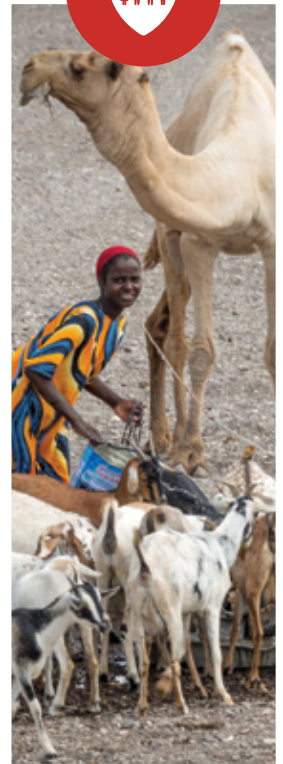
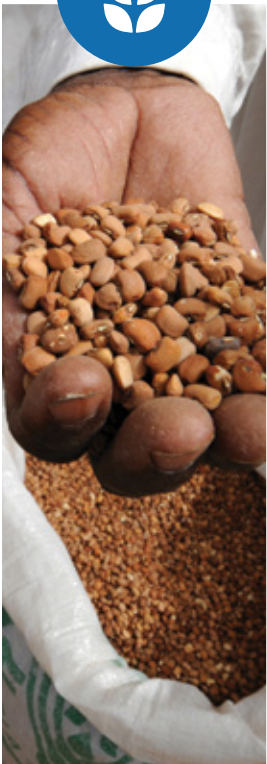




Food and Agriculture Organization
of the United Nations

ON TRACK: Achieving results and exceeding expectations

FAO IS ON TRACK IN IMPLEMENTING ITS 2014-15 PROGRAMME OF WORK





Help eliminate hunger, food insecurity and malnutrition

ON TRACK



Make agriculture, forestry and fisheries more productive and sustainable

ON TRACK



Reduce rural poverty

ON TRACK



Enable inclusive and efficient agricultural and food systems

ON TRACK



Increase the resilience of livelihoods to threats and crises

ON TRACK



Producing results in technical quality through knowledge and services

ON TRACK

ACHIEVING OUR OBJECTIVES

FAO'S Strategic Objectives

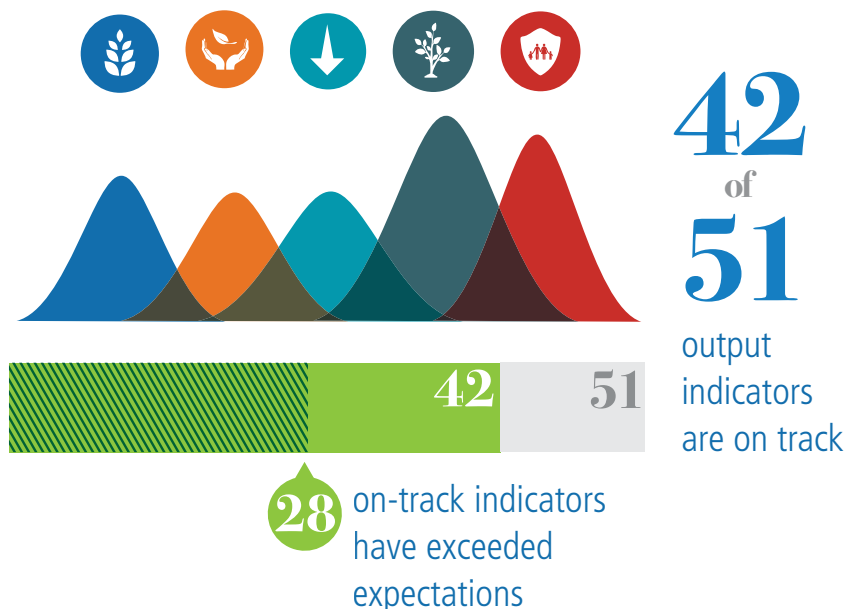
FAO's work is driven by five cross-cutting Strategic Objectives that are closely aligned with the most relevant and urgent development problems faced by member countries and the development community. Together with a sixth objective focused on technical knowledge, quality and services, these Strategic Objectives guide the work of the Organization in contributing to the eradication of hunger, increasing sustainable production, eliminating rural poverty, enabling more inclusive and efficient food and agricultural systems, and increasing the resilience of livelihoods. The Objectives are cross-sectoral in nature, ensuring coordinated action and greater synergy and alignment across the Organization and in its partnerships with governments and key stakeholders.

Implementation and delivery

Under each Strategic Objective, more specific organizational outcomes and outputs are defined and measured by indicators with expected targets to be achieved over a four-year period. It is at this level that FAO's main programmatic areas of work are developed and implemented.

Achieving results

FAO is on track in implementing its 2014-15 Programme of Work: mid-term results show **that 82% of the output indicators are on track to achieve the results of the five Strategic Objectives**. Well over half of the targets set for 2014 have exceeded expectations. Specifically, out of **51 output indicators**, **42 are on track**; and of these on-track indicators, **28 have exceeded expectations**.



FAO has exceeded expectations

Greater alignment of global objectives with country priorities

Greater integration of technical knowledge in headquarters with operational activities in the field

Greater results focus thanks to cross-sectoral work



Strategic Objective 1

Help eliminate hunger, food insecurity and malnutrition

ON TRACK

FAO works with governments and non-state actors to focus on the causes of hunger and works with all actors to create more enabling environments for food security and nutrition.

THE AIM

Policies and programmes with stronger focus on hunger and malnutrition supported by appropriate legislation, increased investment, stronger and more inclusive coordination across sectors and stakeholders, and enhanced evidence-based decision-making.

ON TRACK (6 out of 8 indicators)



Sacks of improved seeds being distributed to communities living on inhospitable terrains in Niger. ©FAO/Peter DiCampo

THE RESULTS

Engagement in global policy process

- ROME DECLARATION ON NUTRITION AND FRAMEWORK FOR ACTION obtained during the Second International Conference on Nutrition (ICN2).
- Endorsement of PRINCIPLES on RESPONSIBLE AGRICULTURAL INVESTMENT AND FOOD SYSTEMS obtained during Committee on World Food Security (CFS).
- Adoption of VOLUNTARY GUIDELINES FOR SECURING SUSTAINABLE SMALL-SCALE FISHERIES obtained by Committee of Fisheries (COFI).

Collaborative results

- MALABO DECLARATION including Commitment to Ending Hunger by 2025 obtained during African Union Summit June 2014.
- Creation of Community of Latin American and Caribbean States Food Security and Nutrition (**CELAC**) web-based platform.
- Integration of **nutrition** by Association of Southeast Asian Nations (ASEAN) **into strategy, plans of action and vision** (Integrated Food Security Strategy; Plan of Action for Food Security (2015-2020); and Food, Agriculture and Forestry Vision (2016-2025)).

Improved capacities in over 80 countries

- Food security and nutrition objectives mainstreamed in sectoral policies and investment programmes and cross-sectoral policy frameworks for food security and nutrition developed **in over 35 countries**.
- Development and implementation of **LEGAL FRAMEWORKS** for the right to food and more secure and equitable access to resources and assets in **13 countries**.
- Development, implementation and monitoring of Bangladesh Country Investment Plan.
- Strengthening capacity for using data and information for improved decision-making (IPC and other FAO-led programmes) **in 33 countries**.
- More inclusive partnerships for nutrition in Angola and Niger.





Strategic Objective 2

Make agriculture, forestry and fisheries more productive and sustainable

ON TRACK

FAO supports its members to increase and improve productivity and provides its expertise to coordinate actions that are environmentally, economically and socially sustainable.

THE AIM

Support to innovative practices and technical capacities' development, analysis of governance issues and support to policy processes, global governance through FAO mechanisms and implementation of instruments, development of statistics, and data for evidence-based decision making.

ON TRACK (10 out of 13 indicators)



Rice-fish culture system in Qingtian county, China. ©FAO

THE RESULTS

Engagement at global level

- Building a Common Vision for Sustainable Food and Agriculture: Principles and Approaches LAUNCHED in Bangladesh, Morocco, and Rwanda.
- Over 100 technologies used by rural women to improve production PRESENTED Nairobi Share Fair.
- Creation and launch of GLOBAL ALLIANCE for Climate-Smart Agriculture.
- Advocated GLOBAL SOIL MANAGEMENT agenda.
- Co-launched GLOBAL ACTION NETWORK on blue growth and food security.
- Revamped GLOBAL LIVESTOCK AND ENVIRONMENT ASSESSMENT MODEL.
- Convened INTERNATIONAL SYMPOSIUM ON AGRO-ECOLOGY in food and nutrition security.
- Led MULTI-AGENCY PROGRAMME for shared vision in groundwater governance and framework for action.

RESULTS in over 90 countries

- Innovative practices adopted in Bangladesh, Indonesia, Philippines and Sri Lanka on feed and feeding, seed production, animal health management as well as integrated national strategies on sustainable aquaculture.
- SAVE and GROW systems and practices included in Farmer Field Schools' curricula, adopted by Philippines farmers.
- Globally Important Agriculture Heritage Systems (GIAHS) established in 31 sites in 13 countries.
- Holistic approaches to watershed management in Azerbaijan, Kyrgyzstan, Tajikistan, Turkey and Uzbekistan.
- Issues and options analysis for integrated agricultural sector sustainability support applied in Bolivia, Ecuador, Egypt, Indonesia, Niger, Panama and Rwanda.
- Mainstreaming of climate change adaptation (CCA) in investment programmes done in 8 countries in Asia and Africa.





Strategic Objective 3

Reduce rural poverty

ON TRACK

FAO employs an integrated approach to rural development that aims to enhance access to productive resources, organizations and services, promote decent rural employment and strengthen social protection systems.

THE AIM

To improve rural incomes and livelihoods through interventions to strengthen and diversify the rural economy at large, including through policy support and capacity development for strengthened rural organizations and institutions, improved social protection systems, pro-poor approaches to access to land, technologies and knowledge, and better conditions for decent farm and off-farm employment (especially for women and youth).

ON TRACK (7 out of 10 indicators)



Children participating in a Junior Farmer Field and Life School session in Central African Republic. ©FAO/Riccardo Gangale

THE RESULTS

Enhanced access

- Improved participation in policy dialogue for Angola, Georgia, Niger, and Senegal. Forest and Farm Facility Programme in Gambia, Guatemala, Liberia and Nepal enabled consultation and capacity.
- Community listeners' clubs set up under DIMITRA which reached and empowered 250 000 rural women and men in Ghana, Niger and Senegal.
- Farmer Field Schools harnessed knowledge and skills for inclusion in producer organizations in Kenya, Honduras, Somalia and Sri Lanka.
- Improved access of the rural poor to natural resources and sustainable management capacity through policies, strategies and action plans in Bolivia, China, Colombia, Ghana, Lao, Lebanon and Uruguay.
- Rural women have been empowered by improving their access to rural organizations, productive resources, services, technologies, decent work and social protection in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda

Developing decent employment

- Supported generation of decent employment in rural areas in Ethiopia, Ghana, Nigeria, Senegal, Swaziland and Zambia, especially for rural youth. FAO supported policy dialogues and skills training in Zambia and set in motion Nigeria's Youth Employment in Agriculture Programme (YEAP).
- Rural youth employment and entrepreneurship is being bolstered in El Salvador, Honduras and Paraguay through South-South Cooperation (SSC).
- Application of international labour standards in rural areas supported in Cambodia, Malawi, Niger and Tanzania.

Strengthened social protection systems

- Used partnerships to support greater synergies and coordination between countries (Ghana, Lesotho and Zambia) on social protection, agriculture and food security.
- Enabled extension of cash transfer programmes to rural poor in Africa through Protection to Production (PtoP) programme.





Strategic Objective 4

Enable inclusive and efficient agricultural and food systems

ON TRACK

FAO enables inclusive and efficient agricultural systems by addressing three critical areas of work: strengthened international agreements, mechanisms and standards, agro-industry and food value chain development, and supportive policies, financial instruments and investments.

THE AIM

Efficient and competitive agricultural and food systems which enable all participants of the value chain and all countries to market access on global, regional and local levels.

EXCEEDED TARGETS (10 of 10 indicators)



Egg production house in Zimbabwe. ©FAO/T. Ogolla

THE RESULTS

Strengthened international agreements, mechanisms and standards

- CODEX and IPPC collaboration developed ONLINE COMMENTING SYSTEMS to improve capacity of member countries participation in intergovernmental negotiations.
- Developed GLOBAL TOOLS essential to facilitating trade: Phytosanitary Capacity Evaluators, Assessment Tool for Food Control Systems.
- Delivered ONLINE TRAINING courses to Commonwealth of Independent States (CIS) countries on WTO accession issues and established expert network on agricultural trade policy.
- Assisted in IMPLEMENTATION of Voluntary Partnership Agreements (CPAs) to combat illegal logging, two countries headed for successful compliance.
- Continuous MONITORING OF FOOD AND AGRICULTURAL MARKET developments to assist countries in their short and long term investment plans.

More inclusive and efficient agribusiness and agrifood chains

- Developed LEGAL GUIDE ON CONTRACT FARMING with IFAD and UNIDROIT to guide design of regulatory frameworks and good practices for sustainable and responsible contract farming operations globally.
- Implemented school feeding programmes in 5 countries with local purchase from small farmers through Purchase from Africans for Africa; provided training on contract farming operations.
- Under the SAVE FOOD initiative a project which is implemented jointly with WFP and IFAD to mainstream food loss reduction initiatives for smallholders in food-deficit areas was LAUNCHED and 9 African countries being supported in development of food loss reduction strategies.

Development and implementation of policies, financial instruments and investment

- Formulated INNOVATIVE INVESTMENT OPERATIONS funded by International Financing Institutions partners, for example Cameroon value chain development project.
- PRINCIPLES for responsible investment in agriculture and food systems ENDORSED during CFS.
- Joint GLOBAL CONFERENCE held in Kenya with Technical Centre for Agricultural and Rural Cooperation (CTA) on agricultural financing and financial innovations 900 PARTICIPANTS FROM 89 COUNTRIES.
- Financial innovations and risk management POLICY FORUM for East Africa held in Ethiopia leading to task force to enable further policy support.





Strategic Objective 5

Increase the resilience of livelihoods to threats and crises

ON TRACK

FAO builds on experience to provide multidisciplinary technical and operational expertise to help member countries effectively prevent and cope with threats and disasters that impact agriculture, food security and nutrition.

THE AIM

More resilient livelihoods through risk governance, information for early warning and action, risk and vulnerability reduction, and preparedness for and response to crises.

EXCEEDED EXPECTATIONS (9 of 10 indicators)



FAO is rehabilitating wells and reservoirs to increase water availability in Djibouti, where limited access to water severely constrains food production. ©FAO/L. Magliocchetti Lombi

THE RESULTS

Risk governance

- Prepared a GLOBAL STUDY on damages and losses to the agricultural sector for the UN World Conference on Disaster Risk Reduction.
- Facilitated POLICY FRAMEWORK to improve food security and nutrition and build resilience in protracted crises, for adoption in 2015.
- Endorsement of specific PROVISIONS ON DISASTER RISKS within the Small-scale Fisheries Voluntary Guidelines.
- Organized workshops to establish RISK-BASED NATIONAL DROUGHT MANAGEMENT POLICIES in Southeast Asia, India, China and Southern and Eastern Africa.

Reduced vulnerability

- Issued quarterly multihazard EARLY WARNING BULLETINS for food and agriculture.
- Further developed the EMPRES-i tool to disseminate animal disease information, and Desert Locust watch to provide desert locust analysis and forecast.
- Established a multi-partner RESILIENCE ANALYSIS UNIT to better equip regional capacity in the Horn of Africa, and planned a similar unit in the Sahel.
- Establishment underway of FOOD SAFETY EARLY WARNING SYSTEMS and RAPID ALERT NETWORKS (Eastern Africa).

Preparedness and response

- Led efforts to better inform decision-making on resilience capacity and policies, applying the RESILIENCE INDEX MEASUREMENT AND ANALYSIS model in over 10 countries.
- Enhanced emergency preparedness through TRAINING in Livestock Emergency Guideline Standards (LEGS) and Good Emergency Management Practices (GEMP) in over 65 countries.
- Supported CONTINGENCY PLANNING in over 30 countries at risk of desert locust, and supported locust control activities in Madagascar.
- Provided technical support to develop and implement sound STRATEGIES ON AVIAN INFLUENZA in more than 10 countries in Asia and Africa.
- Guided the formulation of national investment programmes to improve resilience in fisheries or forestry in 11 countries.
- Supported the development of PLANS OF ACTION for disaster risk reduction in agriculture, endorsed in Lao PDR, Cambodia, Dominica and the Philippines.
- Supported corporate LEVEL 3 EMERGENCY RESPONSES in the Central African Republic, the Philippines and South Sudan.
- Provided timely and gender-responsive operational and technical support in response to crises affecting agricultural sectors in 28 countries.





Objective 6

PRODUCING RESULTS IN TECHNICAL QUALITY through knowledge and services

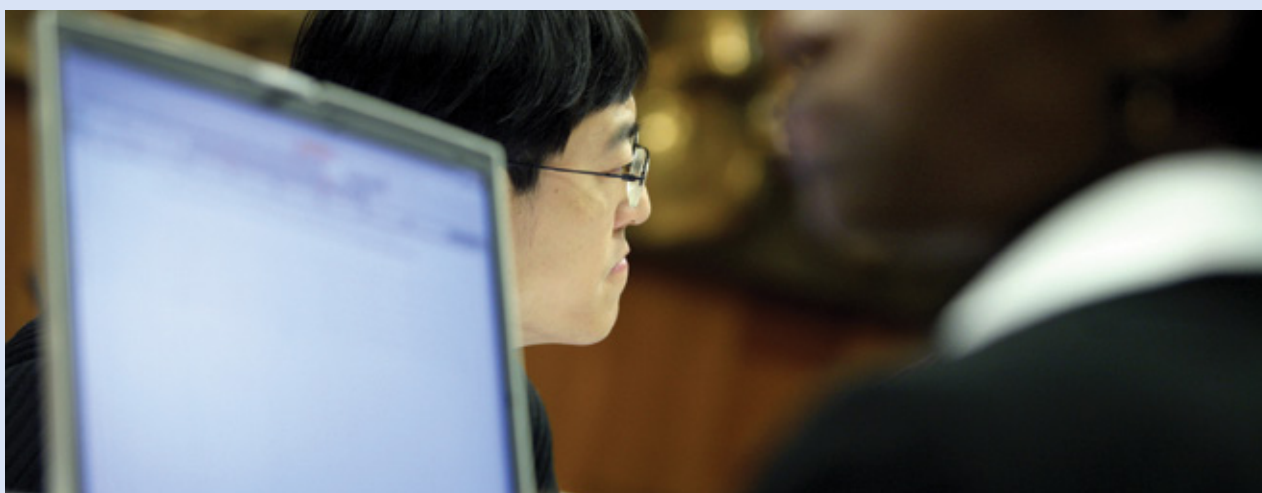
ON TRACK

THE AIM

To maintain and strengthen the technical integrity of FAO's work across sectors and locations

THE RESULTS

FOURTEEN technical networks established; **ADVANCED** understanding and collaboration in cross-cutting development issues (blue growth, climate change, work on oceans, food security); **KEY MESSAGES** through **FLAGSHIP PUBLICATIONS** (State of Food and Agriculture, State of Food Insecurity in the World, State of World Fisheries and Aquaculture, State of the World's Forests) **SUCCESSFUL CONCLUSION** of all 2014 technical committee sessions (COAG, COFO, COFI, CCP) **IMPROVED methods** for data collection, dissemination and analysis (14 new guidelines, 5 regional yearbooks, Food and Nutrition in Numbers) **STRENGTHENED PARTNERSHIPS** to build statistical capacities and increase outreach (Global Strategy to Improve Rural and Agricultural Statistics, CountryStat, Food Security Monitoring) **MAINSTREAMING** in gender capacity development, knowledge, policy dialogue and support and statistics **QUALITY DATA and SERVICES for GLOBAL MONITORING of international development goals** (Open Working Group on SDGs, High level task force on global food security and Zero Hunger Challenge, ICN2 follow-up in UN system).



International Training of Trainers Workshop in Rome. ©FAO/Giulio Napolitano



FAO ACHIEVES MORE

The new way of working is having a positive effect.

FAO is learning by doing

- Flexibility in use of programmes and of resources to meet demand
- Adapting to shifting national government priorities
- Results from results: a chain reaction as results produce more results

FAO has a holistic approach

- Improved communications at all levels leading to more focused purpose
- Aligning technical and operational work to deliver better
- Better use of own strengths along with engagement of external partners
- Results-based management including integrated systems and evidence-based monitoring and reporting

FAO will build on successful practices

- Internal coordination to focus efforts on delivering Strategic Objectives
- Mainstreaming gender and governance
- Increase technical capacity in the field as needed
- Expand partnerships with private sector, civil society and other non-state actors
- Alignment of project work within the strategic framework

FAO will continue to

- Reinforce implementation of governance, coordination mechanisms, partnerships for food security and nutrition
- Better capacity to map and evaluate impact of policies, programmes and legislation relevant to food security and nutrition at country levels
- Mobilize and increase support at institutional and organization levels especially in new areas of work

For further information, please see the Mid-term Review synthesis report 2014 (PC 117/5–FC 157/7) at www.fao.org/mtr2014

Food and Agriculture Organization of the United Nations

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