture	meets	meets	meets
14	Capacity Assessment	exceeds	exceeds	exceeds
15	Capacity Development	meets	meets	exceeds
16	Knowledge and Communication	exceeds	exceeds	exceeds
17	Coherence	meets	meets	meets

**In line with the reporting timeline of UN-SWAP to the UN Economic and Social Council, ratings are to be confirmed in July 2023*

91. In its annual letter, UN Women (October 2022) commended FAO for having stepped up its efforts to institute various mechanisms and practices to strengthen gender equality in the workplace. This included enhancing accountability on gender equality now included in senior managers' Performance Evaluation and Management System, incorporating criteria on gender-related results in employee recognition awards, and publishing the first Code of Ethical Conduct.

Annex 4: Methodology

92. Performance monitoring is an essential part of effective results-based management. It is a timely source of information, a tool for in-course correction and for assisting in forward planning. The expected benefits are enhanced organizational learning and improved delivery of results in support of the 2030 Agenda.

93. The information presented in the Mid-term Review Synthesis Report relies on the internal year-end reporting exercise, which reflects the revamped and streamlined planning, monitoring and reporting arrangements of the Medium Term Plan 2022-25. Managers across the Organization undertake a forward-looking assessment of progress in delivering the agreed contributions to the updated results framework 2022-25⁶ in the context of global, regional and country priorities. The information is used to understand the extent to which implementation of the Programme of Work is on track and to inform course-correction as required. Programme Priority Area leaders and their teams receive a summary of progress to inform future direction; regional offices provide a high-level review to ensure coherence and consistency in the regional theory of change, as well as continued support to country offices; and individual managers adjust their work plans accordingly.

94. The exercise builds on risk assessment principles. Managers critically review the status of the work plans and, leveraging the Organization's risk management framework, report on: (a) achievements; (b) risk factors that may affect capacity to deliver; and (c) related mitigating actions. On this basis, they provide a risk rating that informs the assessment of the outlook towards full implementation by the end of the biennium.

95. The information is documented in the FAO corporate planning, monitoring and reporting information system. Managers apply a traffic light rating for each work plan output, identify challenges and specify remedial actions where achievement of objectives is at risk. The data collection module is designed to also support country-level reporting requirements.⁷

Outlook towards implementation rating scale	
Achieved (green)	The output has been delivered with quality by the end of 2022.
On track (green)	There are no impediments or risks which are expected to significantly affect implementation. The output is expected to be delivered on time and with quality.
Requires attention (amber)	Some issues could impede, delay or otherwise put at risk the achievement of the result on time and with quality. Minor remedial action is needed to mitigate these issues.
At serious risk (red)	Serious issues could impede, delay or otherwise put at risk the achievement of the result on time and with quality. Fundamental remedial action is required to mitigate these issues, but may not be sufficient.

⁶ PC 134/2 Annex 1

⁷ E.g. UN Sustainable Development Cooperation Framework, UN Joint Work Planning, Country Programming Framework.

Annex 5: FAO's results architecture

