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Food and Agriculture
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Продовольственная и
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Объединенных Наций

Organización de las
Naciones Unidas para la
Alimentación y la Agricultura

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PROGRAMME AND FINANCE COMMITTEES

**Hundred and Thirtieth Session of the Programme Committee and
Hundred and Eighty-fourth Session of the Finance Committee**

Rome, 22-26 March 2021

MID-TERM REVIEW SYNTHESIS REPORT - 2020

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Director-General's Foreword

By any measure, 2020 was a testing year. The COVID-19 pandemic and the impacts associated with it, coupled with the desert locust upsurge, threw into sharp relief the fragility of millions of livelihoods, both rural and urban, and the precarious position of many unsung farm hands, smallholders and informal market traders.

FAO acted as driver and convener through a global crisis that threatened to tip the world's agri-food systems into chaos. The Organization increased its global footprint and collaboration, delivered against its commitments, maintained business continuity, and took swift actions to help countries and regions confront the pandemic.

Anticipating the possibility of a prolonged COVID-19 crisis with potentially large impacts on incomes, lives and livelihoods, as well as food security and nutrition, FAO launched the FAO COVID-19 Response and Recovery Programme. A global, holistic and multi-pronged strategy, ranging from humanitarian action to longer-term provisions such as a "One Health" approach, better data for decision-making, resilience-boosting for farmers and preventing the next zoonotic outbreak.

The Hand-in-Hand Initiative - FAO's "match-making" platform between donor and recipient nations in pursuit of tailored food security goals - took a qualitative leap this year with the launching of the Geospatial Platform. Overlaid with rich, shareable data on agroecology, water, land and soil, the Geospatial Platform supports governments and others to make informed, evidence-based policies.

FAO used its convening power to advocate for addressing the impact of the crisis on food security and nutrition and directed FAO real-time data, analysis, early warning systems, and technical expertise in support of global, regional and national stakeholders.

FAO's new Strategy for Private Sector Engagement 2021-2025, endorsed by the Council in late 2020, defines a more proactive, modern and flexible engagement framework, while strategically expanding areas of cooperation with the private sector.

At FAO, 2020 will be remembered as a year in which the Organization turned challenges into opportunities and took steady steps to become more efficient,

inclusive and transparent, taking full advantage of available digital technologies.

Based on a systematic analysis of FAO's work and mandate, as well as its historical evolution and technical expertise, we now have a flat, modular organizational structure, streamlined departmental functions, optimized coordination and cooperation among FAO teams, and clear accountability mechanisms. The Core Leadership Team, which includes the three Deputy Directors-General, the Chief Economist, the Chief Scientist and the Directeur de Cabinet, is opening a new era of collaborative collective leadership.

FAO made a major leap towards becoming a truly digital and paperless Organization in all dimensions of its work and functioning of its governance. The introduction of virtual meetings in all languages has narrowed the distance between FAO and its Members in a more modern, transparent and inclusive way.

A more efficient FAO is meeting its commitments to its Members, with the outputs progressing adequately towards the biennial targets, despite the challenges faced. Financial delivery of the net appropriation is on track and delivery of voluntary contributions was high, at approximately USD 1.2 billion (61 percent of the level estimated for 2020-21), driven by the adaptation of emergency projects to the COVID-19 pandemic response and the large locust response activities. Resource mobilization figures were also encouraging, with USD 1.15 billion mobilized in 2020, an increase of 18 percent compared with the average over the same period between 2016 and 2019.

Our achievements in 2020 demonstrate that the more agile, efficient and innovative FAO that we are building together can lead the global efforts for agri-food systems transformation. FAO will continue to work alongside all the UN bodies, Members, partners and stakeholders to support the achievement of the 2030 Agenda through the transformation to MORE efficient, inclusive, resilient and sustainable agri-food systems for better production, better nutrition, a better environment, and a better life, leaving no one behind.

QU Dongyu
Director-General

Table of Content

| | |
|---|-----------|
| Director-General's Foreword | 2 |
| Executive Summary | 4 |
| <i>Introduction</i> | 6 |
| I. Global development context | 7 |
| II. Highlights in advancing our commitments | 8 |
| III. Delivering against the backdrop of COVID-19 | 13 |
| IV. Progress and Achievements – Strategic Objectives and Objective 6 | 17 |
| Strategic Objective 1: Contribute to the eradication of hunger, food insecurity and malnutrition | 19 |
| Strategic Objective 2: Make agriculture, forestry and fisheries more productive and sustainable..... | 23 |
| Strategic Objective 3: Reduce rural poverty..... | 27 |
| Strategic Objective 4: Enable more inclusive and efficient agricultural and food systems | 31 |
| Strategic Objective 5: Increasing the resilience of livelihoods to threats and crises | 35 |
| Objective 6: Technical quality, statistics and cross-cutting themes (climate change, gender, governance and nutrition) | 39 |
| V. Performance – Functional Objectives | 49 |
| Functional Objective 8: Outreach | 50 |
| Functional Objective 9: Information Technology | 53 |
| Functional Objective 10: FAO governance, oversight and direction | 54 |
| Functional Objective 11: Efficient and effective administration | 56 |
| Chapter 13: Capital Expenditure | 57 |
| Chapter 14: Security Expenditure | 58 |
| VI. Management of delivery and resources | 59 |
| Technical Cooperation Programme..... | 63 |
| <i>Annex 1: Progress against output indicators 2020-2021</i> | 65 |
| <i>Annex 2: Progress on Key Performance Indicators - Objective 6, Functional Objectives, Special Chapters</i> | 78 |
| <i>Annex 3: Gender - Progress on the FAO Gender Policy Minimum Standards and the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)</i> | 85 |
| <i>List of Acronyms</i> | 90 |

Executive Summary

- The Mid Term Review (MTR) Synthesis Report 2020 informs the membership of the progress during 2020, in implementing the approved Programme of Work and Budget (PWB) 2020-21 based on FAO's strategic results framework for work under all sources of funds. It reports on the extent to which FAO is on track to deliver the Outputs against indicators and targets, highlighting achievements at global, regional and national level.
- FAO's work in 2020 was guided by the Programme of Work and Budget 2020-21 approved by the Conference in June 2019 and Adjustments approved by the Council in December 2019 and June 2020.¹ The 2020 Outputs were delivered in a context of unprecedented challenges raised by the COVID-19.
- 2020 has shed light on the importance and relevance of the United Nations in addressing global issues, such as the COVID-19 pandemic, desert locust upsurge, zoonotic diseases and antimicrobial resistance, biodiversity loss and climate change.
- The Organization has moved ahead in implementing the decisions of the last Council Sessions for the development of the new Strategic Framework and building a dynamic and strengthened FAO, including with support of the Hand-in-Hand Initiative.
- Anticipating the possibility of a prolonged COVID-19 crisis with potentially large impacts on incomes, lives and livelihoods, as well as food security and nutrition, FAO developed the FAO COVID-19 Response and Recovery Programme, a flexible and modular plan of action which identified seven priority areas and calls for a unified, multidimensional and effective global response. Through the Programme, FAO was able to leverage its convening power, real-time data, early warning systems, and technical expertise to direct its support where and when it is needed most.
- The pandemic further accelerated FAO's transition to a fully digital Organization, with the expanded use of cloud solutions and the introduction of new technologies facilitating the work of the Organization from any location and paving the way for the "new normal". Virtual meetings between FAO and its Members allowed governance processes to proceed smoothly, with interpretation in all the six official languages provided to online meetings.
- The COVID-19 challenges prompted FAO to find innovative ways of holding all its Regional Conferences in a virtual format, maintaining and sometime increasing the level of participation. FAO Regional Conferences represented a key moment for an update on the impact of the pandemic and to share the response plan.
- Because of the COVID-19 pandemic, FAO was also able to test in real life the solidity of its risk management, business continuity planning and organizational resilience framework and policies - with sound results.
- At the end of 2020, progress against the 2021 cumulative targets was in line with the revised planning expectations with 39 (91 percent) of the 43 Output indicators satisfactorily progressing, while 4 (9 percent) will require increased attention to ensure full achievement in 2021. FAO was able to innovate and take swift actions to provide adequate support to countries, strengthen its work with partners, maintain business continuity and enable new ways of working.
- Key Performance Indicators (KPIs) under Objective 6 are on track for delivering technical quality and services, and for the cross-cutting themes contributing to the Strategic Objectives, including 14 out of the 15 Minimum Standards of the FAO Gender Mainstreaming Policy that have been systematically implemented, and 15 out of the 17 performance standards of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) that have been achieved.
- 29 of the 36 KPIs under the Functional Objectives and special Chapters measured in 2020 are on track, and all KPIs are expected to be achieved by end-2021.
- While the COVID-19 pandemic has affected implementation of certain planned activities in 2020, through adaptation and implementation of flexible procedures and working methods, the pace of workplan delivery has improved with the delivery of net appropriation resources at 49 percent of the budgeted resources in Strategic and Functional Objectives, and special Chapters. Delivery of voluntary contributions was high, at approximately USD 1 178 million (61 percent) of the level of resources estimated for 2020-21, mainly as a result of the adaptation of emergency projects to the COVID-19 pandemic response and the large locust response activities.

¹ C 2019/3; CL 163/3; CL 164/3

- During 2020, 334 TCP projects for USD 77.1 million were approved against the 2020-21 appropriation, representing 57 percent of the appropriation of USD 135.8 million available for project approval. Of this, 82 percent has been committed for development support, and 18 percent for emergency assistance. A total of 90 projects for a value of USD 20.4 million have been approved in response to the COVID-19 pandemic, with additional 29 projects for USD 5.8 million in the pipeline, all aligned with the seven priority areas of the COVID-19 Response and Recovery Programme.

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*, on the global development context
- *Section II*, which provides highlights in advancing our commitments
- *Section III*, on FAO's response to COVID-19, and
- *Section IV*, which reports progress against 2020 Output targets and achievements for each Strategic Objective and Objective 6, supported by *Annexes 1, 2*, as well as the progress and achievements on gender in *Annex 3*

For the attention of the Finance Committee:

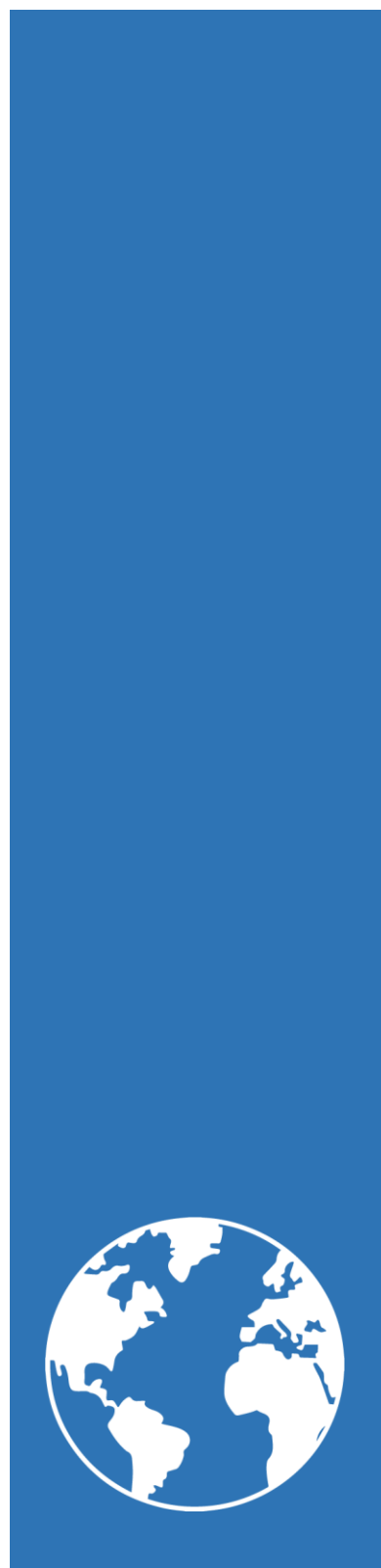
- *Section V*, which reports on progress against Key Performance Indicators and improvements in business processes for the Functional Objectives, and special Chapters, supported by *Annex 2*
- *Section VI*, which reports on management of delivery and resources, including the financial delivery under all source of funds, as well as for the Technical Cooperation Programme

Introduction

Scope of Report

1. The Mid Term Review (MTR) Synthesis Report 2020 informs the membership of the progress during 2020 in implementing the approved Programme of Work and Budget (PWB) 2020-21 based on FAO's strategic results monitoring framework for work under all sources of funds. It reports on the extent to which FAO is on track to deliver the Outputs against indicators and targets, highlighting achievements at global, regional and national level.
2. The MTR will inform the preparation at the end of 2021 of the Programme Implementation Report (PIR) 2020-21, which provides information on the Organization's achievements against the biennial Output and Outcome indicators and targets, as well as operational and financial performance.

I. Global development context



3. Despite the enormous progress made in the last 75 years since FAO was created, and even though we produce enough food to feed the world, 690 million people suffered from hunger even before COVID-19. Millions more are micronutrient deficient, and an alarmingly growing number of people are overweight across all ages, classes and borders. The pandemic could increase the number of undernourished up to 132 million more people, putting the importance and vulnerability of the world's food systems under the spotlight.

4. As highlighted by the International Monetary Fund,² COVID-19 has triggered the deepest global recession in decades, with an estimated -3.5 percent change in global GDP³ growth in 2020. On top of the economic contraction, climate change continued its relentless march with the year 2020 one of the three warmest years on record.⁴ In 2020, unprecedented desert locust outbreaks with potentially devastating consequences in already vulnerable regions, highlighted the threat for food security in countries already affected by recurrent drought, conflict and high food prices.

5. This year has shed light on the importance and relevance of concerted action in addressing these and other global challenges, such as zoonotic diseases and antimicrobial resistance (AMR) and use (AMU), biodiversity loss and climate change.

6. There is growing recognition of the fundamental role of food systems in achieving the 2030 Agenda. A world facing escalating threats, demands that we act without delay to safeguard livelihoods and transform our food systems to future-proof our planet and lock in sustainable outcomes.

² World Economic Outlook, January 2021, IMF

³ Gross domestic product (GDP)

⁴ Data from the World Meteorological Organization

II. Highlights in advancing our commitments

7. The challenges of 2020 drove home the importance of global engagement to help build a better world, and of partnering for systemic transformation.

8. From the beginning of the COVID-19 crisis, FAO took on a sustained advocacy role to build awareness of the potential impacts of the pandemic on food and agriculture. In March, with lockdowns increasing, FAO issued appeals to keep ports and borders open for vital food trade. This message was subsequently strengthened by a joint statement from the Directors-General of FAO, the World Health Organization (WHO) and the World Trade Organization (WTO), alerting that every effort must be made to ensure that trade flows as freely as possible, especially to avoid food shortage. A joint statement by FAO, the International Fund for Agricultural Development (IFAD), World Food Programme (WFP) and the World Bank, urged G20 leaders to take actions to address the impacts of the pandemic on food security and nutrition.

9. Always guided by the *four betters - better production, better nutrition, better environment and better life*, the Director-General addressed the G20 group of countries four times in 2020, stressing the importance of working on preventing this health crisis from becoming a global food crisis and of boosting farmers' productivity and investing in digital innovation.

10. FAO's advocacy on biodiversity and the impacts of climate change on food and agriculture were highlighted with the Director-General's attendance at the UN General Assembly (UNGA) in September and at the Leaders Dialogue of the UN Summit on Biodiversity with a clear message: biodiversity loss undermines global efforts to tackle poverty and hunger - no biodiversity, no food diversity.

11. During UNGA, FAO launched the Green Cities Initiative and its Action Programme. The aim of the Initiative is to improve people's wellbeing through increased availability of, and access to green products and services provided by green spaces, green industries, green economy and green lifestyle - including integration of urban and peri-urban forestry, fisheries, horticulture and agriculture - and through sustainable agri-food systems.



12. In an era of global digital inclusion, FAO continued its focus on adoption of digital technologies towards the realization of the SDGs. In the agriculture sector, digital technologies are creating great opportunities to develop solutions and digital marketplaces to connect farmers to markets and improve extension service delivery and productivity in agricultural value chains. FAO has been working in partnership with the Zhejiang University on fostering technological innovation and youth entrepreneurship for agribusiness management and digital agriculture and has undertaken a joint regional assessment with the International Telecommunication Union (ITU) on digitalization in Africa. FAO is also initiating a programme of 1000 Digital Villages and has developed the technical framework for its implementation at a pilot level in all five regions.
13. In November, the Director-General joined Italy's Prime Minister, alongside the Deputy Prime Minister of the Netherlands and two Nobel Peace Prize laureates, to launch the Food Coalition. This multi-stakeholder alliance has been described as a "network of networks" to strengthen agri-food systems. It has attracted interest from more than 30 countries in an effort to raise awareness, mobilize financial resources and technical expertise, and source innovation and knowledge in support of those most in need.
14. As the world continued to change rapidly in 2020, innovations also happened inside FAO to help it perform optimally under the 'new normal', and strengthen its capacity to serve Members. Efforts focused on making FAO more efficient, open, dynamic and results-oriented, while ensuring that sound scientific and technical knowledge would remain at the core of FAO's work.
15. The new, modular Organizational structure introduced in 2020 is designed to make FAO more agile and responsive and less bureaucratic, breaking down silos and removing layers. New priorities such as innovation, leaving no-one behind, and the Hand-in-Hand Initiative ensure FAO is best positioned to support Members to eradicate poverty (SDG 1) and end hunger and all forms of malnutrition (SDG2), contributing to attaining all of the Sustainable Development Goals.
16. FAO's new Strategic Framework 2022-31 will be the key guiding document for FAO's work over the next decade. Through the Strategic Framework, FAO will support the achievement of the 2030 Agenda and three Global Goals of Members by leaving no one behind through efficient, sustainable, inclusive and resilient agri-food systems for *better production, better nutrition, better environment, and better life*.
17. A number of key elements are central to the new Strategic Framework, including the new vision articulated by the Director-General for a dynamic and innovative FAO, the overarching framework of the Agenda 2030 and the repositioning of the UN development system, new global trends and challenges that will influence food and agriculture in the coming decade, and the "new normal" under the global challenge of COVID-19.

InFocus

Hand-in-Hand Initiative

The Hand-in-Hand Initiative (HIHI), launched in October 2019, is an evidence-based, country-led and country-owned initiative of FAO to accelerate agricultural transformation and sustainable rural development to eradicate poverty (SDG 1) and end hunger and all forms of malnutrition (SDG 2). By promoting progress to achieve SDGs 1 and 2, foundational objectives of the 2030 Agenda, the HIHI contributes to the attainment of all the other SDGs.

Guiding Principles - The Initiative seeks to eradicate poverty and hunger, following six guiding principles:

1. Target the poorest
2. Differentiate territories and strategies according to agro-economic potential
3. Bring together all dimensions of agri-food systems to understand the full impact of alternative interventions
4. Collect information on existing donor interventions
5. Develop a geospatial platform
6. Develop a prioritization metric based on hunger in all its dimensions

Priority Countries - HIHI focuses on countries that struggle with poverty and food security by applying a framework specifically conceived to identify areas within these countries that have good agricultural potential, but also high levels of poverty and hunger. Twenty-seven countries have begun initial engagement in the HIHI process as at the beginning of October 2020.

Matchmaking - A score of other countries, including middle-income countries with large populations or high levels of rural poverty have expressed interest in participating in the HIHI either as beneficiaries or as both beneficiaries and donors. In addition, numerous potential donors and International Financial Institutions (IFIs), private-sector entities, research institutions and civil society organizations have expressed interest in participating in the Initiative.

Hand-in-Hand Geospatial Platform - The platform contains rich, shareable data on a variety of topics (agro-ecology, water, land, soils, GHG, etc.). Access to all available resources on the HIHI geospatial platform has been granted to all Members with immediate effect, respecting the protocols of data confidentiality.

The geospatial platform was launched in late July 2020. More than 8 000 monthly users from 123 countries accessed the platform in the period until the end of 2020. A robust training programme is being implemented to meet the rapidly growing demand.

Data Lab for Statistical Innovation - In addition to the Geographic Information System (GIS) data platform, the Initiative includes the development of a Data Lab for Statistical Innovation and a monitoring and evaluation dashboard. The Data Lab will use state-of-the-art technologies to address the challenges posed in terms of data collection and validation.

18. In the new, modular Organizational structure three new Offices were established to accelerate response to urgent action - the Office of Sustainable Development Goals (SDGs) to coordinate FAO's corporate engagement in the 2030 Agenda follow-up and review; the Office for Innovation; and the Office for Small Island Developing States (SIDS), Least Developed Countries (LDCs) and Land-locked Developing Countries (LLDCs). Three new Centres were established in the areas where FAO works in close collaboration with other UN agencies or with IFIs to address complex and multifaceted issues at country level and to make catalytic use of resources.

InFocus

FAO Investment Centre (Investment Solutions for Sustainable Food and Agriculture) (CFI)

FAO Investment Centre supports public and private investment in countries to help them achieve the SDGs by improving food security, promoting sustainable resource use, and enhancing resilience and mitigation of climate change. The Investment Centre business model is based on long-standing partnerships with International Financial Institutions (IFIs), of which 18 are governed by cooperation agreements. In order to achieve the SDGs, in particular SDGs 1 and 2, and in line with the Hand-in-Hand Initiative, the Investment Centre helps countries to design, implement and evaluate public and private investment in food and agriculture and promote a more enabling policy and regulatory environment for investments at the country level. The priority areas of work are:

Investments in agri-food systems transformations - In collaboration with IFIs and other partners, the Centre is developing a new generation of investment strategies and programmes in support of food systems transformations. Several strategic regional investment programmes were already formulated with the World Bank and IFAD in sub-Saharan Africa, and the European Bank for Reconstruction and Development (EBRD) in Europe and Central Asia. The Centre has also contributed to the deployment of the Hand-in-Hand initiative and several COVID-19 Response initiatives. Finally, the Centre is initiating food systems assessments in close to 60 countries in collaboration with the EU and EC country delegations and FAO country offices, to develop a policy and investment agenda for transforming country agri-food systems. Initial findings would feed in the 2021 Food Systems Summit.

Public investment in sustainable food and agriculture - Investment support under the existing partnership arrangements (e.g. the Cooperative Programme with the World Bank and the agreements with IFAD, AfDB, GCF, GAFSP,⁵ amongst others) has increased by some 16 percent in 2020 despite the COVID-19 crisis, to reach USD 6.6 billion up from USD 5.7 billion.

Expanding blended finance in the agri-food sector - The Centre is developing tailored financial instruments to improve private sector access to quality blended finance in the agri-food sector. Under AgrIntel, for example, the Centre helps the European Union and impact funds improve their investments in food and agriculture through value chain analyses and targeted technical assistance. In its first 18 months of the AgrIntel operation, CFI has supported the assessment of 55 different blending investment proposals accounting for a total of EUR 345 million in new investments.

More and better “green” investments - The Centre supported the design of three “green” projects in Armenia, Cuba and Sudan financed by the Green Climate Fund (GCF) for a total investment value of close to USD 150 million. The Centre is ready to develop more climate investments together with GCF and IFIs through more strategic and programmatic approaches and focusing on most vulnerable countries, especially in sub-Saharan Africa.

Knowledge and innovation intensive investment solutions: Under its Knowledge for Investment programme (K4I), the Centre fosters innovation and knowledge-intensive investment solutions, by partnering with research and academic institutions, IFIs and innovators from the public and private sector. Under K4I, the Centre is undertaking some 30 studies to develop innovative investment solutions in key areas such as human capital development (with IFPRI and several universities), infrastructure especially irrigation and digital (with AfDB, CDB and CIAT), greening the food system (with EBRD), assessment of food systems (with CIRAD), and digital agriculture (World Bank, AfDB, EBRD).⁶

Joint FAO/WHO Centre (CODEX Food Standards and Zoonotic Diseases) (CJW)

In order to build on and strengthen the long-standing and effective collaboration between FAO and WHO in a number of sectors, the Joint FAO/WHO Centre was established to boost collaboration on two crucially important areas, the Codex Alimentarius and Zoonotic Diseases. The Codex Alimentarius Commission is housed in the new Centre to carry on the joint FAO/WHO work undertaken since 1963 to develop international food standards, guidelines and codes of practice. FAO also brings together in this Centre its expertise on zoonotic diseases to ensure this work continues in a focused and coordinated manner within FAO and in close collaboration with WHO and other global partners and coordination mechanisms including OIE and IAEA.

⁵ International Fund for Agricultural Development (IFAD); African Development Bank (AfDB); Green Climate Fund (GCF); Global Agriculture and Food Security Programme (GAFSP)

⁶ International Food Policy Research Institute (IFPRI); Convention on Biological Diversity (CDB); International Center for Tropical Agriculture (CIAT); International Cooperation Centre of Agricultural Research for Development (CIRAD)

The complementary agenda and synergies created by the Joint Centre include pathogen detection; risk assessment and management; technical capacity building; national, regional and community level pandemic preparedness; control and research development; and response to emerging, re-emerging and neglected infectious diseases at the animal-human-environment interface. The Centre also coordinates, with technical support from relevant units, FAO's work on AMR within the context of the FAO Action Plan for AMR.

A key milestone in the global fight against antimicrobial resistance (AMR) was reached with the launching in November 2020 of the One Health Global Leaders Group on Antimicrobial Resistance by FAO, the World Organization for Animal Health (OIE) and the World Health Organization (WHO) to catalyse global attention and efforts to combat antimicrobial resistance across all sectors. The Group, which was created in response to a recommendation from the Interagency Coordination Group on Antimicrobial Resistance and supported by the Secretary-General of the UN, brings together approximately 20 government ministers, prominent scientists, and leaders of foundations and corporations from around the world.

The newly created Joint FAO/WHO Centre is leading the development of the FAO Action Plan on AMR 2021-2025. In 2020, FAO incorporated behaviour change to its awareness approach with the setting up of the AMR Behaviour Change Community of Practice. The FAO AMR Data Platform, part of the Tripartite Integrated Surveillance System, and the creation of the seven FAO Reference Centres for AMR will bring FAO's work closer to the academia and research.

FAO's support to Members moved ahead with FAO-ATLASS trainings being provided online to national focal points. The FAO Progressive Management Pathway for Antimicrobial Resistance was also revised to better support countries on the implementation of National Adaptation Plans, and a number of country workshops were organized in North Africa, Caribbean and Latin America. In 2020, a total of 46 countries received FAO's support.

Under the "One Health" approach, one global project and nine country projects were approved in 2020 under the AMR Multi-Partner Trust Fund, launched in June 2019 with USD 13 million from the United Kingdom Fleming Fund, the Netherlands and Sweden.

Joint FAO/IAEA Centre (Nuclear Techniques in Food and Agriculture) (CJN)

The Centre reflects the long-standing strategic partnership between FAO and IAEA since 1964 in sustainable agriculture development and food security using nuclear science and technology. The Centre supports Members to improve productivity and address threats and challenges across five areas of food and agriculture: i) animal production and health; ii) plant breeding and genetics; iii) insect pest control; iv) soil and water management and crop nutrition; and v) food and environmental protection. In addition to the five areas listed above, new focus areas include nutrition security, tree crops and forestry, and seafood safety.

The Centre has been an integral part of the initiatives in response to the COVID-19 pandemic and Members' requests for emergency assistance, and will continue to play an important role in the post-COVID-19 work on zoonotic diseases, through innovative R&D activities at the environment-animal-human interface. The Centre responded immediately to requests from countries to tackle the COVID-19 threat. More than 1 870 consignments of equipment and supplies for detecting and diagnosing the coronavirus were delivered to 126 countries. Guidance and expert services were also given to more than 280 medical and veterinary laboratories, with direct one-on-one backstopping to 87 veterinary laboratories. The Centre contributed to the formulation of the Zoonotic Disease Integrated Action (ZODIAC) project that brings together laboratory and field innovative R&D activities on zoonotic pathogens at the environment-animal-human interface, along with the South-South and Triangular scientific cooperation on surveillance, prevention and response actions in countries.

III. Delivering against the backdrop of COVID-19

FAO COVID-19 Response and Recovery Programme

19. In 2020, the COVID-19 pandemic required FAO to take swift actions to support countries facing the threat, while maintaining continuity and adapting to new working modalities.

20. Anticipating the possibility of a prolonged COVID-19 crisis with potentially large impacts on incomes, lives and livelihoods, as well as food security and nutrition, FAO developed a flexible and modular plan of action, through the COVID-19 Response and Recovery Programme. It addresses seven priority themes: a) the Global Humanitarian Response Plan (GHRP); b) data for decision-making; c) economic inclusion and social protection to reduce poverty; d) trade and food safety standards; e) boosting smallholder resilience for recovery; f) preventing the next zoonotic pandemic; and g) food systems transformation. The COVID-19 Response and Recovery Programme has been established as an Umbrella Programme to effectively communicate and fundraise and manage with greater flexibility. As of January 2021, the programme received confirmed and pledged contributions totalling USD 231 million.

21. Overall, FAO has delivered livelihoods support (e.g. cash transfers, agricultural inputs and technical assistance) to 2 670 624 households (over 15 million people), and approximately 44 percent of the beneficiaries are women. Efforts around social protection ranged from strengthening national shock responsive social protection in response to COVID-19 (Rwanda, Somalia), and facilitating national scale up (Myanmar, Philippines, Vietnam and Cambodia) to linking social protection to agricultural and rural-based livelihoods, including smallholder maize production (Zambia, Sudan, Morocco, Egypt), fisheries and aquaculture (multiple countries), forestry value chains (China, Kenya), agro-pastoralist communities (Kenya), rural informal workers through cooperatives (Côte d'Ivoire), and natural resource management (Asia and the Pacific).



22. The resilience Programme had prioritized more than 30 food-crisis countries that are implementing an emergency response as part of FAO's component of the GHRP for COVID-19, including the Least Developed Countries (LDCs) and Small Island Developing States (SIDS) where COVID-19 has impacted their food systems.
23. In order to prevent the next zoonotic pandemic, the Emerging Pandemic Threats (EPT-2) and Global Health Security Agenda (GHSA) programmes involved 36 countries in Asia, Africa and the Near East. With efforts to strengthen countries' capacities to build and manage resilient health systems, with focus on pandemic preparedness and response.
24. FAO regional offices adjusted their programmes and resources, and leveraged new funds, for projects aligned under the Umbrella Programme. Within the framework of the Programme, a corporate-wide coordination mechanism was set to allow for immediate response at decentralized level, with support from regional offices extended to face the outbreak of the COVID-19 pandemic, initially focusing on information and impact assessment, to inform policy, advocacy and country programming. For instance, food systems assessments were undertaken in 15 countries in Asia and the Pacific and in 13 countries in Near East and North Africa, where three countries launched mobile applications with recommendations on COVID-19 prevention. In Europe and Central Asia, regular rapid surveys of food supply chains in 18 countries fed into regional food market assessments and policy bulletins. In Latin America and the Caribbean, ECLAC⁷ and FAO published weekly COVID-19 Newsletters reaching 12 000 readers. Ministers and Secretaries of Agriculture from 34 countries from North America, South America, Central America and the Caribbean met remotely at an unprecedented hemispheric meeting, convened by FAO in collaboration with IICA,⁸ to share their experiences and the measures being implemented to guarantee food production and supply, and to coordinate actions to guarantee food security.
25. In Africa, FAO supported the African Union to establish its COVID-19 Taskforce in collaboration with partners, including the AfDB, the European Union, IFAD and the World Bank. A Regional Dialogue based on Action Sheets reflecting local priorities, was organized in early August. As at mid-November 2020, up to 55 projects were funded for a total amount of USD 32.5 million. This is in addition to funds made available through global or inter-regional projects in support to the response to COVID-19. Besides generating new evidence, initiatives are designed to meet the needs of the poor, more exposed to the impact of the pandemic, and consider specific gender roles in agri-food systems.
26. In Asia and the Pacific, 15 projects in 10 countries were activated in local food production, food and nutrition security, livelihoods, social protection, animal health and food safety. Additional donor support and emergency funding of USD 27.6 million was raised to support country responses.
27. In Europe and Central Asia, FAO's regional programmatic response to COVID-19 focused on One Health, resilience to small holders, poverty reduction, trade, food systems transformation and data collection. In Kyrgyzstan FAO supported emergency distribution of inputs to the most affected farmers. In Serbia FAO contributed to the UN comprehensive Socio-Economic Impact Assessment Report and the socio-economic response plan.
28. In Latin America and the Caribbean, FAO supported mitigation measures and early response, protected agricultural production and resilience of livelihoods and assisted in defining post-COVID recovery strategies, *inter alia* on emergency social protection measures and input distribution in El Salvador, access to rural services and economic inclusion of family farmers in Ecuador, and definition of recovery strategies in five other countries.
29. In the Near East and North Africa, 15 COVID-19-related TCP projects were approved totalling USD 2.5 million. In Tunisia, FAO led and facilitated the development of an intra-ministerial COVID-19 Committee, and a COVID-19 Strategy which has become the central reference for dialogue between financial and technical partners. A regional response plan to COVID-19 fully aligned with the Response

⁷ Economic Commission for Latin America and the Caribbean (ECLAC)

⁸ Inter-American Institute for Cooperation on Agriculture (IICA)

and Recovery Programme was endorsed by the Regional Conference for the Near East covering 12 regional priority areas. FAO assisted countries in protracted conflict, often facing multiple shocks and crises, to align their country responses against the COVID-19 Global Humanitarian Response Plan, and also provided support for digital agriculture and for direct interventions for vulnerable smallholders.

2020 Regional Conferences and 2020-21 Regional Initiatives

30. The COVID-19 challenges prompted FAO to find innovative ways of holding the Regional Conferences in a virtual format during the last quarter of 2020, maintaining and even increasing the level of participation. The Regional Conferences were fundamental in taking stock of the pandemic, its impact and to share a response plan.

31. During the Regional Conference, the results of Regional Initiatives in 2018-2019 were considered, and a number of changes for Initiatives for 2020-21 were proposed and endorsed. The results of Regional Initiatives for the period 2020-21 will be reported in the Programme Implementation Report 2020-21.

Regional Initiatives endorsed by Governing Bodies in late 2020

Africa

Africa's Commitment to End Hunger by 2025

Sustainable Production Intensification and Value Chain Development in Africa

Building Resilience in Africa's Drylands

Asia and the Pacific

Zero Hunger through promotion of sustainable transformation of food and agriculture systems to end poverty and malnutrition

Climate Change and enhancement of sustainable management and use of natural resources

One Health and control of transboundary animal and plant pests and diseases

Interregional Initiative on Asia-Pacific SIDS on food security, nutrition and climate resilience

Europe and Central Asia

Empowering smallholders, Family Farms and Youth, facilitating rural livelihoods and poverty reduction

Transforming food systems and facilitating market access and integration

Managing natural resources sustainably and preserving biodiversity in a changing climate

Latin America and the Caribbean

Sustainable food systems to provide healthy diets for all

Hand-in-Hand towards prosperous and inclusive rural societies

Sustainable and resilient agriculture

Near East and North Africa

Water Scarcity

Small-Scale Family Farming

Building Resilience for Food Security and Nutrition

Adjustments to the work plans

32. To reflect any changes needed, in particular in the context of COVID-19, FAO units and decentralized offices reviewed and adjusted, as necessary, their work plans for the biennium. Wherever possible, activities were revised to use distance support, webinars and other digital tools. A certain number of activities, however, had to be postponed to the second year of the biennium, which resulted in an increase of results planned to be fully delivered and reported in 2021.

33. A number of results were revised or newly created to contribute to the COVID-19 Response and Recovery Programme priority areas, mostly for data for decision-making, economic inclusion and social protection to reduce poverty, food systems transformations, and boosting smallholder resilience for recovery.

34. The following Section presents progress in 2020 under each of the Strategic Objectives, illustrating some of the many initiatives undertaken by FAO in 2020 to respond to the pandemic.

IV. Progress and Achievements – Strategic Objectives and Objective 6

Overview of Progress

Strategic Objectives

35. FAO's work in 2020 was guided by the Programme of Work and Budget 2020-21 approved by the Conference in June 2019 and Adjustments approved by the Council in December 2019 and June 2020.⁹ The 2020 Outputs were delivered in a context of unprecedented challenges raised by the COVID 19. The overview of progress in 2020 and expectations for 2021 is provided below.

Overall Progress

36. To reflect major changes linked to the 2020 context, FAO units and decentralized offices adjusted part of their 2020-21 work plans, in some cases by postponing the execution of activities to the second year of the biennium, but also whenever possible, revising activities using distance support, webinars and other digital tools, as well as tailoring interventions to respond to the COVID-19 crisis. With the disbandment of the Strategic Programme management teams, heads of units and decentralized offices played a greater role in the coordination and reporting of the results within their respective areas of mandate, including in support of agreed cross-sectoral activities.

37. The adjustments resulted in an increase of results planned to be fully delivered and reported in 2021. Around 75 percent of the biennial results are now planned to be achieved and reported upon in 2021, compared to the initial 60 percent, as published in the Output indicators and targets 2020-21.¹⁰ Units indicated that 30 percent of the changes to their work plans were related to COVID-19.

38. Taking the revised work plans into consideration, progression toward the end of biennium targets is deemed satisfactory where the 2020 actuals reached 25 percent or more of the 2021 biennial cumulative targets.

39. Based on this criterion, at the end of 2020, 39 (91 percent) of the 43 Output indicator targets for the year were progressing satisfactorily towards the biennial cumulative targets, while 4 Output indicators (9 percent) will require increased attention to ensure full achievement in 2021.



⁹ C 2019/3; CL 163/3; CL 164/3

¹⁰ C 163/3-WA4: Output indicators and targets 2020-21

40. If comparing against the original targets set for 2020, 29 of the 43 output indicator targets were met (67 percent). This result reflects the disruption and delay to some of the activities, but also likely under-reporting of achievements, as monitoring at country level was more challenging.
41. The capacity to deliver, notwithstanding the difficult and changing circumstances, is well exemplified by the results achieved in the area of poverty reduction (SO3) where the original 2020 targets have been exceeded, demonstrating the increased support extended to the vulnerable groups that were the most affected by the crisis. Similarly, during 2020 FAO's resilience work under SO5 was significantly realigned to the priorities emerging from two concurrent crises: the COVID-19 pandemic and the locust crisis. Progress in these areas demonstrates the ability of the Organization to respond to sudden challenges affecting food and agriculture.
42. Considering the ambitious resulting targets for 2021, and the need to continue managing and delivering in a context of uncertainty, additional efforts will be made to carefully monitor work plans and promote actions to fulfill the biennial commitments. Progress is expected to accelerate in 2021, as adjustments to new working modalities have been made and substantial preparatory work needed to deliver in 2021 has already been carried out.
43. The progress for each output indicator is summarized below and more details are provided under each Strategic Objective and Objective 6, and in *Annex 1*.
44. All the 7 outputs of SP1 to *help eliminate hunger, food insecurity and malnutrition* are progressing satisfactorily to achieve the biennial targets.
45. *Work to make agriculture, forestry and fisheries more productive and sustainable (SO2)* is progressing satisfactorily for 7 out of the 9 indicators in 2020. Delivery is expected to accelerate in 2021, especially with regard to institutional capacities to promote more integrated and cross-sectoral practices (2.1.2) and government and stakeholders' capacities to facilitate cross-sectoral policy dialogue (2.2.2)
46. FAO's work to *reduce rural poverty* in 2020 showed good progress for the totality of its Output indicator targets (9 out of 9).
47. *Work to enable more inclusive and efficient agricultural and food systems (SO4)* is progressing satisfactorily for 8 out of the 9 indicators. Work will be accelerated to strengthen public and private sector organizations' capacities to design and implement inclusive market-based institutional arrangements (4.2.2)
48. *Work to increase the resilience of livelihoods to threats and crises (SO5)* is progressing as expected towards the end-2021 targets for 8 out of the 9 indicators. Increased support will be required to develop global and regional normative products on the formulation and promotion of risk reduction and crises management (5.1.1).
49. Objective 6 ensures the quality and integrity of FAO's core technical, normative and standard setting work (Outcome 1); the delivery of high-quality statistics (Outcome 2); and the coordination of the cross-cutting themes of gender (Outcome 3), governance (Outcome 4), nutrition (Outcome 5), and climate change (Outcome 6). Work and resources are planned to achieve these six outcomes in support of delivery of corporate technical activities and the Strategic Objectives. All 11 KPIs of Objective 6 to measure progress and achievements of the 6 Outcomes are progressing adequately towards the 2021 targets. *Annex 2* describes the 2020 achievements and progress. On the Minimum Standards of the FAO gender mainstreaming policy, 14 have been met (against the biennial target of 15), and 15 performance standards of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) out of 16¹¹ have been met or exceeded, as reported in *Annex 3*.

¹¹ UN-SWAP 2.0 indicator (PI 3) does not apply to FAO.

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

| SO1: CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION | | | | |
|--|---|--------------|-----------------|----------------------------------|
| OUTPUT | INDICATOR | ACTUALS 2020 | END 2021 TARGET | PROGRESS AGAINST END 2021 TARGET |
| 1.1.1 | 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. | 60 | 124 | ● |
| 1.1.2 | 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. | 10 | 32 | ● |
| 1.2.1 | Number of policy processes with enhanced human and institutional capacities for food security and nutrition governance as a result of FAO support. | 19 | 43 | ● |
| 1.3.1 | 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. | 15 | 36 | ● |
| 1.3.2 | 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. | 15 | 27 | ● |
| 1.4.1 | 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 | 8 | 23 | ● |
| 1.4.2 | 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. | 38 | 75 | ● |

● Progressing satisfactorily
▲ Requiring attention

50. The focus of Strategic Objective 1 is on building an enabling environment for the eradication of hunger, food insecurity and undernourishment, and addressing problems related to nutritionally-imbalanced diets, unsafe food and excess dietary energy intake. FAO contributes to this Objective by working in partnership with governments and other development actors at global, regional and national levels, and with Rome-based and other UN agencies.

Achievements

51. Activities are progressing in the areas of policies, investment plans and programmes (1.1.1), and legal frameworks (1.1.2). Cross-divisional collaboration was strengthened in relation to FAO's technical input to COFI, COFO, COAG,¹² the Koronivia Joint Work on Agriculture, COP 25 and the first G20 Agriculture Deputies Meeting (Food and Water). Collaboration continued with regional parliamentarians in Latin America and the Caribbean and in Africa to support the implementation and monitoring of the Right to Food. Progress on governance, coordination mechanisms and partnerships for food security and nutrition was also made (1.2.1), including through technical engagement in multistakeholder mechanisms such as the Committee on World Food Security, the Scaling Up Nutrition (SUN) Movement, the Global Agriculture and Food Security Programme (GAFSP) structure and regional platforms. The FAO-EU

¹² Committees on Fisheries (COFI), Forestry (COFO), Agriculture (COAG)

Partnership Programme Policy Assistance (FIRST) continued to play a key role in country-level policy dialogues.

52. Outputs for 2020 on evidence-based decision-making have been achieved (1.3.1 and 1.3.2) confirming FAO's support at global and country level and, in particular, the analysis of food security and nutrition situation, underpinning FAO's strong contribution to SDG 2. Jointly with the SUN Movement, FAO published the Budget analysis guidance note: Nutrition-sensitive investments in agriculture and food systems to assist more than 60 countries, and will continue to put attention on Output 1.4.1. Innovative work is being piloted on the use of blockchain technology for climate action. Results in human resources and organizational development have also been fully achieved (1.4.2).

53. Important work was carried out at country and regional level to build capacities for monitoring SDG implementation through SDG indicator 2.1.1 (PoU) and 2.1.2 (FIES).¹³ Capacity was also enhanced for use of the minimum dietary diversity for women (MDD-W) indicator, individual quantitative dietary intake data and of food-based dietary guidelines aiming to improve policy decisions in agriculture and food systems and to promote healthy diets.

Highlights of global results

54. Response to the COVID-19 under Strategic Objective 1 ranged from the provision of policy and programmatic guidelines, including a guidance note on mitigating the effects on food and nutrition of schoolchildren; to policy briefs to ensure food safety specifically addressed to fisheries and aquaculture, livestock, food regulators and food business operators - also in collaboration with WHO; to case studies from cities; to a policy brief to maintain healthy diets. Three regional webinars with the SUN Movement were conducted to discuss the food and nutrition programmatic response to the pandemic, and projects were adapted and/or expanded to include resilience to the pandemic, such as FAO's support in sub-Saharan Africa through the Dimitri Clubs and the City Region Food System approach.

55. FAO actively engaged with key global policy processes to promote food security and nutrition objectives, including the UN Decades of Action on Nutrition and of Family Farming, the World Business Council for Sustainable Development for engagement with the private sector, and the Milan Urban Food Policy Pact for engagement with municipalities. To inform the preparation of the 2021 Food Systems Summit, FAO prepared five technical notes covering responsible agriculture investment, innovation, food loss and waste, rural development and water use for agriculture in collaboration with the World Economic Forum.

56. Several global knowledge products were published to better incorporate food security and nutrition. The State of Food Security and Nutrition in the World (SOFI) 2020: Transforming food systems for affordable healthy diets pointed out that 132 million more could go hungry as a result of COVID-19. New evidence generated in SOFI 2020 on the cost and affordability of healthy diets stressed that more than 3 billion people cannot afford healthy diets, estimated to be, on average, five times more expensive than diets that meet only dietary energy needs through a starchy staple.

Highlights of regional and country results

57. In Africa, in collaboration with the World Economic Forum, Southern Africa Confederation of Agricultural Unions, and the Southern African Development Community, FAO provided analytical support to the regional policy dialogue "The Poultry Solution: Delivering More and Better Outcomes for Southern Africa Countries". FAO supported countries with their investment plans, including GAFSP, by integrating issues of extreme poverty, social protection and nutrition - two such projects worth more than USD 110 million were developed in partnership with the African Development Bank. An online course on Trade, Food Security and Nutrition was delivered for Francophone African countries.

58. In Latin America and the Caribbean, work with parliamentarians included the development of briefs on the right to adequate food in legal frameworks and enabling legal environment, while the Model

¹³ Prevalence of Undernourishment (PoU); Food Insecurity Experience Scale (FIES)

Law on Climate Change and Food Security and Nutrition was jointly drafted with the Pan-African Parliamentary Alliance. In Ecuador, FAO supported the recently approved “Organic Law on School Feeding” and is assisting with the development of legal and accountability instruments in Kyrgyzstan, Chile and Togo based on the Right to Food principles and the importance of healthy diets for every child. Technical assistance to advance the validation of the Livestock Sustainable Development Voluntary Guidelines was provided at the request of the Central American Agricultural Council.

59. In the Near East and North Africa region, FAO supported the League of Arab States on the development of the Regional Strategic Framework and Action Plan for Zero Hunger in the Arab Region. In the context of the UN Decade of Family Farming, FAO contributed to online stakeholder consultations for family farming and inclusive, sustainable agricultural transformations.

60. Four regional Nationally Determined Contributions (NCD) analyses focused on the nexus between climate and food security targets in Asia and the Pacific and Latin America and the Caribbean. As part of the International Council for the Exploration of the Sea working group on social indicators, FAO has been working on the development of tools to conduct social trade-off analysis in fisheries management decisions and develop a common set of social indicators for fishery projects.

61. In Asia and the Pacific, nutrition was mainstreamed in ongoing World Bank programmes in Myanmar, Bhutan and India, and several countries received technical assistance for the inclusion of food security and nutrition in sectoral policies and programmes. Three nutrition-sensitive social protection Cash Plus pilots were completed in Armenia, Kyrgyzstan and Senegal. In Bahrain, Iraq, Jordan and Tajikistan, FAO supported the updating or development of national food security programmes and strategies. With the assistance of the FIRST Programme, FAO supported the formulation and endorsement of the National Food and Nutrition Security Policy 2020-30 and the National Investment Plan for Food and Nutrition Security and Sustainable Agriculture 2020-22 in the West Bank and Gaza Strip.

62. Support to national school feeding initiatives and policies was successfully delivered in all regions. In collaboration with Rome-based Agencies a comprehensive education package on school-based food and nutrition, is being piloted in El Salvador to inform the online teacher training. Honduras decentralized school feeding management to the subnational level and Saint Lucia established a national school feeding committee to design and manage their programme. Mexico developed a new methodology with revised public food assistance operations and a plan for upscaling food and nutritional education and school orchards, whereas Panama integrated healthy diet considerations and increased synergies with family and indigenous farming. In Bangladesh, almost 600 students completed the Nutrition Challenge Badge (NCB) for Bangladesh despite the prolonged school closures due to the COVID-19 pandemic. In Spain, a pilot study was launched to understand the use of taxes on sugar-sweetened beverages to reduce demand and consumption.

Highlights in mainstreaming cross-cutting themes

63. Work in statistics included inter alia the dissemination of Food Balance Sheets in more than 180 countries, and the rapidly increasing adoption of FIES-based methodology by countries and international organizations. The FIES-based methodology has been included in key surveys like the High-Frequency Phone Survey by the World Bank, the UNICEF-led Multiple Indicator Cluster Survey, and has been selected as the official module for household food security in the Demographic and Health Survey questionnaires. Methodology on the integration between FIES and household hunger scale has been improved and a FIES-COVID scale was developed. Remote technical assistance was provided to almost 60 countries in all regions on how to implement FIES data collection and analysis including COVID-19 impact assessment.

64. FAO produced and disseminated evidence on gender and agriculture to support policy and programme development, including completion of country gender assessments in Angola, Chad, Guinea Bissau, and Somalia and launched the joint FAO-African Union Commission report *Leave No One Behind*:

A Regional Outlook on Gender and Agri-food Systems. Several knowledge products were produced and supported, including briefs on gender and digitalization, a guidance note on gender-responsive programmatic approach to COVID-19, and an action sheet under the COVID-19 Response and Recovery Programme. At country level, FAO promoted the adoption of gender transformative approaches in value chain, strengthened capacity of government and other stakeholders in Malawi, Uganda, Sierra Leone, Ghana, Tanzania, Madagascar, and the Comoros in key areas such as agriculture, land use, restoration and access, family business units, and resilience.

65. The paper *Forests for Human Health and Well-being: Strengthening the forest-health-nutrition nexus* was published highlighting the importance of the One-Health approach to developing solutions considering the human, animal and environment interface.

66. Several studies and consultations continue to explore how blockchain technology for climate action can be one of the entry points to link digital innovation with climate change, food security and nutrition. A guidance note to build government capacities for policy coherence and standardization vis-à-vis digital innovation in the context of climate change is also being finalized.

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

| SO 2: MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE | | | | |
|--|---|--------------|-----------------|----------------------------------|
| OUTPUT | INDICATOR | ACTUALS 2020 | END 2021 TARGET | PROGRESS AGAINST END 2021 TARGET |
| 2.1.1 | 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 | 36 | 105 | ● |
| | 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. | 18 | 43 | ● |
| 2.1.2 | Number of institutions or organizations that received organizational or technical capacity development support to promote the adoption of more integrated and cross-sectoral practices. | 37 | 170 | ▲ |
| 2.2.1 | Number of policies, strategies or investment projects/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. | 30 | 81 | ● |
| 2.2.2 | Number of institutions or organizations that received capacity development support to facilitate cross-sectorial policy dialogue, to develop more integrated strategies and programmes for sustainable food and agriculture | 7 | 42 | ▲ |
| 2.3.1 | Number of formal session documents with input by FAO submitted to international governance mechanisms, and focusing on sustainable agriculture, forestry and/or fisheries considerations. | 15 | 50 | ● |
| 2.3.2 | Number of governmental and other relevant institutions whose capacities were strengthened to implement policies, strategies or governance mechanisms that foster sustainable agricultural production and address climate change and environmental degradation. | 18 | 43 | ● |
| 2.4.1 | 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. | 35 | 120 | ● |
| 2.4.2 | 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. | 60 | 105 | ● |

● Progressing satisfactorily
▲ Requiring attention

67. The support to ensuring transition towards sustainable production systems and practices in agriculture, forestry, and fisheries while ensuring resilience and sustainable management and use of natural resources, is an essential component for achieving sustainable development. Strategic Objective 2 provides support at all levels for setting and implementing evidence-based interventions, integrated policies and programmes, building capacity, promoting and disseminating lessons, facilitating peer learning, facilitating mobilization of resources and investments, and enabling dialogue and partnerships across the spectrum of actors.

Achievements

68. Work under Strategic Objective 2 was impacted by the COVID-19 pandemic, which necessitated the postponement of major global events. Nevertheless, the Organization is on track to meet its biennial targets for all except 2 of the SO2 Output indicators.

69. FAO supported 33 countries in setting up or upscaling more than 50 innovative practices and technologies (2.1.1), including digital agriculture solutions to ensure efficient, transparent and market-based procurement and extension services. Thirty-seven institutional partners received support across all regions for enhancing integrated and comprehensive approaches to food and agriculture by improving pest and disease control and reducing environmentally unsustainable practices (2.1.2).

70. FAO substantially contributed to the formulation of 30 policy strategies or investment projects and programmes in more than 20 countries in three regions, on more productive and sustainable practices, by addressing climate change and environmental degradation (2.2.1). Capacity development was provided to 7 national and regional institutions to facilitate cross-sectorial policy dialogue to develop more integrated strategies and programmes for sustainable food and agriculture (2.2.2).

71. FAO submitted 15 formal documents to international governance mechanisms, focusing on sustainable agriculture, forestry and fisheries (2.3.1). Capacities were strengthened for 18 institutions in 6 countries to implement policies, strategies or governance mechanisms that foster sustainable agricultural production and address climate change and environmental degradation (2.3.2).

72. Over 30 new knowledge products, analysis and tools were finalized and disseminated (2.4.1) on climate, fisheries, forestry, soils, pests, land, pesticide, fertilizers and trade, and assistance was provided to 60 institutions to improve statistical capacity, data collection and dissemination (2.4.2) for census and agriculture surveys, UNFCCC¹⁴ forest reference level, monitoring on biological diversity, among others.

Highlights of global results

73. Assessments were conducted in Côte d'Ivoire, Kenya, Rwanda and South Africa for the Digital Agriculture Profile, a new tool to measure the readiness for digital transformation of the agricultural sector and to guide decision-makers.

74. 2020 saw the completion of the first ever vulnerability assessments for all subregions of the Mediterranean basin, currently undergoing validation by country experts. The results of the assessments describe the impact of climate change on fisheries production and nutrition, with gender disaggregated data, and focusing on workers onboard fishing vessels and in the post-harvesting stage.

75. The GSOC MRV Protocol - A protocol for measurement, monitoring, reporting and verification of soil organic carbon in agricultural landscapes was published in 2020, and represents a significant advance for users who can now measure, report and verify Soil Organic Carbon gains and changes at the farm level. The 2020 report State of Knowledge of Soil Biodiversity: Status, challenges and potentialities was also published, and contributions were provided towards the draft Plan of Action 2020-2030 for the CBD¹⁵ International Initiative for the Conservation and Sustainable Use of Soil Biodiversity.

Highlights of regional and country results

76. The project "Developing capacities in agricultural innovation systems: scaling up the Tropical Agriculture Platform Framework" was successfully implemented in countries across Africa, Latin America, Asia and the Pacific.

77. In the Africa region, in collaboration with the African Development Bank, FAO coordinated work on antimicrobial resistance (AMR), and developed investment programmes, including the Livestock Master Plan. The stocktaking report on past livestock emergency and rehabilitation interventions in Africa

¹⁴ United Nations Framework Convention on Climate Change (UNFCCC)

¹⁵ Convention on Biological Diversity (CBD)

from 2000-2019 was finalized, and the African Union Commission was supported in operationalizing the Framework for Sustainable Agricultural Mechanization. In collaboration with the World Bank, FAO finalized the report Building Animal Health and Wildlife Systems for One Health in East Asia and the Pacific.

78. In Latin America, 14 countries accessed international climate and environmental funds worth more than USD 240 million with FAO as accredited agency, matched with additional USD 520 million in co-financing. The funds will facilitate the implementation of strategies for enhancing the sustainability and resilience of agricultural production and food chains practices, improving forest and water management, including cross-border water resources, reducing emissions linked to deforestation, safeguarding marine biodiversity, and developing strategic climate interventions in the agricultural sector. Peru implemented a forest coverage monitoring system with focus on indigenous communities who were trained in forest monitoring and management. Raising awareness on the importance of registering crop Geographic Indicators for the conservation of biodiversity and protection of intellectual property rights, capacity building activities on establishing legal frameworks were carried out in Antigua and Barbuda.

79. In the Near East and North Africa region, with support from SIDA,¹⁶ FAO conducted capacity building activities on water accounting, water productivity and evapotranspiration measurement using remote sensing, including farmer field schools on efficient irrigation. Support was provided to the organization of the second meeting of the League of Arab States, drafting of an action plan, and the elaboration of guidelines on sustainable allocation of water resources for agriculture. A water collaborative platform involving 15 regional organizations was established. In Tunisia, FAO continued to support the implementation of the General Agricultural Census and the national inventory of forests. In Syria, innovative technologies have been used to assess damage by conflict, and rehabilitate the irrigation system for over 30 000 household. In Egypt, FAO assisted with the formulation of a governmental “Sustainable Agriculture Development Strategy 2030,” and a medium-term plan of action. In Jordan, aquaponics and hydroponics techniques were introduced to enable farmers to increase their income through water-smart farming. FAO supported the Regional Commission for Fisheries in the implementation of sustainable aquaculture, and provided technical support to the United Arab Emirates and Bahrain on biosecurity, hatchery, recirculated aquaculture systems, offshore aquaculture, among others. A consultative workshop on a Global Plan of Action for Aquatic Genetic Resources was also organized in Abu Dhabi.

80. In Asia and the Pacific, new methods for the assessment and management of multispecies fisheries, were applied in the Gulf of Thailand and Southwest Vietnam. In Papua New Guinea, innovative practices and technologies were introduced in pilot villages for integrated land and agro-ecosystem management which included climate-smart agricultural practices, composting techniques, keyhole gardening and propagation techniques for plants with high cultural and medicinal values.

81. In Europe and Central Asia, FAO strengthened capacities of regional technical networks and research institutions to collect, analyse and report data on sustainable natural resources management, including a joint UNECE-FAO interactive online platform.¹⁷ The State of Europe’s Forests 2020 and National Reporting on Sustainable Forest Management for 8 countries were published in collaboration with UNECE and Forest Europe.¹⁸ In Georgia FAO strengthened the capacities of farmers and stakeholders on innovative sustainable agriculture production practices through 25 farmer field schools, 60 demonstration plots, training activities reaching more than 1 500 farmers, and 6 training-of-master-trainers.

¹⁶ Swedish International Development Cooperation Agency (SIDA)

¹⁷ Economic Commission for Europe (UNECE)

¹⁸ *Forest Europe* - Ministerial Conference on the Protection of Forests in Europe

Highlights in mainstreaming cross-cutting themes

82. On statistics, following the endorsement of the methodology for the global SDG 2.4.1 indicator on sustainable agriculture and biodiversity, FAO dispatched the related questionnaire to more than 200 countries. The FAOSTAT¹⁹ environmental statistics core domains and associated indicators were updated. The geospatial analysis of drained peatlands and fires was completed. Nine countries in Latin America and the Caribbean improved their agricultural census and survey systems with detailed survey modules on economic, social, and labour aspects of farms and the use of cost-effective tools for remote survey implementation.

83. FAO actively promoted gender-sensitive approaches in the development of regulations governing agricultural production and natural resources management. The national plan for combating desertification and the effects of drought in the Dominican Republic contains specific provisions on gender equity. Laws on organic fishing and aquaculture in Ecuador and the national institution for resources management in Nicaragua were developed through gender-sensitive consultation processes. Capacities on gender-responsive climate-smart agriculture and climate change adaptation were improved, including specific training on how to collect and analyze sex-disaggregated data and measure gender-sensitive indicators in agroecology transition, using TAPE²⁰ in 7 countries. In collaboration with CARE International and IFAD, FAO fostered knowledge exchange and mainstreamed the adoption of good practices for integrating gender equality and women's empowerment in climate-smart agriculture programmes.

84. On climate change, with support from FAO, Nicaragua established an inter-institutional agroclimatic early warning system and a new hydro-meteorological data management software. The system provides information on planting periods, plant health alerts and recommendations for agricultural producers on sustainable agricultural practices to adapt to climate change. An early warning system for meteorological drought has also been conceptually designed for roll-out at local level.

¹⁹ Corporate Database for Substantive Statistical Data (FAOSTAT)

²⁰ Tool for Agroecology Performance Evaluation (TAPE)

Strategic Objective 3: Reduce rural poverty

| SO 3: REDUCE RURAL POVERTY | | | | |
|----------------------------|---|--------------|-----------------|----------------------------------|
| OUTPUT | INDICATOR | ACTUALS 2020 | END 2021 TARGET | PROGRESS AGAINST END 2021 TARGET |
| 3.1.1 | Number of countries (or regional/ global institutions or processes) in which support was provided to strengthen rural organizations and institutions and facilitate collective action of the rural poor. | 11 | 25 | ● |
| 3.1.2 | Number of countries (or regional/ global institutions or processes) 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. | 16 | 50 | ● |
| 3.1.3 | Number of countries (or regional/ global institutions or processes) in which support was provided to accelerate gender equality and rural women's economic empowerment as a pathway out of poverty. | 10 | 16 | ● |
| 3.2.1 | Number of countries (or regional/ global institutions or processes) in which support was provided to generate decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women. | 6 | 22 | ● |
| 3.2.2 | Number of countries (or regional/global institutions or processes) 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. | 4 | 7 | ● |
| 3.3.1 | Number of countries (or regional/ global institutions or processes) in which support was provided to expand the coverage of social protection to the rural poor, including in fragile and humanitarian contexts | 5 | 14 | ● |
| 3.3.2 | Number of countries (or regional/ global institutions or processes) in which support was provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change. | 6 | 20 | ● |
| 3.4.1 | Number of countries (or regional/ global institutions or processes) 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. | 10 | 25 | ● |
| 3.4.2 | Number of countries (or regional/ global institutions or processes) 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. | 5 | 16 | ● |

● Progressing satisfactorily
▲ Requiring attention

85. Although progress has been made in reducing poverty, about 10 percent of the global population continues to live in extreme poverty and inequality is still pervasive. Most of the poor live in rural areas and depend on agriculture and natural resources for their livelihoods. *Strategic Objective 3* aims at reducing rural poverty through a broad, multidimensional approach for sustainably increasing agricultural productivity, creating jobs, economic diversification and investing in people.

Achievements

86. FAO's work to reduce rural poverty in 2020 progressed as planned toward reaching the biennial targets. This represents a significant achievement, especially in the context of the COVID-19 pandemic,

and broad adjustments required to respond to the pandemic and address its effects on rural poverty, including the shift to virtual interactions with partners and countries.

87. FAO actively supported 10 countries and 1 regional institution to strengthen capacity of rural organizations and institutions to promote collective action of the rural poor (3.1.1). In 11 countries and 5 global and regional institutions, FAO worked to improve access and control of the rural poor to services, finance, knowledge, technologies, markets, and natural resources (3.1.2). Recognizing gender equality as a precondition to ending poverty, FAO supported 5 countries and 5 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).

88. FAO supported 3 countries and 3 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 2 countries and 2 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).

89. FAO's work on strengthening national social protection systems through policy advice, capacity development, and evidence-based knowledge instruments involved providing support to 4 countries and 1 global and regional institution to expand coverage of social protection to the rural poor, including in fragile and humanitarian contexts (3.3.1). In 4 countries and 2 global and regional institutions, FAO enhanced synergies and linkages between social protection, nutrition, agriculture and natural resources management also in the context of climate change (3.3.2).

90. In 9 countries and 1 regional institution, FAO strengthened national capacities to design and implement comprehensive, gender-equitable, multisectoral rural poverty reduction policies (3.4.1), and in 5 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).

Highlights of global results

91. In contribution to the SDGs, and as a custodian agency, FAO continued to develop the methodologies and provide capacity development around SDG targets 2.3 and 5.a. Towards SDG 2.3, which focuses on the income and productivity of small-scale food producers, FAO enhanced the SDG target methodology and provided technical support at the regional level in Latin America and Sub-Saharan Africa, and at the national level in Mongolia and Niger. Towards SDG indicators 5.a.1 and 5.a.2, which focus on women's access to land ownership, FAO provided technical support and strengthened national capacities for 14 countries in Africa and Latin America. In November 2020, the Academia Nacional de Evaluadores de México presented an award to FAO for the innovative methodology developed for SDG indicator 5.a.2 and its support in country implementation.

92. In the fisheries and aquaculture sectors, FAO enhanced social protection through increased coherence of social protection policies and programmes in the fisheries sector, poverty reduction and economic inclusion, and through the creation of a framework for analysis and diagnostic tool. The tool has been already piloted in Senegal and will continue to be implemented in 2021. FAO also improved decent working conditions, by facilitating multi-stakeholder policy dialogues on strategies to foster decent working conditions, including hosting the 2020 Vigo Dialogue, which was attended by over 60 countries, and with the participation of ILO and OECD,²¹ to foster international debate in the context of socio-economic recovery from COVID-19 impacts.

Highlights of regional and country results

93. In Latin America, under the 100 Territorios Libres de Pobreza y Hambre initiative, FAO collaborated with national governments and other international partners to develop methodologies for

²¹ International Labour Organization (ILO); Organisation for Economic Co-operation and Development (OECD)

territorial development diagnostics, and supported the roll-out of national-run projects with a territorial development focus in Dominican Republic, Mexico and El Salvador.

94. In Africa, FAO provided policy, programme and capacity building support for mainstreaming social protection in COVID-19 response and recovery to increase resilience of rural livelihoods. For example, FAO provided inputs to the African Union's comprehensive socio-economic response to COVID-19, as well as to country level COVID-19 response and recovery programmes in 8 countries. FAO also worked to extend social protection coverage in Côte d'Ivoire through the planning of a pilot to extend health care coverage to rural informal works through cooperatives, and in Nigeria to support expansion of cash transfers and implementation of a Cash Plus intervention. FAO together with ITC²² and ILO jointly conducted a coaching on shock responsive social protection for government partners in Rwanda and Somalia on COVID-19 response. FAO also participated in a Southern Africa Interagency Working Group on Social Protection for coordinating the COVID response, and held regional events to advocate and promote best practices. FAO and UNIDO²³ have forged an initiative to facilitate and accelerate efforts to create jobs for young Africans, in particular, by supporting the development of agribusinesses and fostering agricultural entrepreneurship including through leveraging public and private investment in agriculture.

95. FAO advanced digitalization and innovation for poverty reduction in Europe and Central Asia, including publishing a regional study on, in collaboration with the ITU.²⁴ Building on this, FAO facilitated policy dialogue at the 32nd Session of the Regional Conference for Europe and at the Central Asian Ministerial Round Table on Digitalization. Similarly, in Asia and the Pacific, FAO explored digital options for small farmers in Viet Nam, with the aim of improving livelihoods, food security and income of small farmer communities to inform the upcoming National Agriculture Restructuring Plan for 2021-2025.

96. In Near East and North Africa, through the Regional Initiative on Small Scale Family Farming, FAO and IFAD launched the regional chapter of the UN Decade of Family Farming. FAO supported young entrepreneurs and innovators through regional and global initiatives including the Global AgriInno Challenge 2020 and the 'AI hackathon for Sustainable Development Goals'. The Initiative also produced a social protection coverage measurement toolkit and applied it in Sudan where it is now being used to inform the national social protection strategy.

Highlights in mainstreaming cross-cutting themes

97. FAO continued to contribute to the global climate change agenda by strengthening social protection systems to increase the capacity of vulnerable rural households to cope with and adapt to climate-related shocks. For example, in Ethiopia, FAO supported solutions for improved quality and implementation of the Productive Safety Net Programme (PSNP) nutrition-sensitive livelihood component by delivering livelihood training packages, improving the shock-responsive capacity of the PSNP to support assets protection and promotion of vulnerable stakeholders, and enhancing capacity for climate change adaptation and mitigation strategies.

98. FAO provided capacity development opportunities to stakeholders working in the land sector for the implementation of the gender equality principle of the VGGTs²⁵ in Kenya and Colombia. FAO also delivered capacity development programmes on gender and land to representatives from about 20 organizations from Kenya and Colombia. FAO worked in multiple countries to enhance rural women's livelihoods. For example, in Haiti FAO promoted policy responses that consider the role of women in agri-food systems, and conducted a diagnosis of 13 women's organizations to identify women's constraints

²² International Trade Centre (ITC)

²³ United Nations Industrial Development Organization (UNIDO)

²⁴ International Telecommunication Union (ITU)

²⁵ Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security

and solutions in the context of COVID-19. In Uzbekistan, FAO fostered rural entrepreneurship and skills development, in the design and marketing of handicrafts from non-wood forest products. In Syria, FAO reached women-headed households through the establishment of a food processing unit and capacity development on food processing to promote nutrition-sensitive agriculture. In Niger, parliamentarians organized a high-level forum to support rural women's economic empowerment in agriculture and food security, in the lead up to the International Day of Rural Women. In Georgia, FAO supported the integration of strong gender components in the Agriculture and Rural Development Strategy 2021-2027 and the National Strategy of Agricultural Extension. In the Dominican Republic, FAO promoted policy dialogues with the governmental and other actors to include gender considerations in actions aimed at reducing rural poverty. FAO, together with other UN agencies, collaborated under the Issue-Based Coalition on Gender Equality, on the preparation of a Situational Analysis of Women and Girls in MENA and Arab States Region. FAO provided technical assistance to Paraguay on the National Plan for the Reduction of Poverty within the framework of the Social Protection System to address gender equality, food security and nutrition, territorial development and free, prior and informed consent for indigenous peoples.

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

| SO 4: ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS | | | | |
|---|---|-----------------|-----------------------|---|
| OUTPUT | INDICATOR | ACTUALS 2020 | END 2021 TARGET | PROGRESS AGAINST END 2021 TARGET |
| 4.1.1 | Number of new or revised international standards in food safety and quality and plant health, based on new issues considered, draft standards progressed, or new standards adopted | 46 | 128 | ● |
| 4.1.2 | 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 | 11 | 30 | ● |
| 4.2.1 | 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. | 23 | 63 | ● |
| | 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 | 32 | ● |
| 4.2.2 | Number of countries in which public and private sector organizations benefitted from FAO support to strengthen their capacities to design and implement market- based institutional arrangements that are supportive of inclusiveness and efficiency in agricultural and food systems. | 2 | 11 | ▲ |
| 4.3.1 | Number of countries provided with FAO support to strengthen technical and managerial capacities of value chain actors, including countries in which support was provided to strengthen the capacities of value chain actors to develop gender-sensitive value chains and enable women to benefit equally. | 15 | 61 | ● |
| 4.3.2 | 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 | 7 | 24 | ● |
| 4.4.1 | Number of FAO market information, analytical and knowledge products published. | 44 | 165 | ● |
| 4.4.2 | 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 | 9 | 12 | ● |

● Progressing satisfactorily
▲ Requiring attention

99. Effective participation of countries in shaping rapidly evolving agricultural and food systems is critical for improved food security and nutrition, enhanced livelihoods and reduced pressure on the natural resource base. *Strategic Objective 4* aims to achieving more inclusive and efficient agricultural and food systems through integrated and coherent policy and institutional solutions which are implemented with the coordinated efforts of governments, the private sector, civil society organizations, regional economic community organizations and platforms, and international organizations.

Achievements

100. The COVID-19 emergency and subsequent restriction measures have caused a number of delays in the activities including the need to postpone activities to the second year of the biennium. As the

global situation evolves, and the capacities and infrastructure to deliver distance-support improve, the majority of results are expected to be achieved in 2021 and will be reported in the Programme Implementation Report 2020-21.

101. FAO's work on international standards, agreements and voluntary guidelines had moved at a slower pace than expected and in 2020, 46 new issues were considered, draft standards progressed or new standards adopted in food safety and quality and plant health (4.1.1). FAO's work to reinforce the capacities of countries and regional economic communities in the formulation of international trade agreements and voluntary guidelines (4.1.2) is well on track, with 11 countries and regional bodies supported.

102. FAO assisted 23 countries and 17 regional bodies to design and implement policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agricultural and food systems development (4.2.1). Among others, FAO also supported countries to develop and implement sector/subsector policies and regulatory frameworks, increased public sector capacities and infrastructure related to food quality and safety, food losses and waste, and bioenergy. More focused efforts on strengthening public and private sector capacities to design and implement institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems (4.2.2) will be made in 2021 in order to meet the biennial targets.

103. Support was provided to 15 countries to strengthen the technical and managerial capacities of value chain actors to develop inclusive, efficient and sustainable agricultural and food value chains (4.3.1), and to 7 countries to increase responsible investments or to design and implement financial instruments and services and risk management mechanisms (4.3.2).

104. FAO's work on generating and disseminating evidence on agricultural and food systems development is ongoing. More than 40 FAO market information, analytical and knowledge products were published in 2020 (4.4.1), which include methodologies, indicators, statistics, and guidance materials. Support was provided to 9 countries to establish systems to monitor and analyze the impacts of trade, food, and agriculture policies on national agriculture and food systems (4.4.2).

Highlights of global results

105. 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 Alimentarius standard setting processes, with 46 internationally agreed standards for animal health, plant health and food safety and quality analysed, reviewed or adopted. They included a Code of Practice on food allergen management for food business operators, a revised Code of Practice (General Principles of Food Hygiene (CXC 1-1969) and its HACCP annex), as well as standards for kiwi fruit, chili sauce and a regional standard for kava products for use as a beverage in South West Pacific.

106. FAO supported the preparatory process towards the 2021 UN Food Systems Summit, including supporting the Special Envoy, hosting the Rome-based part of the Secretariat, engaging as a UN agency directly supporting Action Track 1 on "Ensuring access to safe and nutritious food for all" and through the provision of inputs to the Food Systems Dialogues. The Organization has played a lead role in the definition of approaches to food systems transformation and in advocating for greater attention to the way interventions in food systems are designed and implemented.

107. FAO developed the Voluntary Code of Conduct for Food Loss and Waste Reduction (CoC), which was submitted to the 27th Session of COAG. The CoC presents the actions and measures that national and subnational authorities, food supply chain actors, the private sector, producer organizations, civil society organizations, academic and research institutions, and other relevant stakeholders should put in place in order to contribute to food loss and waste reduction, to sustainable food systems development, and to achieving the SDGs.

Highlights of regional and country results

108. FAO supported the development of sustainable value chains to enhance public and private sector capacities, as well as greater levels of investment to promote inclusive and efficient agri-food systems (SDGs 2, 8, 9, 14, and 17). This included linking and scaling up several existing programmes such as AgrInvest and the 3ADI+²⁶ initiative, implemented through a UN-to-UN agreement with UNIDO, which inter alia facilitated the implementation of an action and investment plan in Tanzania, and detailed business plans, and negotiations on the production support with Suriname's agricultural research center. In close collaboration with the Uganda Development Bank, the AgrInvest project provided support to increase responsible private investments in sustainable agri-food systems.

109. FAO provided support to the Latin-American and Caribbean Parliament, the Parliamentary Front against Hunger and the members of the #SinDesperdicio [#ZeroWaste] Platform to implement evidence-based policy frameworks and regulations to consolidate comprehensive strategies for food systems efficiency and innovation, in collaboration with the private sector. Regional food loss and waste campaigns and Community of Practice have been expanded in Central Asia, Eastern Europe and the European Union. Governments in Latin America and the Caribbean coordinated trade policies, avoiding disruptions to the food supply chain and promoting international trade, while strengthening market intelligence systems and linking small producers to value chains. High-level hemispheric ministerial dialogues convened by FAO, business roundtables, regular webinars and newsletters reaching over 100 000 people enhanced awareness, promoted exchange and collaboration, and provided data, information and analyses on the food production system and the wholesale and retail food markets to enable evidence-based decision-making in response to the COVID-19 pandemic.

110. In Asia and the Pacific, FAO supported the Government of Samoa to strengthen the capacity of the National Codex Committee, enhancing their ability to participate in international Codex conferences, compete in calls for resource mobilization for Codex activities, and advise producers on trading agricultural products that are healthy and safe. In November 2020, FAO and the Royal Thai Government co-hosted the Regional Food Safety Conference, which convened food safety experts from across the region, emphasizing the critical importance of pre-requisite food safety programmes such as good hygiene practices and underlining the need for a concerted effort to promote food safety standards and sanitary and phytosanitary measures (SPS), as well as investments in new technologies and digitalization.

111. A new collaboration framework between FAO and the Arab Maghreb Union was developed to address cross-border issues relevant to food security and safety, biodiversity, water management, pests and disease control. In Oman, opportunities for investment have been identified on the papaya and carrot value chains through a nutrition-sensitive value chain assessment. The capacity of national officials was strengthened on protocols for the implementation of Citrus germplasm and in-vitro cultures for conservation and phytosanitary improvement in Citrus plants in the framework of the Production and Multiplication of Certified Citrus Propagating Materials project.

112. In Ukraine, FAO supported the government with municipal food loss and waste reduction efforts through a programme methodology which has been developed on "Feed Your Neighbour" where surplus food could be donated for social food programmes. Furthermore, FAO strengthened capacities of retail and food market representatives on the safe storage and transport of food products and the reduction of food losses and waste.

113. In Africa, FAO supported intra-African trade and private sector investment by strengthening, COMESA²⁷ Codex Alimentarius structures, setting up food loss and waste platforms and instruments in the context of COVID-19. Specific instruments included the Framework for Boosting Intra-African Trade in Agricultural Commodities and Services, the continental SPS Policy Framework, and the network of

²⁶ Accelerator for Agriculture and Agro-industry Development and Innovation (3ADI+)

²⁷ Common Market for Eastern and Southern Africa (COMESA)

agricultural and trade practitioners led by Trade Policy Training Centre in Africa. At country level, selected national Food Control Systems were strengthened in line with boosting nutrition-sensitive intra-African trade and agricultural investments. This support included rolling out of technologies to reduce post-harvest losses and boosting food safety protocols, with special focus on COVID-19 impact assessments.

Highlights in mainstreaming cross-cutting themes

114. Climate change considerations have continued to be incorporated in FAO's support to agricultural and food systems development. 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.

115. FAO strengthened statistical capacity for producing and disseminating data on food losses in Colombia, Dominican Republic, Mexico, Peru and Uruguay, where baselines for SDG indicator 12.3.1 were established.

116. FAO supported countries in improving the access of women farmers, pastoralists and fishers to higher-value local, national and international markets and improved opportunities for women to engage in agri-food system activities. For example, in South Africa, FAO and UN Women targeted smallholder farmers to improve their access to productive assets, markets and services to address the challenges faced by women in agribusiness. In Afghanistan women in the dairy sector were trained on food processing and non-dairy income activities, received dairy cow milking kits, and were encouraged to become members of existing community associations or establish new ones. In Latin America and the Caribbean, information disseminated through newsletters to governments, private sector, international organizations and consumers, raised their awareness on the impacts of the COVID-19 on agri-food systems, including the different impacts of the pandemic on women and men. FAO also provided recommendations to decision-makers and planners for the development of public policies and gender-sensitive strategies for the response to COVID-19 and mitigation measures.

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

| SO 5: INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES | | | | |
|--|--|--------------|-----------------|----------------------------------|
| OUTPUT | INDICATOR | ACTUALS 2020 | END 2021 TARGET | PROGRESS AGAINST END 2021 TARGET |
| 5.1.1 | 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 | 18 | 34 | ● |
| | 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. | 28 | 155 | ▲ |
| 5.1.2 | Number of countries or regions that improved resource mobilization and coordination mechanisms for risk reduction and crises management as a result of FAO support. | 11 | 17 | ● |
| 5.2.1 | Number of countries or regions that have improved threat monitoring mechanisms/systems to enhance delivery of early warnings as a result of FAO support. | 16 | 35 | ● |
| 5.2.2 | Number of countries or regions that improved resilience/vulnerability mapping and analysis as a result of FAO support | 15 | 16 | ● |
| 5.3.1 | 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 | 17 | 35 | ● |
| 5.3.2 | 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 | 17 | 36 | ● |
| 5.4.1 | Number of countries or regions benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness | 18 | 24 | ● |
| 5.4.2 | Number of countries or regions affected by a crisis impacting agriculture in which FAO provided timely, nutrition and gender-sensitive responsive crisis response | 17 | 22 | ● |

● Progressing satisfactorily
▲ Requiring attention

117. *Strategic Objective 5* work focuses on enhancing the resilience of agricultural livelihoods and food systems in the face of disasters, crises and conflict, and ensures that agriculture and food systems are risk-informed and sustainably productive for securing sustainable development gains.

Achievements

118. FAO's resilience work has been significantly adjusted to the priorities emerging in response to the COVID-19 pandemic with all, except 1 indicator, having already reached or exceeded the 2020 targets.

119. Results to strengthen sectoral, multi-risk governance met the target with 17 countries and the Asia and the Pacific region that formulated risk-driven policies, strategies and plans with FAO's support in 2020. Of these, 9 strategies contribute to disaster risk reduction (DRR) and 3 were supported with the Capacity for Disaster Reduction Initiative (CADRI) (5.1.1.A). In 2020, 28 normative global and regional products for formulating and promoting risk reduction and crises management policies and programmes were finalized, including the e-learning course on empirical cost benefit analyses of DRR and climate change adaptation. While the delivery of other normative products has been delayed or cancelled to give priority to the COVID-19 response, adjustments are being made to reach the planned target by the end of the biennium (5.1.1.B).

120. Coordination mechanisms and resource mobilization strategies for risk reduction and crisis management were developed and implemented in 8 countries and 3 regions, and support through the Food Security Cluster coordination mechanism was provided in 5 countries. FAO mobilized close to USD 120 million to support the COVID-19 Response and Recovery Programme on boosting smallholder resilience, contributing to the transition and transformation of the agri-food systems (5.1.2).

121. Support to monitoring crises and disaster threats, coupled with early warnings and anticipatory action, was provided to 13 countries and 3 regions, and 7 countries benefited from support to putting in place information systems to monitor the impact of COVID-19 on food security and nutrition, production and local markets and multi-risk early warning systems (5.2.1). FAO produced four Early Warning Early Action reports on food security and agriculture and contributed to improving the capacities of 14 countries and 1 region in formulating evidence-based and risk-informed policy, programmes and investments such as the resilience index measurement and analysis or the Integrated Food Security Phase Classification (5.2.2). An example is the vulnerability and risk assessment tool for livestock and forestry which has been developed and tested in the Asia and Pacific region. *The Global Report on Food Crises 2020* was published with an update reflecting the effects of COVID-19 pandemic on food security and nutrition.

122. Work towards enhancing capacities of governments, partners, communities and relevant stakeholders to prevent and mitigate disasters and crises, including One Health and social protection mechanisms, has been supported in 17 countries (5.3.1). FAO has contributed to the implementation of preventive and impact mitigation practices at community level to reduce agricultural livelihoods and food systems' vulnerabilities to crises and disasters in 17 countries, including 11 UN Peace Building Fund (PBF) Projects in 10 countries and 3 others in Chad to strengthen livelihood resilience. The Knowledge Sharing Platform on Resilience (KORE) supported the capitalization and dissemination of good practices (5.3.2).

123. FAO contributed to boost capacities on emergency preparedness in 17 countries and 1 region, to reduce the impact of crises and disasters. In South Sudan, FAO facilitated the development of multilateral frameworks for harmonization of animal health and livestock trade issues between five neighbouring countries (5.4.1) and responded to crises and disasters in 17 countries, including for absorbing the socio-economic impacts of the COVID-19 pandemic (5.4.2).

Highlights of global results

124. During 2020, a series of guidance and trainings have been developed to support the design and implementation of key risk management interventions. These include e-learning courses on resilience measurement and provision of evidence for resilience decision-making, on Developing an Anticipatory Action System, and on computing damage and loss from disaster and extreme events in agriculture and its subsectors. FAO also issued the virtual format of FAO's conflict sensitivity Programme Clinic to guide the formulation of PBF projects and related indicators, a briefing paper on FAO's work in forced displacement and a training package for trainers on safety at sea for small-scale fishers.

125. FAO has confronted the challenges of two major crises affecting food security and nutrition at global and regional scales in 2020, the COVID-19 pandemic and the desert locust outbreaks.

126. In order to support COVID-19 response programming, FAO conducted surveys on agricultural and other livelihoods in 29 food-crisis countries, and carried out meta analysis of data from 11 countries covering 25 000 households in total.

127. Through FAO's Humanitarian Response Plan to COVID-19, 34 country response plans were adapted to newly assessed needs to mitigate the impacts of the pandemic. The core of FAO's field interventions remained focused on ensuring availability of, and stabilizing access to food for the most acutely food-insecure populations; and safeguarding the food supply chain. FAO has continued to scale up distributions of agricultural inputs, supporting diversification and local food production in contexts of displaced populations, mostly combined with direct cash support. FAO has been also supporting post-

production activities, like harvesting, storage, small-scale food processing and conservation, linking producers to markets, and advocating for key food item corridors to remain open.

Highlights of regional and country results

128. Concomitant to COVID-19, a massive desert locust upsurge broke out across greater Eastern Africa, Southwest Asia, and the area around the Red Sea in early 2020. FAO advocated for an urgent and at-scale response to the crisis at the highest levels, raising over USD 200 million in 2020. As of early December, 1.3 million hectares have been treated. Control and surveillance operations have been estimated to protect more than 2.7 million tons of cereal across 10 countries - enough to feed 18 million people for one year, and prevented more than USD 800 million in damages and spared over 1.2 million pastoral households from livelihood loss and distress. In addition, 207 000 people have benefited from safeguarding of livelihood interventions linked to the desert locust two-pronged approach. In Kenya alone, FAO mobilized USD 26.3 million to curb the spread of the locust through surveillance and targeted control operations and anticipatory action to safeguard the livelihood of 32 200 vulnerable households residing in areas at risk of invasion.

129. At regional level, FAO organized the IGAD-CILSS²⁸ Knowledge Share Fair on promoting resilience enhancing good practices that have a proven impact and are sustainable, to promote partnerships, uptake and up-scaling for ending drought emergencies in the Horn of Africa and Sahel regions. About 25 resilience-enhancing good practices were shared, discussed, and disseminated to over 1 000 practitioners from all over the world. These good practices will be documented for capacity building in countries and selected partnerships will be established for the operational scale-up of the approaches in countries and subregions.

130. In the Near East and North Africa region, FAO supported Egypt, Jordan and Lebanon in facilitating dialogue towards DRR policy development, and the establishment of early warning systems for drought and transboundary plant and animal pests and diseases. Mauritania, West Bank and Gaza Strip, Yemen and Iraq have received support on addressing threats and crises. Activities on transboundary plant pests included the development of a regional strategy to manage the risk of transboundary plant pests and disease, support for the control of Fall Armyworm, leading regional efforts on the control of the Red Palm Weevil, and assistance to prevent the introduction and spread of *Xylella Fastidiosa*. In response to water scarcity, grazing land depletion in the West Bank and the electricity crises in the Gaza Strip, more than 11 000 farmers and herders' households were supported with the rehabilitation of 25 km of agricultural roads and 3 000 dunums of grazing land, the construction of water reservoirs, and transforming irrigation systems operation utilizing green energy solutions. In Syria, FAO provided wheat seeds to around 15 000 farm households across the country affected variously by displacement, wildfires and flooding, sufficient to produce over 30 000 tons of grain, and enhance the food security and resilience of around 150 000 people. In Jordan and Lebanon, the RBAs worked together to strengthen the productive sectors of the economy and enhance the resilience of refugees and host communities. In Egypt, through the Emergency Centre for Transboundary Animal Diseases Operations (ECTAD), FAO provided support to large projects on strengthening national capacity for preparedness early detection and response to emerging pandemic threats, and MERS-CoV Surveillance in dromedary camels.

131. In the Asia and the Pacific region, FAO provided training in Bhutan for pest and disease data collection and forecast models to produce alerts; supported the establishment of monthly agrometeorological bulletins with farming advisories and pest and disease alerts in Cambodia and Samoa; facilitated in Nepal the addition of crop-specific pest and disease management advisories to the weekly agromet bulletin; and strengthened the feedback mechanism from farmers to agromet information providers.

²⁸ Intergovernmental Authority on Development (IGAD), Permanent Interstate Committee for Drought Control in the Sahel (CILSS)

132. In Latin America and the Caribbean, FAO supported El Salvador, Guatemala and Mexico to strengthen monitoring, early warning and early action systems. FAO also promoted agroclimatic multi-risk platforms to translate weather forecasts into decisions on agricultural production, developed a practical guide for formulating plans linked to the ASIS²⁹ drought monitoring system, and supported local early action plans to address droughts and floods.

Highlights in mainstreaming cross-cutting themes

133. FAO scaled up countries' capacity in the production of agro-meteorological and climate services for early warning and pest and disease alerts. An AAP³⁰ toolkit was disseminated to all country offices. Strategic and technical guidance on mainstreaming DRR and climate resilience in the agriculture sectors was provided, in order to address the global unfolding climate emergency compounded by COVID-19. The climate resilience network and initiative (A2R), actively contributed to the UNFCCC Marrakech Partnership on Global Climate Action (MPGCA). FAO also took the lead of the UN coalition on Sand and Dust Storms (SDS).

134. FAO focused on women and youth to improve in-country capacities to mitigate and prevent vulnerability and risks through the Dimitra clubs in protracted crisis, in peace processes and resilience-projects such as the one in Niger, and through the establishment of women household groups (Eritrea), among others. Guidance materials and capacity-development on gender-based violence mitigation and gender-responsive DRR were developed. The impacts of gender-based violence on food security and nutrition in the context of conflict/disaster was assessed in selected countries. Furthermore, FAO co-organized a series of RBA events to celebrate the 16 days of Activism against Gender Based Violence. Trainings and in-depth bilateral consultations at regional and country level were delivered on AAP protection against sexual exploitation and abuse and gender.

²⁹ Agriculture Stress Index System (ASIS)

³⁰ Accountability to Affected Populations (AAP)

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

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

136. Eleven key performance indicators (KPIs) measure progress and achievements of the six Outcomes. All of the KPIs are progressing well towards the 2021 targets. *Annex 2* provides detail of the 2020 achievements and rate of progress.

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

137. 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 key performance indicator (KPI) that 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

138. In 2020, 69 percent of the aggregate respondents to the surveys were satisfied with FAO's quality of technical leadership (KPI 6.1.A)

139. Technical units have been at the forefront of the provision of technical expertise to support the delivery of the Strategic Objectives while readapting their programmes to respond to the challenged posed by the COVID-19 pandemic. Critical knowledge and analysis was generated to help country and regional offices undertake socio-economic and sector-specific impact assessments, as well as global monitoring. Likewise, policy guidance and recommendations was provided and updated on a continuing basis since the outbreak of the pandemic to mitigate its impacts on the agriculture sectors.

140. All technical expertise available in the Organization was mobilized to provide guidance on One-Health issues, such as the animal-human interface of the virus, animal susceptibility or food safety considerations, as well as to support the design of the interventions under the seven key priority areas for the COVID-19 Response and Recovery Programme. The Multidisciplinary Fund together with partnerships with the private sector have contributed means to respond to the emerging COVID-19 challenges and to support initiatives to boost innovation (Output 6.1.3).

141. FAO provided qualitative and quantitative assessments and policy responses implemented at country level to facilitate engagement in key policy dialogues at regional and global levels with agriculture and finance ministers, international financial institutions and within the UN development system. (Outputs 6.1.1 and 6.1.6).

142. Technical support was continuously provided to all Green Climate Fund (GCF) and Global Environment Facility (GEF) proposals addressing compliance requirements with safeguards policies in 2020. In addition, technical guidance related to management of environmental and social risks in programming during COVID-19 pandemic was developed (Output 6.1.2).

143. The Committees on Agriculture (COAG) and on Forestry (COFO) held virtual sessions during 2020 (Output 6.1.4).

144. Through a worldwide company monitoring bibliographic impact, Altmetric, FAO can monitor on an 'open basis' the impact and distribution of all flagship publications on social media and traditional scientific publications (Output 6.1.5.).

Highlights

145. Five flagship publications were produced in 2020: (a) *The State of Food and Agriculture (SOFA) 2020: Overcoming water challenges in agriculture*; (b) *The State of World Fisheries and Aquaculture (SOFIA) 2020: Sustainability in Action*; (c) *The State of World's Forest (SOFO) 2020: Forest, biodiversity and people*; (d) *The State of Food Security and Nutrition in the World (SOFI) 2020: Transforming food systems for affordable healthy diets*; (e) *The State of Agricultural Commodity Markets (SOCO) 2020: Agricultural markets and sustainable development: global value chains, smallholder farmers and digital innovations*. All these flagship publications included specific sections or addenda on the impact of COVID-19 and provided policy guidance on both immediate responses and long-term recovery policy measures.

146. FAO continues to use the mechanisms put in place to ensure compliance with its own technical policies as outlined in the rules governing its project cycle. Among these, the Environmental and Social standards play a critical role: During 2020, close to 1 000 projects were certified for environmental and social standards, out of which 30 were reclassified and more than 150 projects received in-depth technical support and guidance, including development of specific safeguards instruments.

147. The 27th Session of COAG provided policy and programmatic guidance on issues of crucial importance, including the contribution of livestock to the SDGs, sustainable food systems, nutrition and healthy diets. COAG also examined and endorsed the establishment of a Subcommittee on Livestock, examined the proposal of the new Action Plan on antimicrobial resistance (AMR), the Voluntary Code of Conduct for Food Loss and Waste Reduction, the Biodiversity Action Plan, and endorsed the Rural Youth Action Plan. Furthermore, COAG endorsed the Global Programme on Sustainable Dryland Agriculture, and provided input for the development of the new Strategic Framework.

148. The 25th Session of COFO examined, as background for the policy discussion, two key flagship reports, *SOFO* and the *Forests Resources Assessments 2020*. COFO reviewed cross-cutting issues, including nutrition, climate change and biodiversity, providing programmatic and policy guidance *inter alia* on mainstreaming of biodiversity, the integration of forests in the food systems perspective, One-Health and sustainable wildlife management, afforestation, reforestation and forest restoration, forestry and global COVID-19 rebuilding efforts.

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

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

Achievements

150. In 2020, the proportion of countries reporting on the 21 SDG indicators under FAO custodianship increased to reach 46 percent. In the last quarter of 2020, almost 15 000 users had registered or downloaded the online SDG course and more than 1 000 people had obtained a certificate for at least

one of the SDG e-learning courses. Action toward the implementation of the FMM³¹ sub-programme on *Improving country data for monitoring SDG achievements and informing policy decision* has continued to be pursued in 2020. Several large-scale virtual trainings were held in more than 50 countries on under-reported indicators,³² and improvements made in methods and metadata guidelines for the production of indicators 2.4.1, 2.5.1, 14.4.1 and 15.4.2, as well as data validation processes for indicators 2.1.2 and 15.4.2. Technical assistance was provided at country-level for a number of FAO-relevant SDG indicators³³. In addition, more than 20 new projects (TCP, FMM sub-programmes, UTF and GCP) were initiated during 2020 to accelerate the delivery of country-level assistance on SDG monitoring. With capacity development activities in support to production and reporting of SDG indicators, the achievement of KPIs are considered to be on track.

151. The quality of FAO statistical processes, assessed at 89 percent, based on the Quality Assessment and Planning Survey (QAPS), has already exceeded the 2021 target. In 2020, FAO has maintained and further improved the quality of FAO statistics, including through the adoption of four additional statistical standards on questionnaire design, microdata dissemination, quality indicators for external users and metadata dissemination. In 2020, the QAPS compliance methodology was also refined, and FAO met adherence to the International Statistical Institute Declaration on Professional Ethics.

152. FAO promptly produced new data to understand the repercussions of the COVID-19 pandemic on the food and agriculture sector. The pandemic also limited the capacity of FAO staff to implement projects in countries, as well as that of national counterparts to collect data in the field. To address these challenges, FAO set up a number of mitigation measures for all major statistical capacity development programmes, by holding virtual regional and national workshops and remote technical support to countries. Innovative solutions were also proposed (e.g. rapid assessment to understand the impact of the pandemic on food security, the use of alternative data sources or remote data collection mode to avoid statistics blackout and produce timely information on the impact of the pandemic on the food and agriculture). These innovative solutions are at the centre of the Data For Decision-making component included in FAO COVID-19 Response and Recovery.

Highlights

153. Work on Output 6.2.1 in 2020 comprised the refinement of methods for SDG indicators 2.4.1, 2.5.1, 14.4.1 and 15.4.2, published on the United Nations Statistical Commission website; improvements to methods to disaggregate SDG indicators and to assess the status and progress of countries, regions and the world; and Publication of the SDGs trends and status data, as well as the FAO's 2020 SDG Progress Report.

154. In support of Output 6.2.2, 214 projects were initiated in 2020 targeting more than 90 countries. Capacity development on agricultural censuses using the WCA 2020 guidelines was provided to 27 countries and initiated in three. Work continued in 2020 for the implementation of the Agricultural Integrated Survey (AGRISurvey) and the 50by2030 Initiative with direct support to 11 countries and engagement initiated in two. Finally, support was provided to six countries on the use of technology in data production, to one country on data analysis and report writing, and to three countries and two regional organizations on food security statistics.

155. Work in 2020 on Output 6.2.3 included: the adoption of an Open Data Licensing for Statistical Databases Policy; publications of three statistical yearbooks, one pocketbook and 14 statistical briefs based on latest FAOSTAT data; the addition of more than 380 new microdata files in FAO Food and Agriculture Microdata Catalogue; increased access to FAOSTAT, FAO Statistics webpage, and FAO's 2020 SDG Progress Report; and the Technical Network on Statistics continued to grow reaching 350 members and almost 100 000 external members.

³¹ Flexible Multi-Partner Mechanism (FMM)

³² 2.4.1, 6.4.1 and 6.4.2

³³ 2.1.1, 2.1.2, 2.3.1, 2.3.2, 2.a.1, 2.5.2, 5.a.1, 5.a.2 and 12.3.1a

156. Concerning Output 6.2.4, work in 2020 included improved coordination and oversight of statistical activities and the development of a Modernization Strategy to improve FAO's statistics. FAO remained active in the international arena with active participation in key international statistical fora, (the UN Statistical Commission, the Committee for the coordination of statistical activities, the UN Committee of Chief Statisticians, *inter alia*), and contributed to the adoption of a new programme of work for the UN Committee of Experts on Food Security, Agricultural and Rural Statistics (UN-CEAG).

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)

157. Eliminating gender inequalities and empowering rural women is essential to achieving FAO's mandate of a world free from hunger, malnutrition and poverty, and 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 Members to strengthen their capacities to formulate and implement gender-responsive policies, strategies and programmes which enable women and men to equally benefit from agriculture, food systems and rural development.

158. As central to FAO's mandate, 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 areas of work.

Achievements

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

- a) 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 2020, FAO was able to systematically implement 14 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). Progress made under Standard 12, will contribute to strengthen future reporting on employee accountability towards gender work. Standard 14 on financial resources tracking only is lagging behind. More details on the implementation of the Policy's Minimum Standards are provided in *Annex 3*.
- b) 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) 2.0, launched in 2018. The UN-SWAP 2.0 introduced new indicators and upgraded existing ones, setting standards to which all UN agencies need to adhere. By the end of 2020, FAO met or exceeded 15 UN-SWAP Indicators, thus meeting the biannual target of 15 originally set. A detailed account of FAO's progress toward the implementation of the UN-SWAP Indicators is provided in *Annex 3*.

160. The performance against the two KPIs confirms FAO's successful efforts to maintain effective institutional mechanisms for gender mainstreaming and enhance staff capacities to support Members initiatives. The Policy on Gender Equality, and the UN-SWAP 2.0, provide important frameworks of reference to consolidate the gender-related work across the Organization.

Highlights

161. FAO supported the generation and dissemination of sex-disaggregated data and gender analysis for evidence-based policy making and programme formulation in all five regions. Country Gender Assessments (CGAs) continued to inform country programming, key to supporting the monitoring and

reporting of SDG indicators under FAO's custodianship, and in 2020, 14 CGAs were finalized and several are expected to be finalized in 2021.

162. In Asia, FAO supported regional bodies and intergovernmental agencies to analyse trends and develop regional gender strategies and policy frameworks. In Africa and the Latin America and the Caribbean regions, FAO supported respectively 13 and 6 countries to report on the status of women's access to land ownership under SDG indicator 5.a.2. Technical support on measuring and monitoring SDG indicator 5.a.1 on gender parity in ownership and tenure rights over agricultural land was provided in Zimbabwe and Rwanda. Also in Africa, a regional TCP was launched to promote the use of sex-disaggregated data in Regional and National Agriculture Investment Plans in 5 countries.

163. FAO provided updated tools and methodologies and ensured the gender-sensitive design of over 40 agricultural censuses and surveys. Regional and national training workshops and roundtable discussions highlighting the importance of sex-disaggregated data collection and analysis for food security were delivered to government officials from around 50 countries. Sex-disaggregated data continued to inform FAO's key flagships *SOFI 2020* and *2020 Regional Outlooks* on food security and nutrition.

164. Under the COVID-19 Global Humanitarian Response Plan, FAO published guidance on *Risk Communication and Community Engagement* to support country offices in designing gender-responsive risk information campaigns; a policy brief *Gendered impacts of COVID-19 and equitable policy responses in agriculture, food security and nutrition* to provide guidance on how to adopt a gender-responsive approaches; and with IFAD and WFP the joint *Gender transformative approaches for food security, improved nutrition and sustainable agriculture: A compendium of 15 good practices* publication. At regional level, the FAO-African Union Commission (AUC) report *Leave No One Behind: A Regional Outlook on Gender and Agrifood Systems* was launched at the Regional Conference for Africa. In the North Africa and the Near East region, in collaboration with the Arab Women Organization, a policy paper highlighting constraints and opportunities to accelerate rural women's economic empowerment, and a leadership training course targeted at representatives of women's organizations from more than 10 countries. The *Indigenous Women, daughters of Mother Earth* provides recommendations on some of the main gender-based constraints and challenges faced by indigenous women. FAO also contributed to the production of a compendium of good practices on gender-responsive climate-smart agriculture, and through the online course "Developing gender-sensitive value chains" guidance to strengthen the knowledge base on gender-responsive food systems and value chains.

165. FAO provided country level and sector specific support to promote the adoption of gender transformative approaches in value chain development in several countries. Similarly, FAO conducted several online workshops in Central Asia and Turkey to build national capacities on gender, climate change and natural resource management. In Latin America and the Caribbean, FAO launched a regional online course on gender-sensitive land governance attended by participants from 19 countries, and 7 legal briefs for parliamentarians were published with emphasis on gender-equitable governance of land tenure and nutrition. The Dimitra Clubs were applied in the framework of the COVID-19 response in various sub-Saharan African countries, and more than 20 capacity development sessions were conducted on the methodology, which was adapted to reflect the pandemic safeguards measures. At global level, FAO launched a subprogramme "Empowering women in food systems and strengthening the local capacities and resilience of SIDS in the agri-food sector," currently being implemented in 6 SIDS.

166. The CFS HLPE³⁴ report *Food Security and Nutrition: Building a Global Narrative Towards 2030* which references gender equality as critical for meeting global food security and nutrition goals was published. The FIRST policy assistance facility continued to be used to advance gender equality in food security and nutrition. The report *Agriculture and food systems at a crossroads- progress towards ending hunger and malnutrition* highlighted key lessons on gender equality and women's empowerment towards the goal of ending hunger. In 2020, FAO also used the opportunity presented by the newly established

³⁴ Committee on World Food Security High-level Panel of Experts (CFS HLPE)

Women's Committee to draw on prominent experts in the regions to discuss their roles and contributions to empowering women. At regional level, in collaboration with partners, policy dialogues were promoted to strengthen the capacity of the Parliamentarians from the Economic Community of West African States (ECOWAS) on gender equality and investments in agriculture and food security, focusing on gender responsive action in response to COVID-19. A series of virtual dialogues fostering peer learning and sharing of good practices among parliamentarians from ECOWAS, Africa, Latin America, Asia and Europe were organized including on gender-responsive investments in agriculture, food security, nutrition, value chains, and on women's land rights. In partnership with the Commission of the Economic Community of Central African States (ECCAS), FAO assisted with the preparation of a draft Action Plan on Gender and Agriculture and a draft subregional outlook on gender and agrifood systems. In the Dominican Republic, FAO promoted policy dialogues with for the elaboration of municipal development and sectoral planning for closing the rural gender gaps in agriculture and increasing the participation of women in decision-making.

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

167. 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.

168. 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

169. The results planned for 2020 were achieved for both key performance indicators (6.4.A and 6.4.B).

170. In addition, in 2020, new major areas of responsibility were undertaken including the global implementation and coordination of the Hand-in-Hand (HIH) Initiative and unplanned activities arising from the COVID-19 pandemic and its direct and indirect impacts on food and agricultural systems.

171. FAO continued to exercise a leadership role in global governance processes that support Members' implementation of the SDGs and UN development system reform (Output 6.4.1 and KPI 6.4.A). Work in 2020 included: FAO's contribution to ensuring the UN adoption of commitment to policy support for transformative change in line with the UN System-wide Strategic Document (SWSD); joining the coordinated UN response efforts to addressing the socio-economic impacts of COVID-19; contribution to reshaping the UN Framework for the immediate socio-economic response to COVID-19; and leading the drafting of the UN Secretary-General's policy brief *The Impact of COVID-19 on Food Security and Nutrition*. Furthermore, FAO assumed lead agency responsibility for defining and providing technical notes for five indicators on socio-economic response in the UN COVID-19 data portal. FAO led the drafting of the 2020 edition of the UN Secretary General's Report on *Agriculture development, food security and nutrition*.

172. Strategic focus on identifying and addressing key governance issues related to food and agriculture in 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 2020, in coordination with Regional Offices, significant efforts were invested in water governance, with piloting of governance analysis starting in Jordan, Lebanon and West Bank and Gaza Strip, and of water tenure and governance assessments in Senegal, Sri Lanka and Rwanda. In the context of the global preparatory process for the 2021 UN Food Systems Summit, leading 'innovation laboratories' focused on governance, innovations for food systems transformation were initiated in Indonesia, Tanzania and Uganda with contribution from

the Flexible Multi-partner Mechanism sub-programme on “Governance innovation for sustainable development of food system”. Finally, the Hand-in-Hand Initiative was developed and started operationalization in more than 30 countries. *The State of Food and Agriculture (SOFA) 2020: Overcoming water challenges in agriculture* was published and preparation for the forthcoming issuance of *The State of the World’s Land and Water Resources for Food and Agriculture (SOLAW)* in 2021.

173. The COVID19 crisis revealed the critical weaknesses, inequalities and fragilities in food systems across the world, and added to the urgency of an agri-food systems transformation that builds resilience and inclusiveness at all levels and for all, including through technological innovations and evidence, as well as through significant innovations and change in food systems governance. Scaling up governance within the HIH Initiative will improve FAO’s ability to strengthen national policy implementation capacities, enhance the science-policy interface, and reinforce national ownership of the development process.

Highlights

174. FAO continued to provide support to frame and prioritize uptake of the SDGs in Technical Committees and Regional Conferences held in 2020, including dedicated discussions on the COVID-19 response efforts and updates on the Hand-in-Hand Initiative, as well as contributions to the work of the Committee on World Food Security.

175. Strong interaction with the HIH Initiative task forces and multistakeholders at country level are contributing to positioning the HIH as a country-owned and country-led programme and to making it an instrument that can address key governance challenges standing in the way of efficient, sustainable, inclusive and resilient food systems.

176. The [Policy Support and Governance Gateway](#) portal was upgraded and expanded to better reflect on-going work on policy and governance.

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)

177. FAO has mainstreamed nutrition as a cross-cutting theme, strengthening its strategic position as a leader in global initiatives and governance mechanisms for promoting healthy diets and improved nutrition.

178. 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. The performance under the two KPIs illustrates FAO’s progress on ensuring quality and coherence of FAO’s work in nutrition, confirming that the Organization is on track to achieve the biennium targets.

179. FAO’s COVID-19 Response and Recovery Programme provides an agile and coordinated global response to ensure nutritious foods for all both during and after the pandemic, and will promote the collection, analysis and disseminating of related *better nutrition*, alongside *better production*, a *better environment*, and a *better life* as FAO’s aspirations in the new Strategic Framework under development is at the core of support toward the achievement of the 2030 Agenda.

Achievements

180. In 2020, priority was given to the development of the draft *Vision and Strategy for FAO’s Work in Nutrition*, its implementation plan and accountability framework, as well as to the *Capacity Development Roadmap: Promoting healthy diets from sustainable food systems* which are instrumental in strengthening nutrition mainstreaming.

181. FAO contributed extensively in 2020 to the international nutrition architecture and to advancing the global nutrition agenda, including as co-acting Secretariat of the Nutrition Decade, and to major global governance processes such as the Committee on World Food Security, the Tokyo Nutrition for Growth Summit 2021, the International Year of Fruit and Vegetables 2021, the UN Food Systems Summit 2021, and the UN System Standing Committee on Nutrition. FAO contributed to flagship knowledge products including *The State of Food Security and Nutrition in the World 2020 (SOFI): Transforming Food Systems for Affordable Healthy Diets*, the *Global Nutrition Report 2020*, and the *Global Panel Foresight Report 2.0: Future Food Systems: For people, our planet, and prosperity*.

Highlights

182. In 2020 FAO, as UN Anchor Organization for Action Track 1 - *Ensure access to safe and nutritious food for all*, was fully represented in the governance structures of the Food Systems Summit, and was involved as a support UN Agency for other individual tracks.

183. A major achievement in 2020 was the preparation of the Capacity Development Roadmap, backstopping the delivery of capacity development activities, such as webinars on nutrition-sensitive policies and programmes with the SUN Movement; nutrition education and consumer awareness, including for farmer field schools, rural advisory services and the development of food-based dietary guidelines. A significant share of capacity development activities in 2020 aimed to strengthen the collection, dissemination and use of food consumption and food composition data at global, regional and country levels. FAO also organized national workshops on the minimum dietary diversity for women (MDD-W) indicator in Cambodia, Ethiopia and Zambia and global MDD-W-related webinars jointly with the European Union, the German Agency for International Cooperation and Data for Decisions to Expand Nutrition Transformation. The Minimum Dietary Diversity for Women: A Guide to Measurement updated version was published in December 2020.

184. FAO also launched the Technical Platform on the Measurement and Reduction of Food Loss and Waste in 2020. Together with the SUN Movement, FAO organized three webinars to engage the multistakeholder platforms in response to the COVID-19 pandemic with a focus on policies and programmes to protect and promote, availability, affordability, and accessibility of healthy diets for better nutrition.

185. Building also on the recommendations of the 2018 internal audit review of the mainstreaming of nutrition in FAO's work, in 2020 FAO focused on the development of a corporate approach to nutrition mainstreaming which has enabled to enhance its strategic focus and leading role in the promotion of healthy diets for all from sustainable food systems.

186. In 2020, FAO has reinforced nutrition work and activities under three major dimensions: People, Culture and Processes. Collaboration has continued through the network of nutrition mainstreaming focal point, including with FAO Regional Platforms, Think Labs for FAO Representatives, and other UN Agencies through UN Nutrition. In 2020, FAO was able for the first time to monitor key highlights on FAO's work on nutrition at country level through the Country Annual Report.

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)

187. The cross-cutting theme on climate change, ensures technical leadership for FAO's work to enhance national capacity to address climate change adaptation and mitigation, and improve the integration of food security, agriculture, forestry and fisheries considerations into international governance on climate change. FAO's work on climate change is corporately measured through Outcome 6.6 KPIs 6.6.A and 6.6.B, which are on track for achievement in 2021. FAO Strategy on Climate Change provides a detailed results framework with further information on Outputs to be delivered under its three Outcomes.

Achievements

188. Despite the COVID-19 pandemic and the subsequent postponement of the 26th session of the Conference of the Parties (COP 26) to the UN Framework Convention on Climate Change (UNFCCC), FAO maintained full engagement and visibility in various 2020 online events and activities including the UNFCCC June Momentum and the Climate Dialogues as well as G20 events. Through the creation of the new Office of Climate Change, Biodiversity and Environment (OCB) and the establishment of a new internal cross-cutting NDC³⁵ coordination group, FAO has stepped up efforts to support countries in climate change actions and policies, including NDC enhancement and implementation, National Adaptation Plans, Koronivia Joint Work on Agriculture, and climate smart agriculture. FAO also organized a virtual side event on a nature-positive food system transformation together with the Rome-Based Agencies at the 3rd Conference on Sustainable Food Systems, in the lead up to the UN Food Systems Summit.

189. In 2020, FAO continued to provide technical assistance and demonstrated a strong leadership in enhancing national capacity to address both climate change and agriculture. More than 100 countries received support in the updating and implementing the agricultural components of their NDCs in 2020 (6.6.A), and among those, FAO supported 82 countries through its new NDC Enhancement Support Team and 33 countries in operationalizing projects from international climate funding mechanisms such as the Green Climate Fund (GCF) and the Global Environment Facility under the Capacity Building Initiative for Transparency (CBIT) window (USD 5.7 million total). FAO also participated and supported the NDC Partnership Climate Action Enhancement Package, the NDC Partnership Thematic Expert Group under the Economic Advisory Initiative, the Thematic Working Group on Agriculture, Food Security and Land Use, the Integrating Agriculture in National Adaptation Plans, Strengthening Agricultural Adaptation projects, the Scaling up Climate Ambition on Land Use and Agriculture through NDCs and National Adaptation Plans programme, and the CBIT projects including Quality Assurance process with UNFCCC and collaboration with other organizations

190. Further deepening of the integration of food security, agriculture, forestry and fisheries into international and regional climate governance through FAO's participation in 2020 in 25 policy, financing and technical dialogues related to climate change (6.6.B). In particular, FAO emphasized the essential role of adaptation and mitigation strategies in building the sustainability of the fisheries and aquaculture at the Ocean and Climate Change Dialogue to Consider How to Strengthen Adaptation and Mitigation Action.

191. FAO's work on climate change is continuing to gain traction thanks to increasing scientific evidence of the impact of climate change on the food and agriculture sectors, and concomitant effects of the COVID-19 pandemic. As a response, FAO has significantly increased its support to countries through new projects financed by international climate funding mechanisms and other resource partners as well as through UNFCCC processes such as the NDC-Partnership. FAO activities on climate change will

³⁵ Nationally determined contribution (NDC)

continue to be implemented under the Climate Change Strategy in full alignment with FAO's new Strategic Framework.

Highlights

192. FAO co-hosted with the Government of France the high-level event in celebration of the 5th Anniversary of the Paris Agreement on 14 December 2020 emphasizing the fundamental priority of safeguarding food security and ending hunger while fighting climate change. At the event, the Climate Change Knowledge Hub, a knowledge platform which provides information and data on climate change in the agriculture and land use sectors was launched.

193. FAO-UNDP Flagship Initiative on NDC Enhancement for Agriculture and Land Use Sectors has been supporting over 40 countries in their NDC Enhancement and formulating Long Term Low Carbon Pathways. This UNDP and FAO collaboration is supporting the implementation of the Climate Promise.

194. The National Land Monitoring and Information System for a transparent NDC reporting project supported a total of 28 countries in collecting Activity Data for greenhouse gas inventories. Earth Map, one of the tools produced by the project for land-monitoring, environmental and climate analysis, was officially launched in 2020 and integrated with the Hand in Hand geospatial platform.

195. In 2020 the publication *Climate change: Unpacking the burden on food safety* was launched. Webinars were hosted to draw attention to the ways climate change affects food safety and how it may harm human health within the One-Health approach to addressing food safety, as well as on addressing gender equality and climate risks in Small Island Developing States (SIDS).

196. FAO supported the development of GCF readiness proposals, of which 14 proposals were approved in 2020 and 25 projects in 24 countries were under implementation in 2020. In addition, in 2020: 7 full GCF projects with FAO as Accredited Entity were approved; a total of 6 projects in 6 countries were operational or under implementation; 4 projects with FAO as Executing Entity were under implementation and 1 additional project was approved. Awareness raising activities and trainings on GCF were provided to countries and FAO staff, including on the GCF Readiness Programme and the GCF Climate Resilient Recovery Initiative in the context of COVID-19.

197. Key results were achieved in 2020 in international and regional dialogues where FAO took an active role as lead, support or through participation, including the June Momentum for Climate Change and Climate Change Dialogues in November-December under the UNFCCC and G20 events with FAO's contribution to the G20 Managing Emissions Report. Recognition of FAO as a key stakeholder under the UNFCCC was also increased in the Loss and Damage dialogues, the regional workshops on the integration of gender into national climate actions and the implementation of the Koronivia roadmap. In 2020, FAO took part in the GEF COVID-19 Task Force, advocating for the integration of food and agricultural perspectives into GEF's build back better thinking for GEF-8.

V. Performance – Functional Objectives

Overview of Performance - Functional Objectives and Special Chapters

198. 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 36 Key Performance Indicators (KPIs) and targets. Heads of business units use established methodologies to collect KPI data and assess performance, which is reviewed and validated by supervisors. The scores for 2020 are tabulated in *Annex 2*.

199. Of the 36 KPIs for the Functional Objectives and special Chapters:

- a) 29 are on track in 2020 and should achieve their end-2021 cumulative targets;
- b) 4 KPIs, related to the projects with timely closure (8.3.B), delivery of governing body documents (10.1.A), percentage of audit coverage delivered (10.2.A) and percentage of Capex projects that are on time, quality and within budget (13.1.B) will require additional attention to achieve the end-2021 targets;
- c) 1 KPI related to client satisfaction with administrative services (11.3.A), will be measured at the end of the biennium;
- d) 2 KPIs related to geographic mobility (11.1.C) and the deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management (14.2.D) are on hold due respectively to the freeze of the mobility policy and to the COVID-19 pandemic travel impediments.

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



Functional Objective 8: Outreach

201. Functional Objective 8 provides the basis for measuring the outreach functions 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.

Achievements on partnership, advocacy and capacity development, including South-South Cooperation

202. In 2020, the Organization brokered 15 new strategic partnerships against the biennial target of 20 (8.1.A) and implemented 13 renewals. New strategic areas of collaboration were incorporated to partnerships, such as Hand-in-Hand Initiative (MasterCard Foundation, Syngenta, Mars, and Alibaba), COVID-19 response (Rabobank, Danone, and CropLife) and response to desert locust (MasterCard Foundation).

203. Eight advocacy initiatives were implemented against the biennial target of 11 (8.1.B) to support corporate activities and strategic programmes through the implementation of UN Decade of Family Farming, including establishing of Family Farming National Action Plans regional campaigns and rural communication strategies and engagement with UN agencies and academia to empower indigenous peoples in the context of COVID-19. FAO Policy briefs both on family farming and indigenous peoples and COVID-19 were developed and disseminated also through a dedicated webpage for indigenous peoples' health and safety, and the Family Farming Knowledge Platform reached over 500 000 visits in 2020.

204. Capacity development methodologies exceeded the biennial target of 10, with 12 established in 2020 (8.1.C), and 29 South-South and Triangular Cooperation (SSTC) Memorandum of Understanding (MoU) agreements and projects were signed against the biennial target of 30 (8.1.D). SSTC continued to increase with additional contributions and support from China, the Republic of Korea and Turkey. The current portfolio of SSTC includes MoUs with a wide range of institutions from Brazil, China, Cuba, Ecuador, Peru and the Central American Secretariat for Social Integration.

Highlights

205. At regional level FAO supported the establishment of the Annual General Assemblies of Eastern Africa Nations to fast track the operationalization of the Parliamentarians Alliance, as well as the Pan-African Parliament Alliance on Food Security and Nutrition for the organization of two consultations on the first Pan-African Model Law on Food Security and Nutrition. At national level, under the ECOWAS Network of Parliamentarians on Gender and Investments in Agriculture and Food Security, new alliances were established in Central African Republic, Gabon, Sao Tome & Principe, Chad Sierra Leone and Togo.

206. At country level, FAO's work on RAI³⁶ focused on enhancing the enabling environment and empowering youth in 6 countries in Africa, Asia and Latin America. A joint declaration with the Latin American and Caribbean Parliament to promote RAI was published in the face of the COVID-19 crisis. The FAO e-Learning Academy with more than 80 courses was launched in six languages. FAO continued to enhance digital data and knowledge management platforms, such as AGROVOC, AGRIS, AGORA³⁷ exceeding 44 million access and over 5 000 participants trained. The COVID-19 element was embedded in all the data platforms from the research, data, and capacity development perspectives.

207. Dedicated sessions on indigenous women and food systems were held during the Food Systems Dialogue on Gender Equality and Women's Empowerment for Food Security and Nutrition in North America, and an initiative to promote data and knowledge sharing among indigenous women was established with academia.

³⁶ Principles for Responsible Investment in Agriculture and Food Systems (RAI)

³⁷ Access to Global Online Research in Agriculture (AGORA); International Information System for the Agricultural Sciences and Technology (AGRIS); Multilingual Thesaurus of Agricultural Terminology (AGROVOC)

Achievements on communications

208. In 2020, FAO.org traffic recorded a total of 3 million users against the biennial target of 6.7 million (8.2.A), with a significant increase compared to 2019. FAO's media presence was reached 71 200 hits per month exceeding the target of 24 000 (8.2.B). Unprecedented external conditions, like the escalation of the COVID-19 pandemic and the upsurge of the desert locust contributed to a rise of media interest in FAO releases and information products. FAO's social media followers on multilingual channels increased by 1.26 million against the biennial target of 2.4 million (8.2.C).

Highlights

209. Facing the COVID-19 scenario, FAO adjusted its outreach activities and events to the new digital environmental and innovative ways of working. Languages used for international campaigns continued to steadily increase, for example the communication on World Food Day 2020 was in 53 languages and for the International Year of Plant Health 2020 in 33 languages. New communication/outreach means such as a televised FAO talk shows, anchored by influencers in the specific fields and special guests appearing along-side FAO experts, contributed to increasing FAO's reach to new audiences. The combined WFD/FAO messaging reached over 1.5 billion accounts on social media.

210. In 2020, the Organization started to implement a digital publishing strategy and 35 fully digital publications (device-friendly) have been published, including all five flagships reports in the six official languages. The 2020 Statistical Yearbook was released in digital format as well as the FAO 75th anniversary digital publication accompanied by 75 radio podcasts.

Achievements on resource mobilization

211. The private sector partnerships function was integrated into the new Resource Mobilization and Private Sector Partnerships Division (PSR) in September 2020, and the due diligence function was moved to the new Project Support Division (PSS). FAO's Strategy for Private Sector Engagement 2021-2025 has been endorsed by the Council in late 2020, and defines a new approach to engaging with the private sector, with a more proactive, modern, flexible and dynamic framework, while strategically expanding areas of cooperation, expected to produce more evident results in 2021.

212. Despite the COVID-19 crisis, in 2020, FAO mobilized USD 1.15 billion in voluntary contributions³⁸ and is on track to reach its biennial target of USD 1.7 billion (8.3.A). This amount represents an increase of 18 percent compared with the average over the same period between 2016 and 2019. Multi-partner initiatives and pooled funding mechanisms were retooled in line with the UN new thinking, and financial contributions to flexible or soft-earmarked funds have increased (contributions of such funds to the Flexible Multi-Partner Mechanism, FMM, for the phase 2018-21 have reached USD 57 million, surpassing the USD 47 million received during previous phase 2014-17).

213. The Organization was engaged in several initiatives to proactively promote outreach and marketing of FAO's priorities and requirements in an effort to expand the partners' base, including the marketing campaign for FAO's Annual Impact Report; global and regional campaigns launched for the COVID-19 Response and Recovery Programme and the Fall Armyworm (FAW) Global Action; and promotion of more digital communication tools, to facilitate better connection of resource partners to the FMM Programme. Efforts were undertaken to improve donor reporting to demonstrate results in line with the SDGs and by additional streamlining and enhancing terminal reports and project closures. During 2020, the impact of the COVID-19 pandemic negatively affected the closure of many projects, with only 58 percent of projects that have been operationally closed in less than 180 days against the biennial target of 80 percent (8.3.B).

³⁸ Preliminary data at end-December 2020

Highlights

214. Following the pandemic, progress continued to adjust internal procedures for resource mobilization and project implementation. Improvements were made to increase the effectiveness of the Project Cycle management, such as the introduction and updating of reporting and monitoring tools for the FMM; adoption of simplified procedure for COVID-19 projects formulation and endorsement; updating of Operational Partners Implementation Modality (OPIM) Handbook, while the new Manual Sections for Vouchers and Cash are under final review.

215. During 2020, several capacity development activities were undertaken, the launch of the Impact Pulse+ initiative, the Global Executive Series, upgrading of the Intranet Resource Mobilization Hub, and a series of webinars, among others. Resources mobilized for projects at country, regional and subregional level in 2020 amounted to USD 0.7 billion, representing 63 percent of total voluntary contributions, also thanks to better targeted and increased support to decentralized offices. Efforts also continued to be deployed to improve the availability of transparent and updated data.

Functional Objective 9: Information Technology

216. Functional Objective 9 encompasses Information Technology (IT) activities that enable and support the work of the Organization worldwide. This comprises planning and implementing secure digital solutions that underpin the work of FAO by ensuring a fit-for-purpose IT environment, services and tools that support global operations.

Achievements

217. Emphasis in 2020 was, and will continue in the years to come, on accelerating the use of innovative technologies to enable the transition to a 'Digital Organization' and improve the portfolio of IT services and tools that will allow FAO personnel to effectively perform their work from any location, at any time.

218. The onset of COVID-19 during 2020 had an effect on planned work for Information Technology Services Division (CSI) with precedence assigned to multiple requirements to support FAO's continuity of work globally under new ways of working. The "new normal" necessitated prioritization for implementing new technology solutions, including in the area of IT communication, collaboration and security. Success in this work resulted in FAO personnel being able to operate and deliver worldwide, expressing a high-level of satisfaction with IT solutions.

219. The quality of digital assets continued to improve in 2020 through the introduction of new data platforms, such as Hand-in-Hand (HIH), the migration of legacy applications to corporate platforms, and the introduction of new technologies and capabilities in support of the Organization's work.

220. The measurement of KPIs followed the same approach as in 2019, which included responses by clients to IT solutions (a mechanism that interacts with client IT requests for input/clearance) and client satisfaction input to solutions provided by the Corporate Solutions Team. The level of satisfaction of strategic business clients was measured at 94 percent exceeding the 80 percent target (9.1.A), and the percentage of quality of digital assets available in support of FAO's work reached 65 percent against the biennial target of 80 percent (9.1.B).

Highlights

221. A key achievement during 2020 has been the Hand-in-Hand Initiative. This new Geospatial Data Platform has strengthened governance of data in FAO and made it available as a public good. The HIH is currently utilized by 25 000 users across 197 countries and regions, with usage expected to greatly increase in 2021.

222. The first release of the FAO Digital Portfolio (FDP) provided a consolidated view of digital products used in the field, essential for improved utilization of these products across the Organization.

223. Various IT capabilities were introduced or expanded in 2020 to support remote working. This included the use of new technologies for virtual meetings, automation of processes to eliminate the need for manual intervention and physical office presence, and expanded use of laptops and mobile devices. Changes to the underpinning IT infrastructure allowed for improved and secure access to FAO resources.

224. COVID-19 necessitated a new way of working across the Organization. The expanded use of cloud solutions, initiated in the previous biennium, has been key in allowing access to IT resources from any location during 2020. The introduction of new technologies such as Zoom and multifactor authentication to improve access security further facilitated the work of the Organization and paved the way for the "new normal".

Functional Objective 10: FAO governance, oversight and direction

225. Functional Objective 10 is the basis for measuring the functions concerned with FAO governance, oversight and direction. 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.

226. Following approval of the new Organizational structure in 2020, the responsible business units for this Functional Objective were the Governing Bodies Servicing Division (CSG), the Office of Evaluation (OED), the Office of the Inspector General (OIG), the Office of the Director-General (ODG) with Core Leadership, the Legal Office (LEG), the Ethics Office (ETH), and the Office of Strategy, Planning and Resources Management (OSP).

227. FAO is on track to meet the biennial targets for 8 of the 10 key performance indicators.

Achievements

228. Concerning FAO governance, 100 percent of governing body decisions have been implemented within the prescribed deadline, exceeding the biennial target of 90 percent. However, only 70 percent of governing body documents were delivered according to deadlines and language requirements in 2020 (biennial target 100 percent), compared to 79 percent in 2018. One of the main factors impeding timely submission of documentation was the rescheduling and tight sequence of Governing Body sessions, in view of the COVID-19 pandemic. Measures have been established to monitor the production of documentation and ensure deadlines are respected in 2021.

229. Regarding oversight, OIG's ability to deliver planned audit coverage was adversely impacted by the restrictions imposed by the pandemic and higher than expected vacancy rates. In spite of the quantitative underperformance, OIG ensured that audit resources focused on priority areas, accommodating time-sensitive and strategically important assignments, such as re-assessing risks in the treasury area in view of the procedural changes triggered by the pandemic, and assessing the governance structure and capacity of decentralized offices.

230. OED is on track to deliver the indicative rolling work plan of strategic and programme evaluations, having completed five thematic evaluations covering FAO's support to zero hunger (SDG2), FAO's statistical work, the Technical Cooperation Programme, FAO Strategy for partnerships with civil society organizations and FAO's role and positioning in the UN system in support to zero hunger. Implementation of agreed recommendations to strategic evaluations is on track.

231. Over the year, active monitoring of progress in implementing audit recommendations continued, ensuring that actions required to strengthen FAO's internal control environment were timely implemented. This close monitoring contributed to FAO meeting the biennial target with 80 percent of high-risk recommendations closed by due date in 2020 and only 8 percent of the recommendations outstanding for more than two years, in line with target. The improvement from prior years was a result of the regular follow up through the organizational network of focal points.

232. The share of staff that have completed e-learning on prevention of harassment, sexual harassment and abuse of authority and on protection from sexual exploitation and abuse was below the biennial target of 90 percent, with a 74 percent completion rate. Improved tools for monitoring compulsory training have been implemented, allowing training focal points to efficiently follow-up on compliance.

Highlights

233. The challenges of the COVID-19 pandemic were met through strengthened support to decentralized offices, and by adjusting working modalities, issuing timely critical administrative support

and technical guidelines to ensure that the Organization could deliver, while protecting the health and welfare of its personnel. Support to country offices was reorganized, following approval of the new Organizational structure, together with increased delegation to Regional Representatives. The review of the decentralized offices' business model, started in 2019, continued to aim to identify the transformations necessary to boost technical and operational capacities and move towards greater delegation of authority and increased efficiency of programme delivery.

234. A milestone during 2020 was the successful running of virtual Governing Body meetings through innovative use of technology.

235. The Statement of Internal Control (SIC), accompanying FAO's Audited Accounts for 2019, provided additional assurance on the effectiveness of the system of internal control. This was the third SIC issued by FAO since the implementation of formal internal control reporting in 2017 and the process has been steadily strengthened and streamlined since inception.

236. Strengthening of Enterprise Risk Management has proceeded, embedding risk considerations in the process of development of the new Strategic Framework, a significant step towards greater risk management maturity.

237. The Legal Office has focused on expanding the use of digital technologies to reduce bureaucracy and to continue to deliver its support to Members. During the year, specific support was provided to the management of corporate processes necessitated by COVID-19 including electronic signatures and to corporate efforts to streamline approvals on HR matters. The Office also supported the negotiation of more than 360 agreements for cooperation, partnerships, funding and projects and continued to defend FAO's interests in litigation and disputes. Furthermore, the Legal Office produced, in close coordination with technical units, guidance on legislative and regulatory approaches to address the impact of the pandemic and on legal measures to address agriculture and climate change.

238. In 2020, the Ethics Office focused on raising knowledge of ethical behaviour and relevant policies to all staff, including through outreach and communications and virtual training, initially for P5s and above to be continued in early 2021 with an additional 1 500 personnel.

Functional Objective 11: Efficient and effective administration

239. 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 Human Resources, Finance and Logistics Divisions. Priorities for work under this Functional Objective during 2020 continued to be the reform of administrative business processes through offshoring, streamlining, supporting the decentralization and enhancing mechanisms to monitor compliance, including through enhanced use of available IT tools, as well as the development of a comprehensive Human Resources Strategic Action Plan for 2020-21.

240. FAO is on track to achieve the key performance indicators for this Functional Objective.

241. In 2020 there was an increase from 145 to 159 days to recruit professional staff compared to 2019, and in relation to the target of 120 days. Due attention continued to be given to ensuring equitable geographic representation exceeding the KPI by 10 percent (85 percent versus 75 percent biennial target).

242. In 2020, the External Auditor gave an unmodified opinion on FAO's financial statements for 2019, the sixth set of financial statements FAO successfully prepared in full compliance with International Public Sector Accounting Standards (IPSAS) since their adoption.

243. Delivery of logistics services continued in 2020 and is on track to achieve the two KPIs under 11.3 for efficient and effective administration. A number of projects aiming at increasing quality performance and efficiency have been implemented, including ISO 9001 certification of key processes. Health services played a central role in addressing threats arising from the global pandemic, by providing quality services to all FAO staff worldwide. The first line of defence in medical care was established in 16 countries, an activity expected to expand in 2021. KPI 11.3.B was exceeded, with 91 percent of FAO offices targeted for the environmental inventory providing data on greenhouse gas emissions, in compliance with FAO's Corporate Environmental Responsibility Policy and Strategy.

Highlights

244. The Human Resources Strategic Action Plan 2020-21, endorsed by the Finance Committee at its 183rd Session in November 2020, puts in place the building blocks needed for long-term reform in the area of Human Resources. A major concern in 2020 was to keep FAO personnel safe, healthy and engaged during the COVID-19 pandemic. HR guidelines and procedures were updated in line with the rapidly changing environment and paved the way for future, more flexible ways of working. A task force was set up to look at reducing bureaucracy and enhancing delegation of authority.

245. Management of financial resources continued to focus on ensuring compliance with Financial Regulations, rules and procedures, and improving internal control through oversight and monitoring activities, particularly in decentralized offices. During 2020 this included activities specifically targeted at responding to the challenges resulting from COVID-19, as well as guidance to decentralized offices on how to continue to ensure compliance with financial rules and procedures while operating remotely.

246. Improvements in the efficiency and quality of financial management services included continued roll-out of Electronic Funds Transfer (EFT) facilities, implementation of Mobile Money payment functionality in select countries and strengthening of business continuity arrangements of treasury services, to ensure operations also under strict lockdown.

247. Procurement functions were successfully adapted to challenges of the pandemic and increased number of threats and emergencies. Major enhancements were achieved thanks to further decentralization of the procurement function and robust capacity development to mitigate risks.

Chapter 13: Capital Expenditure

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

249. The CapEx Management Board, chaired at Deputy Director-General level, assesses the investment quality and monitors implementation of Capital Expenditure projects in terms of corporate significance, measurable benefits and costs, timescales and risks.

Highlights

250. FAO has progressed towards the achievement of the two KPIs, with 14 CapEx projects active in the 2020-21 period, of which 9 were approved in the previous biennium and 5 in 2020. All CapEx projects approved have defined cost-benefit analyses and benefit realization plans (13.1.A).

251. Of the 14 projects active in 2020-21, 6 were planned for completion in 2020, 2 of which were completed on time and within budget, and the remaining 4 have been extended to 2021 due to their complexity and impact of COVID-19. The outstanding projects will be closely monitored in order to meet the 2020-21 target of 90 percent completed on time and within budget (13.1.B).

Chapter 14: Security Expenditure

252. 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. The Security Expenditure provides the basis for measuring the provision of a safe and secure working environments at headquarters and decentralized offices. The responsible business unit is the Security Services which was incorporated into the newly constituted Logistics Services Division, together with the Infrastructure and Facilities Management Services and Health Services.

253. FAO is on track to achieve the five biennial KPIs. The four indicators for a safe and secure operating environment for worldwide programme delivery have been fully met. The success in achieving the target relating to the percentage of staff who have completed basic security training (100 percent) was due to the linking of the valid training certificate prior to authorization of official travel for staff and non-staff travellers, which generated positive behavioural change and broader awareness raising.

Highlights

254. 2020 was a particularly challenging year in response to the global pandemic and to address the additional activities derived from the “new normal”, with special focus on reducing and managing any threats to the safety and health of FAO staff. A very important achievement of the Security Services was the effective management of the pandemic, both within FAO and as “One UN” in Italy. Italy was the first country outside Asia to be severely hit by the pandemic, prompting immediate corporate action, including set-up and activation of a crisis management structure, and an effective and efficient communication system (Emergency Notification System - ENS), which proved fundamental as personnel were teleworking in different locations. The ENS was extended to cover also headquarters-based personnel of the World Food Programme, enabling sister agency staff to receive timely security and safety updates.

255. FAO Health Services supported the COVID-19 related efforts in the area of Occupational Safety and Health, strengthening the mental health service for all employees and dependents (in multiple languages); ensured the inclusion of disability measures; supported the use of telemedicine to process medical fitness for recruitment, deployment and official travel, and clinical consultations; ensured improved workspace safety at FAO headquarters, through the increase of defibrillators and training on their use; organized first aid kit and basic life support training sessions; and represented FAO at the UN Road Safety Strategy discussions.

256. Health Services ensured drafting and regular revision of health information on FAO COVID-19 protocols; established a COVID-19 periodic information package to deliver updates directly to employees; proactively facilitated procurement of personal protective equipment setting quality standards, calculation formulas and technical clearance.

257. Technical guidance on civil works standards and quality with regards to infrastructural changes were also provided to ensure a safe and secure working environment for upkeep of headquarters premises in line with the highest standards of hygiene and COVID-10 protocols.

VI. Management of delivery and resources

Financial delivery

258. Conference Resolution CR 13/2019 approved the 2020-21 budgetary appropriation of USD 1 005.6 million and the Programme of Work, subject to adjustments based on guidance provided by the Conference. The revised distribution of the net appropriation by budgetary chapters was approved by the Council in July 2020 in the Further Adjustments to the Programme of Work and Budget 2020-21.³⁹

259. FAO's Programme of Work is implemented through an integrated budget comprising the net appropriation and voluntary contributions. In the revised distribution of the net appropriation approved by the Council, USD 592 million (59 percent) was programmed under the Strategic Objectives and Chapter 6; USD 233 million (23 percent) was programmed under the Functional Objectives; USD 140.8 million (14 percent) was programmed under the Technical Cooperation Programme; and USD 39.9 million (4 percent) under the special Chapters for Capital Expenditure, Security Expenditure and Contingencies. Voluntary contributions required to implement the Programme of Work were estimated at USD 1 919.9 million of which USD 1 905.6 million (99 percent) for the Strategic Objectives and Objective 6, and USD 14.3 million (1 percent) for the Functional Objectives and Security Expenditure.

260. The delivery of net appropriation resources in 2020, the first year of the biennium, is on track. Delivery against the approved biennial budget programmed in Strategic and Functional Objectives, and special Chapters of USD 864.8 million reached approximately USD 420.9 million (49 percent). Delivery against the 2020-21 Technical Cooperation Programme is reported in the next *Section*.

261. The COVID-19 pandemic has affected implementation of certain planned activities. This is mainly due to lockdown measures and mobility restrictions leading to reductions in travel costs. Through adaptation and implementation of flexible procedures and working methods, the pace of workplan delivery has improved and the activities which have been postponed or reprogrammed are expected to be implemented before the end of the biennium.



³⁹ CL 164/3 Table 3, CL 164/REP

262. The pandemic also resulted in an increase in expenditures related to staff safety and security at headquarters and decentralized offices. For example, in 2020 FAO contributed USD 1.4 million to the United Nations Medical Evacuation (MEDEVAC) Framework which covers all UN personnel and their eligible dependents. COVID-19 related expenses associated with staff safety such as strengthening front-line healthcare capacities at country level are expected to continue into 2021 and will be reported to the Finance Committee in the Annual Reports on Budgetary Performance in accordance with Financial Regulation 4.5.

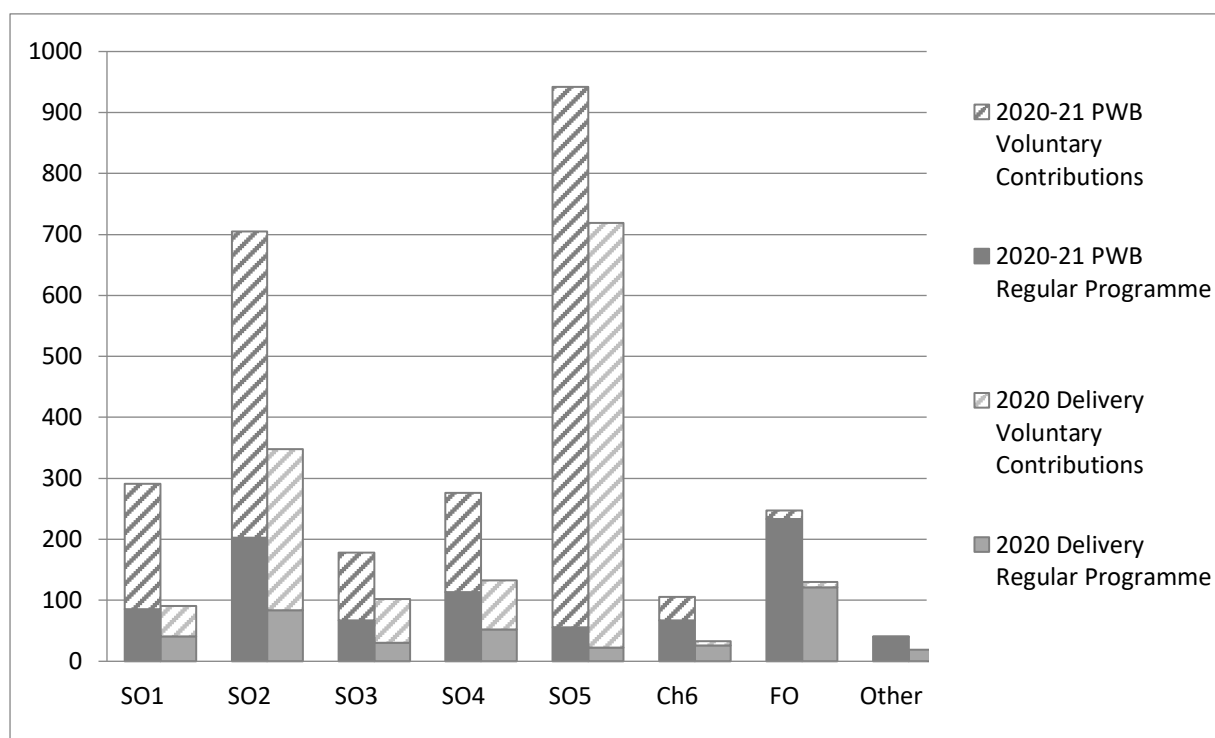
263. Delivery of voluntary contributions stands at approximately USD 1 177.6 million, 61 percent of the level of resources estimated in 2020-21. This high rate of delivery is mainly a result of the adaptation of the emergency projects to the COVID-19 pandemic response and the large locust response programme.

264. Financial delivery reported in this document is preliminary. It is based on 2020 expenditures, commitments and income as at end-December in the unaudited accounts of the Organization prior to closure of the 2020 annual accounts in March 2021.⁴⁰

265. The 2020-21 budgeted resources are compared with 2020 delivery for the Strategic Objectives, Objective 6, Functional Objectives, and Capital and Security Expenditure (labelled "Other") in *Figure 1*.

⁴⁰ Final figures will be reported in the Audited Accounts – FAO 2020, Statement V

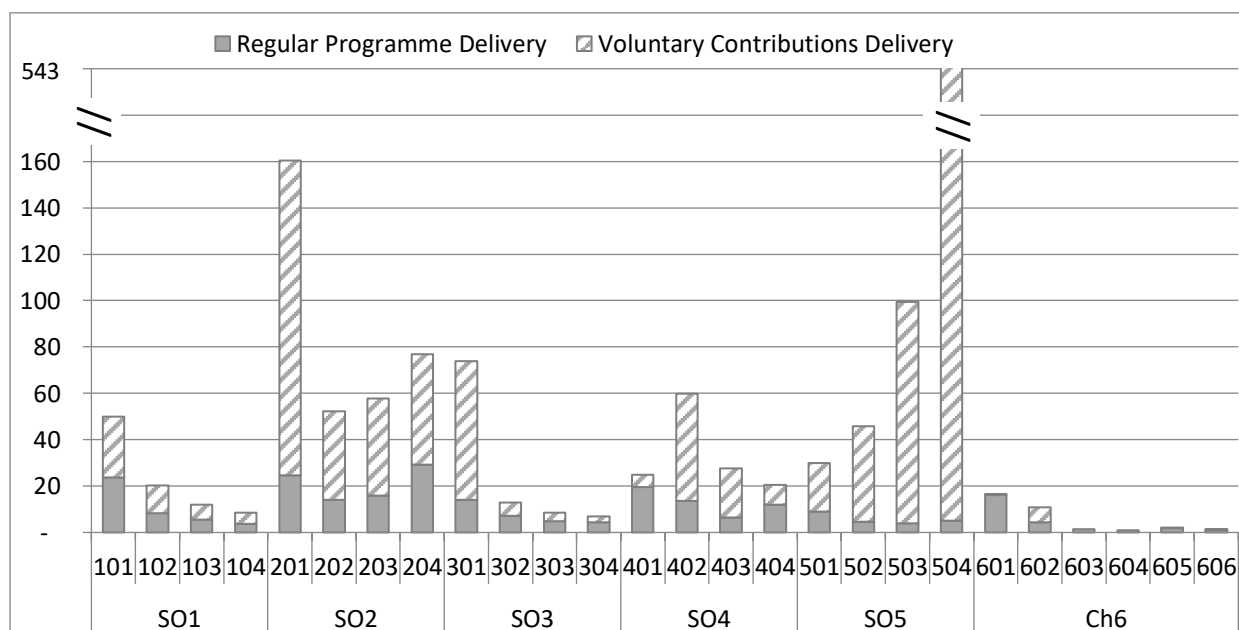
Figure 1: Budget compared to 2020 delivery by budgetary chapters (excluding TCP) (USD 000)



266. The annual report on budgetary performance and budgetary transfers in the 2020-21 biennium is presented to the Finance Committee at this session. The document outlines biennial forecasted expenditure and forecasted budgetary transfers arising from the implementation of the 2020-21 Programme of Work.

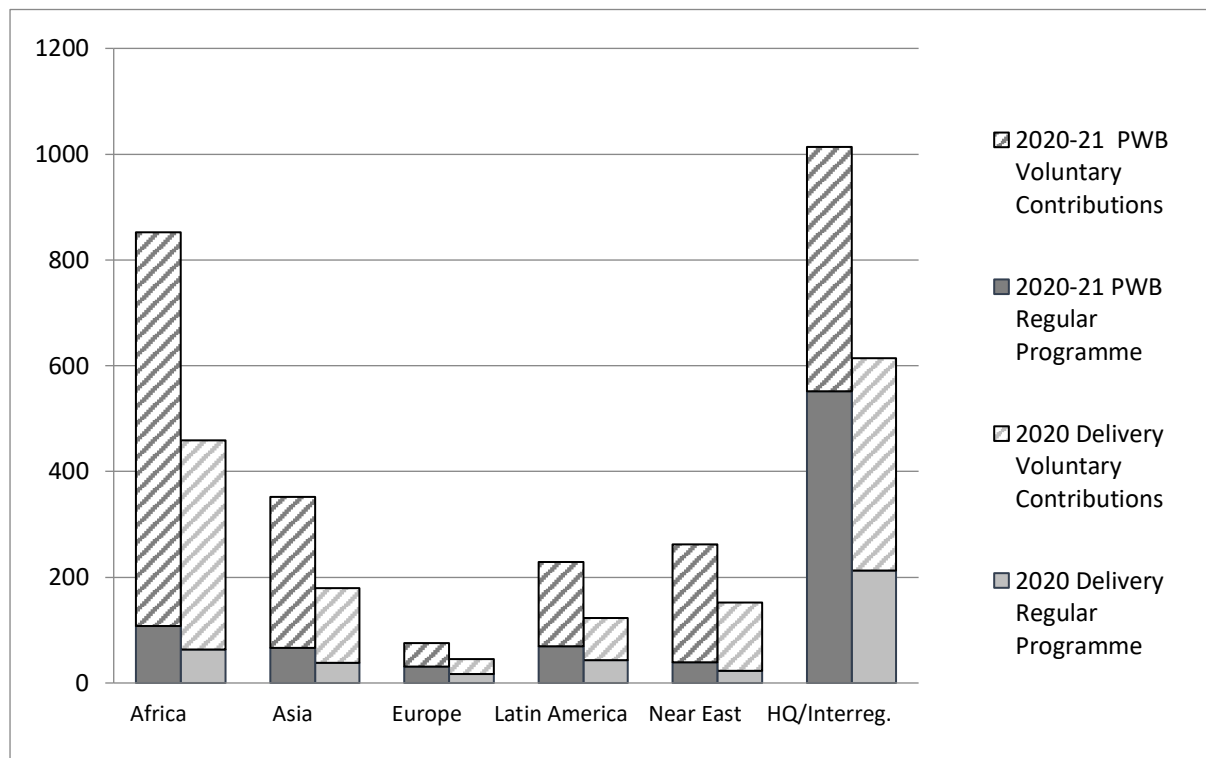
267. Financial performance at Outcome level for the Strategic Objectives and Objective 6 is shown in Figure 2.

Figure 2: Delivery in 2020 at Outcome level for Strategic Objectives and Chapter 6 (USD 000)



268. The financial implementation rate by region and headquarters is illustrated in *Figure 3*. The rate of delivery is consistent among all regions.

Figure 3: Budget compared to 2020 delivery by regions and headquarters (USD 000)



Technical Cooperation Programme

269. During 2020, 334 TCP projects for USD 77.1 million were approved against the 2020-21 appropriation, representing 57 percent of the appropriation of USD 135.8 million available for project approval. Of this, 82 percent has been committed for development support, and 18 percent for emergency assistance. A total of 90 projects for a value of USD 20.4 million have been approved in response to the COVID-19 pandemic, with additional 29 projects for USD 5.8million in the pipeline, all aligned with the seven priority areas of the FAO COVID-19 Response and Recovery Programme.

Table 1: TCP biennial approvals at the end of 2020 (USD million)

| TCP Type and Recipient Region | 2020-21 Appropriation | 2020 Approvals | Percentage Approved |
|---------------------------------------|-----------------------|----------------|---------------------|
| Africa | 44.3 | 22.8 | 52 |
| Asia | 27.2 | 14.1 | 52 |
| Europe | 11.1 | 5.9 | 53 |
| Latin America | 19.9 | 14.4 | 72 |
| Near East | 9.1 | 4.9 | 54 |
| Interregional | 4.1 | 1.0 | 25 |
| <i>Subtotal Technical Cooperation</i> | <i>115.6</i> | <i>63</i> | <i>55</i> |
| <i>Subtotal emergency assistance</i> | <i>20.3</i> | <i>14.1</i> | <i>70</i> |
| TOTAL | 135.8 | 77.1 | 57 |

270. The approval rate of TCP resources against the 2020-21 stands at 57 percent overall and is within historical patterns. The end-2021 target (100 percent) is expected to be achieved.

271. TCP funds are available for expenditure over two biennia (delivery starts in the funding biennium and continues into the following one). TCP delivery in 2020, for both 2018-19 and 2020-21 appropriations, amounts to USD 62.3 million. Of this, USD 45.1 million was expended for projects approved against the 2018-19 appropriation, bringing the total delivery of 2018-19 appropriation to 69 percent.

272. While there has been a slight decline in the expenditure rate due to a slowdown of project activities associated with the COVID-19 pandemic lockdowns and movement restrictions implemented by governments, the expenditure level against the 2018-19 and 2020-21 appropriations remains in line with past trends. It is also anticipated that adjustments to implementation modalities in response to COVID-19, such as reliance on virtual meetings and remote backstopping, will result in cost savings. The re-programming of these savings (in compliance with TCP criteria) to ensure full and timely commitment of the appropriations is under way, so that the target of 100 percent delivery against the 2018-19 appropriation will be reached by end 2021.

273. As reported in *Annex 3*, out of 348 eligible TCP projects approved in 2020,⁴¹ 54 percent addressed gender equality. TCP assistance delivered under approved projects in 2020 was distributed as illustrated in *Figures 4* and *5* by recipient and by Strategic Objective.

⁴¹ 348 TCP were approved in 2020, including 14 against the 2018-19 appropriation

Figure 4: TCP 2020 delivery by region (USD million)

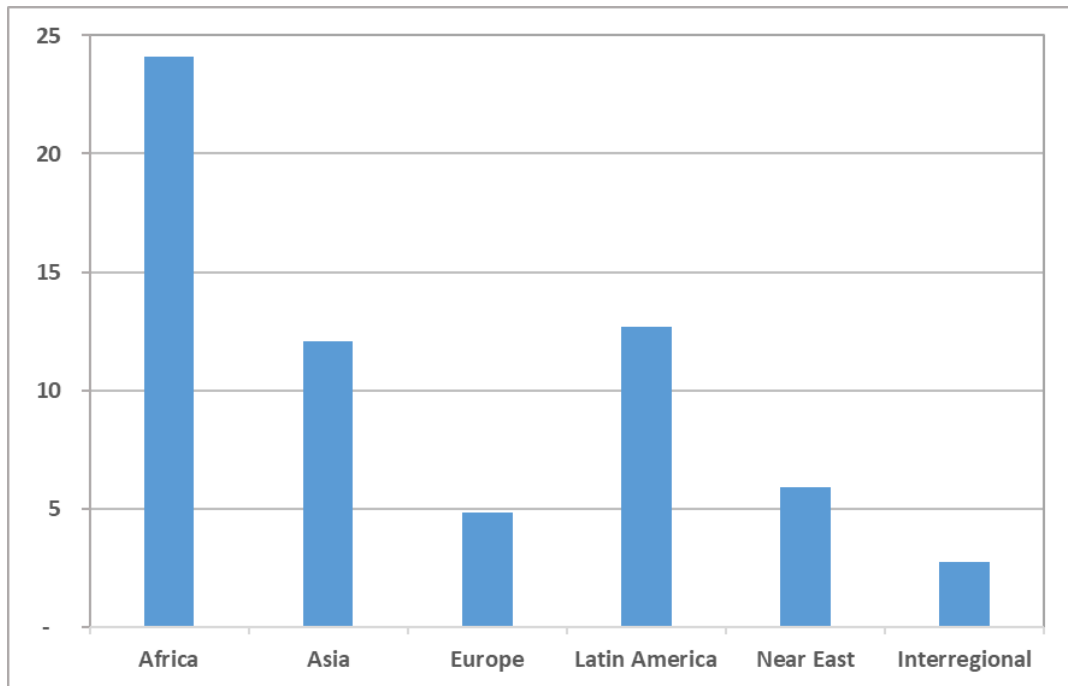
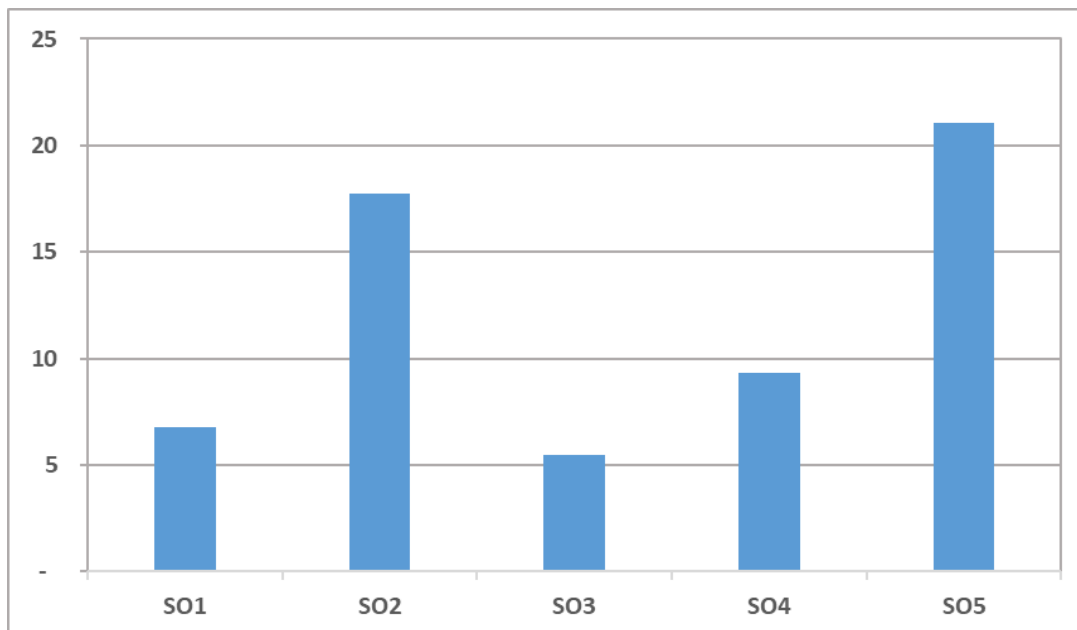


Figure 5: TCP 2020 delivery by Strategic Objective (USD million)



Annex 1: Progress against output indicators 2020-2021

● *Progressing satisfactorily towards biennial targets*; ▲ *Requiring attention*

| SO1: Contribute to the eradication of hunger, food insecurity and malnutrition | | | | | | |
|---|---|---|-----------------|-----------------------|--------------------|---|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target | Progress against End 2021 Target |
| 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. | 60 | 80 | 124 | ● |
| | 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. | 10 | 14 | 32 | ● |
| 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. | 19 | 26 | 43 | ● |

| SO1: Contribute to the eradication of hunger, food insecurity and malnutrition | | | | | | |
|--|---|---|--------------|-----------------|-----------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target | Progress against End 2021 Target |
| 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. | 15 | 15 | 36 | ● |
| | 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. | 15 | 15 | 27 | ● |
| 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 | 8 | 16 | 23 | ● |
| | 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. | 38 | 38 | 75 | ● |

| SO2: Make agriculture, forestry and fisheries more productive and sustainable | | | | | | |
|--|---|--|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| 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 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. | 36 | 32 | 105 | ● |
| | | | 18 | 16 | 43 | ● |
| | 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 or organizations that received organizational or technical capacity development support to promote the adoption of more integrated and cross-sectoral practices. | 37 | 45 | 170 | ▲ |
| 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 projects/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. | 30 | 30 | 81 | ● |

| SO2: Make agriculture, forestry and fisheries more productive and sustainable | | | | | | |
|--|---|--|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| | 2.2.2 Government and stakeholders' capacities improved to facilitate cross-sectorial policy dialogue to develop more integrated strategies and programmes for sustainable agriculture, forestry and fisheries, address climate change and environmental degradation | <ul style="list-style-type: none"> Number of institutions or organizations that received capacity development support to facilitate cross-sectorial policy dialogue, to develop more integrated strategies and programmes for sustainable food and agriculture | 7 | 18 | 42 | ▲ |
| 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 relevant to FAO's mandate | <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. | 15 | 12 | 50 | ● |
| | 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 governmental and other relevant institutions whose capacities were strengthened to implement policies, strategies or governance mechanisms that foster sustainable agricultural production and address climate change and environmental degradation. | 18 | 12 | 43 | ● |
| 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. | 35 | 30 | 120 | ● |

| SO2: Make agriculture, forestry and fisheries more productive and sustainable | | | | | | |
|---|--|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| | 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. | 60 | 40 | 105 | ● |

| SO3: Reduce rural poverty | | | | | | |
|---|---|--|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| 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/global institutions or processes) in which support was provided to strengthen rural organizations and institutions and facilitate collective action of the rural poor. | 11 | 3 | 25 | ● |
| | 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/ global institutions or processes) 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. | 16 | 6 | 50 | ● |
| | 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/ global institutions or processes) in which support was provided to accelerate gender equality and rural women's economic empowerment as a pathway out of poverty. | 10 | 2 | 16 | ● |
| 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/ global institutions or processes) in which support was provided to generate decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women. | 6 | 3 | 22 | ● |

| SO3: Reduce rural poverty | | | | | | |
|---|--|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| | 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/global institutions or processes) 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. | 4 | 1 | 7 | ● |
| 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/global institutions or processes) in which support was provided to expand the coverage of social protection to the rural poor, including in fragile and humanitarian contexts | 5 | 1 | 14 | ● |
| | 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/global institutions or processes) in which support was provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change. | 6 | 2 | 20 | ● |

| SO3: Reduce rural poverty | | | | | | |
|--|---|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| 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/ global institutions or processes) 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. | 10 | 2 | 25 | ● |
| | 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/ global institutions or processes) 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. | 5 | 3 | 16 | ● |

| SO4: Enable more inclusive and efficient agricultural and food systems | | | | | | |
|---|--|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| 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 | <ul style="list-style-type: none"> Number of new or revised international standards in food safety and quality and plant health, based on new issues considered, draft standards progressed, or new standards adopted | 46 | 60 | 128 | ● |
| | 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 | 11 | 10 | 30 | ● |
| 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 | <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. | 23 | 39 | 63 | ● |
| | | | 17 | 18 | 32 | |

| SO4: Enable more inclusive and efficient agricultural and food systems | | | | | | |
|--|--|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| 4.3 Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development | and food systems development | <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 | | | | ● |
| | 4.2.2 Public and private sector organizations' capacities strengthened to design and implement market-based 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 market-based institutional arrangements that are supportive of inclusiveness and efficiency in agricultural and food systems. | 2 | 7 | 11 | ▲ |
| | 4.3.1 Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value chains | <ul style="list-style-type: none"> Number of countries provided with FAO support to strengthen technical and managerial capacities of value chain actors, including countries in which support was provided to strengthen the capacities of value chain actors to develop gender-sensitive value chains and enable women to benefit equally. | 15 | 26 | 61 | ● |
| | 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 | <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 | 7 | 14 | 24 | ● |

| SO4: Enable more inclusive and efficient agricultural and food systems | | | | | | |
|---|---|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| | for efficient and inclusive agricultural and food systems | | | | | |
| 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. | 44 | 63 | 165 | ● |
| | 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 | 9 | 5 | 12 | ● |

| SO5: increase the resilience of livelihoods to threats and crises | | | | | | |
|---|---|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| 5.1 Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management | 5.1.1 National/ Regional capacities of government and public organizations strengthened to formulate and promote risk reduction and crisis management policies, strategies, plans and investment programmes | <ul style="list-style-type: none"> 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 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. | 18 | 15 | 34 | ● |
| | | | 28 | 58 | 155 | ▲ |
| | 5.1.2 Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management | <ul style="list-style-type: none"> Number of countries or regions that improved resource mobilization and coordination mechanisms for risk reduction and crises management as a result of FAO support. | 11 | 10 | 17 | ● |
| 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 | <ul style="list-style-type: none"> Number of countries or regions that have improved threat monitoring mechanisms/systems to enhance delivery of early warnings as a result of FAO support. | 16 | 15 | 35 | ● |
| | 5.2.2 National capacities improved to assess vulnerability and measure resilience | <ul style="list-style-type: none"> Number of countries or regions that improved resilience/vulnerability mapping and analysis as a result of FAO support | 15 | 12 | 16 | ● |
| 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 | <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 | 17 | 17 | 35 | ● |

| SO5: increase the resilience of livelihoods to threats and crises | | | | | | |
|---|--|---|--------------|-----------------|------------------------------|----------------------------------|
| Outcome | Output | Indicator | Actuals 2020 | End 2020 Target | End 2021 Target (Cumulative) | Progress against End 2021 Target |
| | good practices to reduce the impacts of threats and crises | | | | | |
| | 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 | 17 | 16 | 36 | ● |
| 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 or regions benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness | 18 | 18 | 24 | ● |
| | 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 | 17 | 12 | 22 | ● |

**Annex 2: Progress on Key Performance Indicators - Objective 6,
Functional Objectives, Special Chapters**

Progress: On-track ●; Attention □

| 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 | Targets (end 2021) | Actual 2020 | Progress |
| | 6.1.A Quality of technical leadership, <i>measured by:</i> <i>- a survey methodology to assess the feedback of stakeholders on elements of technical leadership, such the excellence of technical knowledge, compliance with technical policies, technical integrity, capacity to respond to emerging issues and advancing fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees</i> | 72% | 69% | ● |
| OUTPUT 6.1.1: Ensure the excellence of the technical knowledge required to achieve and support the delivery of the strategic objectives through core technical leadership of technical department ADGs; creation of technical networks and the delivery of technical expertise to the Strategic Programmes and Corporate Technical Activities | | | | |
| OUTPUT 6.1.2: Ensure compliance with technical policies, technical integrity and coherence of FAO's interventions across geographical boundaries | | | | |
| OUTPUT 6.1.3: Provide capacity to respond to emerging issues, support to exploring new approaches and innovations to adapt solutions to a changing environment, and contribute to resolving challenges through collaborative efforts using the multidisciplinary fund | | | | |
| OUTPUT 6.1.4: Advance fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees (COFI, COFO, COAG, CCP) | | | | |
| OUTPUT 6.1.5: Ensure preparation of flagship publications on the "State of" food insecurity, agriculture, fisheries and aquaculture, forestry, and on global perspectives of food and agriculture | | | | |
| OUTPUT 6.1.6: Support and promote policy and technical dialogue at global and regional level through institutional representation by technical departments and the Chief Statistician | | | | |
| 6.2: Quality and use of FAO Statistics to support evidence-based decision making is improved | Key performance indicators | Targets (end 2021) | Actual 2020 | Progress |
| | 6.2.A: Proportion of SDG indicators under FAO custodianship reported at national level in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1) | 50% | 46% | ● |
| | 6.2.B: Proportion of FAO statistical processes of good quality on the basis of the FAO Statistical Quality Assurance Framework (SQUAF) | 85% | 89% | ● |
| OUTPUT 6.2.1: Methods and standards for the collection, processing, dissemination, and use of food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian, developed and shared | | | | |
| OUTPUT 6.2.2: Support provided to strengthen the capacity of national statistical systems to collect, analyse and disseminate food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian | | | | |
| OUTPUT 6.2.3: High quality and internationally comparable food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian, produced and disseminated by FAO and accessed by the international community | | | | |
| OUTPUT 6.2.4: FAO statistics governance and coordination strengthened in order to improve harmonization, quality, and consistency of statistical activities across the Organization | | | | |

| OBJECTIVE 6 | | | | |
|---|---|--------------------|-------------|----------|
| TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES | | | | |
| (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION) | | | | |
| 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 | Targets (end 2021) | Actual 2020 | Progress |
| | 6.3.A: Number of gender mainstreaming minimum standards implemented | 15 | 14 | ● |
| | 6.3.B: Number of performance standards of revised UN SWAP on gender met or exceeded by FAO | 15 | 15 | ● |
| OUTPUT 6.3.1: Member countries are supported within the SOs by the Gender Unit to develop their capacities consistent with FAO's minimum standards for gender mainstreaming and targeted interventions | | | | |
| OUTPUT 6.3.2: Institutional mechanisms and staff capacities are established or strengthened to support countries' initiatives aimed at addressing gender equality | | | | |
| 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 | Targets (end 2021) | Actual 2020 | 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 | ● |
| OUTPUT 6.4.1: FAO's contribution to selected global governance mechanisms is improved in quality and consistency | | | | |
| OUTPUT 6.4.2: Key national and regional governance issues are identified and options for appropriate targeted advice are formulated | | | | |
| 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 | Targets (end 2021) | Actual 2020 | Progress |
| | 6.5.A: Number of global nutrition mechanisms/processes with FAO contributions where progress on ICN2 follow-up has been reported | 5 | 4 | ● |
| | 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% | 24% | ● |
| OUTPUT 6.5.1: Quality and coherence of FAO support to UN System operational and policy coordination on nutrition improved | | | | |
| OUTPUT 6.5.2: FAO's capacity strengthened for supporting Member countries in implementing ICN2 Rome Declaration on Nutrition and Framework for Action | | | | |
| OUTPUT 6.5.3: Common standards and corporate approach for mainstreaming nutrition developed and implemented through the SOs | | | | |
| 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 | Targets (end 2021) | Actual 2020 | 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 (Contributes to SDG 13.2.1) | 50 | 101 | ● |
| | 6.6.B: Number of policy financing and/or technical dialogues related to climate action at global and regional levels where | 24 | 25 | ● |

| OBJECTIVE 6 | | | | |
|---|--|--|--|--|
| TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION) | | | | |
| | FAO takes the lead in promoting the integration of food and agricultural perspectives (e.g. Green Climate Fund, UNFCCC, Agenda 2030) | | | |
| OUTPUT 6.6.1: FAO capacity is enhanced to support member countries in implementing the agricultural components of their climate change policies and plans, in particular Nationally Determined Contributions, as well as the climate components within their agricultural development policies and plans | | | | |
| OUTPUT 6.6.2: FAO participation in selected global and regional technical, financing and policy related dialogues on Climate action is increased in quantity and frequency | | | | |

| 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 | | | | |
| 7.1: TCP management and support | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 7.1.A | Approval rate of TCP resources against 2018-19/2020-21 appropriation | 100% | 57% | ● |
| 7.1.B | Delivery rate of TCP projects against 2016-17/2018-19 appropriation | 100% | 69% | ● |

| FUNCTIONAL OBJECTIVE 8: OUTREACH | | | | |
|---|--|-------------------------------|----------------------------|-----------------|
| Outcome statement - Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management | | | | |
| 8.1: Partnerships, advocacy and capacity development including South-South Cooperation | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 8.1.A | Number of strategic partnerships brokered and sustained | 20 | 15 | ● |
| 8.1.B | Number of Advocacy initiatives implemented to support corporate activities and Strategic Programmes | 11 | 8 | ● |
| 8.1.C | Number of capacity development methodologies applied in support of the Strategic Programmes | 10 | 12 | ● |
| 8.1.D | Number of ongoing South-South and Triangular Cooperation agreements and programmes | 30 | 29 | ● |
| Outputs | | | | |
| 8.1.1 | Key partnerships promoted and strengthened | | | |
| 8.1.2 | Advice and support provided to SP teams to mainstream capacity development in FAO's work | | | |
| 8.1.3 | South-South collaboration initiatives among state and non-state actors are effectively contributing to national programmes and initiatives | | | |
| 8.2: Communications | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 8.2.A | User traffic to FAO.org (based on the number of sessions on representative pages) | 6.77 million | 3 million | ● |
| 8.2.B | Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service | 24,000 news hits per month | 71,200 news hits per month | ● |

FUNCTIONAL OBJECTIVE 8: OUTREACH

| | | | | |
|-----------------------------------|---|---------------------------|--------------------|-----------------|
| 8.2.C | Increase in aggregate number of followers of FAO's social media accounts (combined) | 2.4 million | 1.26 million | ● |
| Outputs | | | | |
| 8.2.1 | New relationships with global, regional and national media forged | | | |
| 8.2.2 | Overhaul of the Organization's worldwide Web and social media presence to align them to its Strategic Objectives | | | |
| 8.2.3 | Development and promotion of corporate approaches, tools and methodologies in knowledge dissemination and improved management of information | | | |
| 8.3: Resource Mobilization | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 8.3.A | Biennial level of voluntary contributions mobilized (Contribution to SDG indicator 17.9.1 Dollar value of financial and technical assistance committed to developing countries) | USD 1.7 billion | USD 1.15 billion | ● |
| 8.3.B | Percentage of projects with timely closure | 80% | 58% | □ |
| Outputs | | | | |
| 8.3.1 | Proactive outreach and marketing of FAO priority areas of work and resource requirements, resulting in an expanded and diversified base of partners with which FAO works | | | |
| 8.3.2 | Voluntary contributions mobilized, utilized and accounted consistent with FAO policies | | | |
| 8.3.3 | Enhanced organizational capacities for resources mobilization, and effective project cycle management | | | |

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 | | Targets (end 2021) | Actual 2020 | 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> | 80% | 94% | ● |
| 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> | 80% | 65% | ● |
| Outputs | | | | |
| 9.1.1 | FAO business processes are effectively supported by the provision of cost effective and timely products and services | | | |
| 9.1.2 | FAO IT policies, architecture and standards that enable effective delivery of effective and efficient IT solutions are defined, and applied throughout the Organization | | | |
| 9.1.3 | Relevant and accurate information assets are secure against unauthorized access and made available to authorized FAO personnel, facilitating their work for the Organization | | | |

| 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 | | | | |
| 10.1: FAO Governance | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 10.1.A | Governing body documents delivered according to deadlines and language requirements | 100% | 70% | □ |
| 10.1.B | Implementation of governing body decisions within prescribed deadlines | 90% | 100% | ● |
| Outputs | | | | |
| 10.1.1 | Governing and Statutory Bodies serviced effectively, by using modern technology, with improved language services and decisions implemented transparently | | | |
| 10.2: Oversight | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 10.2.A | Percentage of audit coverage delivered, including high risk ones | 90% (including 100% high risk) | 20% (including 100% high risk) | □ |
| 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 | 7 | ● |
| Outputs | | | | |
| 10.2.1 | Strategic and programme evaluations carried out and recommendations made to enhance FAO's strategic relevance and programme effectiveness | | | |
| 10.2.2 | Investigations and risk-based audit plan prepared and delivered | | | |
| 10.2.3 | Strengthened elements of FAO's accountability, internal controls and fiduciary frameworks delivered | | | |
| 10.3: Direction | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 10.3.A | Share of Strategic Objective Output targets met | 85% | 67% (original workplan) 91% (revised workplan) | ● |
| 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% | 80% | ● |
| 10.3.D | Percentage of long outstanding audit recommendations (i.e. above 24 months) | 8% | 8% | ● |
| 10.3.E | Percentage of staff that have completed e-learning on prevention of harassment, sexual harassment and abuse of authority and on protection from sexual exploitation and abuse ⁴² | 90% | 74% | ● |
| 10.3.F | Percentage of staff who agree that FAO has effective policies, processes and procedures to address harassment and other unacceptable behaviour | 70% | 64% (as at end 2019) | ● |
| Outputs | | | | |
| 10.3.1 | Executive direction provided | | | |
| 10.3.2 | Strategic direction, monitoring and reporting delivered | | | |
| 10.3.3 | Reliable and timely legal advice is provided to support the Organization's actions and implementation of its Programme of Work | | | |
| 10.3.4 | Quality support delivered to decentralized offices | | | |

⁴² New KPI

| 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 | | | | |
| 11.1: Efficient and effective management of human resources | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 11.1.A | Time required to recruit staff | 120 days | 159 days | ● |
| 11.1.B | Percentage of member countries that are equitably represented | 75% | 85% | ● |
| 11.1.C | Geographic mobility (posts) | 75 | N/A | N/A |
| Outputs | | | | |
| 11.1.1 | Human resources strategies, policies, procedures and services are effective and efficient and support the attraction, development and retention of a diverse, skilled and motivated workforce | | | |
| 11.2: Efficient and effective management of financial resources | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 11.2.A | FAO receives an unmodified opinion on its financial statements, including on its statements of internal control | Unmodified external audit opinion (annual) | Unmodified external audit opinion (annual) | ● |
| Outputs | | | | |
| 11.2.1 | Accurate, relevant and timely financial reporting and efficient, effective and well controlled financial services are provided in support of governing bodies, Member Nations, management, resource partners and staff | | | |
| 11.3: Efficient and effective administration | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 11.3.A | Level of client satisfaction with quality of service provided* | 73% | N/A* | N/A |
| 11.3.B | Corporate Environmental Responsibility measured by proportion of FAO office buildings/compounds that shall provide annual data on Greenhouse Gas emissions | 88% | 91% | ● |
| Outputs | | | | |
| 11.3.1 | Administrative services and support functions are effective, efficient, streamlined, environmentally sustainable and meet Organizational requirements | | | |
| 11.3.2 | Health and productivity of FAO's workforce are actively promoted by providing streamlined and effective health services to all employees at headquarters and in decentralized offices | | | |

*Data collected every two years through a client satisfaction survey

| 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 | | Targets (end 2021) | Actual 2020 | Progress |
| 13.1.A | Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, <i>measured by: annual review</i> | 100% | 100% | ● |
| 13.1.B | Percentage of CAPEX projects that are delivered on time, quality and within budget, <i>measured by: project Portfolio</i> | 85% | 33% | □ |
| Outputs | | | | |
| 13.1.1 | Platforms for the management of technical data and information enhanced | | | |
| 13.1.2 | Operational and administrative systems adapted to meet new and changing business processes | | | |
| 13.1.3 | IT infrastructure and services improved | | | |

| 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 | | | | |
| 14.1: Safe and secure operating environment for headquarters programme delivery | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 14.1.A | Percentage of staff having completed Basic Security Training | 100% | 100% | ● |
| Outputs | | | | |
| 14.1.1 | Safe and secure operating environment for headquarters programme delivery is ensured | | | |
| 14.2: Safe and secure operating environment for worldwide programme delivery | | | | |
| Key performance indicators | | Targets (end 2021) | Actual 2020 | Progress |
| 14.2.A | Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS) | 100% | 100% | ● |
| 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% | N/A | N/A |
| Outputs | | | | |
| 14.2.1 | Safe and secure operating environment for worldwide programme delivery is ensured | | | |

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

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

Indicator 6.3.A – Number of gender mainstreaming standards implemented

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

276. In 2020, 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. FAO continued to expand the work under Standard 9, including a new mandatory training on gender equality which had a high rate of completion. Under Standard 12, in a continued effort to strengthen accountability, FAO introduced new indicators in the supervisory objective of the Performance Evaluation Management System (PEMS) of senior managers, paving the way to more comprehensive reporting in 2021.

277. Out of the 15 set for the biennium, 14 Standards have already been implemented. Standard 14, on financial resource tracking could not be implemented, as FAO is not yet able to associate a gender-related budget to its projects and programmes.

Table 2: Minimum standards of the FAO Gender Policy

| Minimum Standards for Gender Mainstreaming | | 2020 | Mid-Term Review-Summary of Results |
|--|---|-------------|--|
| 1 | All major FAO statistical data bases incorporate sex-disaggregated data, where relevant and as available | Implemented | Seven ⁴³ FAO major databases, available to the public, are relevant for sex disaggregation. These also include the new data repository related to the SDGs. Out of these, 5 include sex-disaggregated information. FAO disseminates this data through its knowledge products, and particularly through its flagship publications. In 2020, all <i>State of the World</i> reports have included gender analysis, and 3 of these also included sex-disaggregated data. |
| 2 | FAO invests in strengthening the capacity of member countries to develop, analyse and use sex-disaggregated data in policy analysis and programme and project planning and evaluation | Implemented | FAO strengthens the capacity of Members to collect and analyse sex-disaggregated data. In 2020, regional and national training workshops and roundtable discussions highlighting the importance of sex-disaggregated data collection and analysis for food security were delivered to government officials from around 50 countries. FAO also played an active role in supporting the collection and dissemination of sex-disaggregated data in agricultural censuses and surveys. |

⁴³ FAO has been consolidating its databases and the information now refers to 9 databases.

| Minimum Standards for Gender Mainstreaming | | 2020 | Mid-Term Review-Summary of Results |
|--|---|-------------|---|
| 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 | All Strategic Objectives 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, in the reporting year, an average of 11 percent 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, and for 2020 37 percent of the results highlighted a specific gender component. |
| 4 | A financial target for resource allocation for the FAO gender equality policy is set and met | Implemented | The Programme of Work and Budget sets a dedicated allocation for gender work across the Organization. |
| 5 | A country gender assessment is undertaken as part of country programming | Implemented | FAO promotes the development of CGAs which contribute to Country Programming Frameworks (CPFs) and project formulation. In 2020, 10 new assessments were carried out. In addition, 100 percent of endorsed CPFs showed that gender-related constraints were explored and 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 | FAO promotes a periodic stocktaking of gender work in each Organizational unit to review achievements, identify gaps and plan for gender-related activities. In 2020, 14 reports were successfully finalized and 15 stock-taking exercises initiated. |
| 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 | Gender mainstreaming in programme and project formulation and the implementation of gender-related activities, can be tracked through specific requirements established by FAO in its project cycle. In 2020, nearly 90 percent of all 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) remained high (83.5 percent). |
| 8 | All programme reviews and evaluations fully integrate a gender analysis and report on the gender-related impact of the area they are reviewing | Implemented | In line with the Office of Evaluation Guidelines for the assessment of gender mainstreaming, in 2020 over 95 percent of all evaluations carried out integrated gender in their terms of reference, and contained a dedicated gender section, as part of the formulation, management and results of the initiative evaluated. Over 90 percent of evaluation reports also made gender-related recommendations, based on their conclusions. |
| 9 | A mandatory gender mainstreaming capacity development programme is developed and implemented for all professional staff and managers | Implemented | FAO annually implements a gender-related capacity development strategy and offers a variety of gender-related training options to its staff. In 2020, a new mandatory e-learning course on gender equality "Achieving Gender Equality in FAO's Work" was launched and completed by |

| Minimum Standards for Gender Mainstreaming | | 2020 | Mid-Term Review-Summary of Results |
|--|---|-----------------|---|
| | | | 2 152 employees. Moreover, 125 employees completed other gender-related e-learning courses offered on the internal learning platform. Also in 2020, over 40 different workshops, seminars or webinars dedicated to gender equality issues were organized at headquarters and decentralized offices. |
| 10 | Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them | Implemented | The FAO competency framework, includes gender under the core value "Respect for all" and all professional level vacancy announcements (VAs) encourage applications from qualified female candidates. Depending on their needs, hiring divisions can highlight gender experience or qualifications in VAs. An average of 23 percent of the VAs advertised in 2020, contained a requirement for experience, knowledge and/or gender-related responsibilities. |
| 11 | Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products | Implemented | Every year, Gender Focal Points (GFPs) receive a survey to report on the extent to which they contribute to the delivery of gender work within their units. In the reporting year, over 87 percent reported a direct involvement, of which 51 percent on a regular basis and 36 percent occasionally. GFPs' main tasks include gender-related planning and reporting; representation of FAO in inter-agency meetings; supporting the development the country planning document; support with 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 | FAO's efforts to expand the insertion of gender equality objectives in the PEMS of different categories of staff continued. In 2020 new indicators in the supervisory objective of the PEMS of senior managers were introduced in the system, and will enable FAO to report on this as of 2021. As for the category of GFPs, compared to the last biennium there was a sharp increase in reported gender-related objectives in the PEMS (from 66 to 93 percent). |
| 13 | Human and financial resources and normative and operational results related to gender equality from the HQs to the country level are systematically tracked and reported to FAO Governing Bodies and to the UN system | Implemented | The corporate monitoring framework tracks gender-related results by Strategic and Functional Objectives, and reports them to Members through the Mid Term 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 parity, and reports on human resources data to the Governing Bodies. |
| 14 | 30% of FAO's operational work and budget at the country and regional | Not implemented | In 2020, 52 percent of FAO's approved projects fell under the gender marker G2a (gender equality is addressed in a systematic way, but it is |

| Minimum Standards for Gender Mainstreaming | | 2020 | Mid-Term Review-Summary of Results |
|--|---|-------------|--|
| | levels is allocated to women-specific targeted interventions | | not one of the main objectives of the project), and the share of projects marked G2b (gender is the main objective) averaged at 6 percent. As FAO is so far not able to determine the gender-related budget of individual interventions, this Standard is not yet implemented. |
| 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 | The TCP enables FAO to make its know-how and expertise available to Members upon request, drawing from its own resources. In the reporting year, more than half of the 348 TCP approved projects, addressed gender equality, with a particularly high share in Africa and Latin America. |

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

278. Indicator 6.3.B assesses FAO's performance against the UN-SWAP standards. 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.

279. An upgraded UNSWAP 2.0 was launched in 2018 for the period 2018-23. This framework extends the reach of UN-SWAP 1.0 by updating the existing Performance Indicators and by aligning it with the 2030 Agenda for Sustainable Development with a focus on results. In 2020, additional reporting questions were added to each Performance Indicator to track the effects of the crisis and responses to COVID-19 in relation to gender equality and the empowerment of women.

280. In 2020, as shown in *Table 3*, FAO further progressed by meeting or exceeding 15 out of 16 UN-SWAP performance indicators. UN-SWAP 2.0 includes 17 indicators with 1 indicator (PI 3) not applying to FAO. In particular, FAO was also able to exceed PI 16 on knowledge and communication for the first time since 2018. This was because the Organization ensured that knowledge on gender equality and women's empowerment was systematically documented and publicly shared and it stepped up its engagement in inter-agency communities of practice on gender equality and the empowerment of women. The main area of improvement was PI 12 on the equal representation of women. FAO developed an updated Action Plan for the Achievement of Gender Parity of FAO Staff and aims to achieve gender parity at professional level by 2022 and for senior positions by 2024.

281. FAO built on the strengthened efforts to build the capacities of staff in the area of gender equality and the empowerment of women as well as the strengthened inter-agency linkages that were commended by UN Women).

Table 3: FAO rating for UN SWAP by Performance Indicator*

| PI | Title | 2018 | 2019 | 2020 |
|----|--|------------|------------|------------|
| 1 | Strategic planning gender-related SDG results | meets | meets | meets |
| 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 | exceeds |
| 5 | Audit | exceeds | exceeds | exceeds |
| 6 | Policy | meets | meets | meets |
| 7 | Leadership | meets | meets | meets |
| 8 | Gender-responsive Performance Management | meets | meets | meets |
| 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 | meets | exceeds | exceeds |
| 15 | Capacity Development | meets | meets | meets |
| 16 | Knowledge and Communication | meets | meets | exceeds |
| 17 | Coherence | approaches | meets | meets |

* As per the UN-SWAP reporting timeline to the ECOSOC of the UN, ratings are to be confirmed in July 2021

List of Acronyms

| | |
|-------------------|---|
| A2R | Climate Resilience Initiative: Anticipate, Absorb and Reshape |
| AAP | Accountability to Affected Populations (AAP) |
| AfDB | African Development Bank |
| AGORA | Access to Global Online Research in Agriculture |
| AGRIS | International Information System for the Agricultural Sciences and Technology |
| AGRISurvey | Agricultural Integrated Survey Programme |
| AGROVOC | Multilingual Thesaurus of Agricultural Terminology |
| ASIS | Agriculture Stress Index System |
| AUC | African Union Commission |
| CADRI | Capacity for Disaster Reduction Initiative |
| CBD | Convention on Biological Diversity |
| CBIT | Capacity Building Initiative for Transparency |
| CDB | Convention on Biological Diversity |
| CFS | Committee on World Food Security |
| CGA | Country Gender Assessment |
| CILSS | Permanent Interstate Committee for Drought Control in the Sahel |
| CIRAD | International Cooperation Centre of Agricultural Research for Development |
| COAG | Committee on Agriculture |
| COFI | Committee on Fisheries |
| COFO | Committee on Forestry |
| COMESA | Common Market for Eastern and Southern Africa |
| COP | Conference of the Parties |
| CSA | Climate-smart agriculture |
| DRM | Disaster risk management |
| DRR | Disaster risk reduction |
| EBRD | European Bank for Reconstruction and Development |
| ECCAS | Economic Community of Central African States |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| ECOWAS | Economic Community of West African States |
| ESCWA | Economic and Social Commission for Western Asia |
| ECTAD | Emergency Centre for Transboundary Animal Disease Operations |
| EU | European Union |
| EWEA | Early Warning Early Action |
| FAOSTAT | Corporate Database for Substantive Statistical Data |
| FAW | Fall armyworm |
| FIES | Food Insecurity Experience Scale |
| FIRST | Food and nutrition security impact, resilience, sustainability and transformation |
| FMM | Flexible Multi-Partner Mechanism |
| FPIC | Free, prior and informed consent |
| GAFFSP | Global Agriculture and Food Security Programme |
| GCF | Green Climate Fund |
| GEF | Global Environment Facility |
| GHG | Greenhouse gas |
| GIS | Geographic Information System |
| GRFC | Global Report on Food Crises |
| HLPE | High-level Panel of Experts |
| IFAD | International Fund for Agricultural Development |
| IFI | International financing institution |
| IFPRI | International Food Policy Research Institute |
| IGAD | Intergovernmental Authority on Development |
| IICA | Inter-American Institute for Cooperation on Agriculture |
| ILO | International Labour Organization |
| IPC | Integrated Food Security Phase Classification |

| | |
|----------------|---|
| IPCC | Intergovernmental Panel on Climate Change |
| IPSAS | International Public Sector Accounting Standards |
| ITC | International Trade Centre |
| KORE | Knowledge Sharing Platform on Resilience |
| LDC | Least developed country |
| LLDC | Land-locked developing countries |
| MDD-W | Minimum dietary diversity - women |
| MoU | Memorandum of Understanding |
| MRV | Measuring, reporting and verification |
| N4G | Nutrition for Growth Summit 2021 |
| NDC | Nationally Determined Contribution |
| OECD | Organisation for Economic Co-operation and Development |
| OPIM | Operational Partners Implementation Modality |
| PoU | Prevalence of Undernourishment |
| PSNP | Productive Safety Net Programme |
| QAPS | Quality Assessment and Planning Survey |
| RAI | Principles for Responsible Investment in Agriculture and Food Systems |
| UN-CEAG | UN Committee of Experts on Food Security, Agricultural and Rural Statistics |
| RIMA | Resilience index measurement and analysis |
| SIDA | Swedish International Development Cooperation Agency |
| SIDS | Small island developing states |
| SOFA | The State of Food and Agriculture |
| SOFI | The State of Food Security and Nutrition in the World |
| SOFIA | The State of World Fisheries and Aquaculture |
| SOFO | The State of the World's Forests |
| SOLAW | The State of the World's Land and Water Resources for Food and Agriculture |
| SOLOW | State of the World Land and Water Resources |
| SPS | Sanitary and phytosanitary measures |
| SSTC | South-South and Triangular Cooperation |
| SUN | Scaling Up Nutrition Movement |
| SWSD | UN System-wide Strategic Document |
| TAPE | Tool for Agroecology Performance Evaluation |
| UNECE | United Nations Economic Commission for Europe |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNSCN | UN System Standing Committee on Nutrition |
| UN-SWAP | UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW) |
| UTF | Unilateral trust fund |
| VGGT | Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security |