

IV. Strategic and Functional Objectives

69. The Strategic Objectives reflect the Vision of FAO and the three Global Goals of Members. They focus on where the Organization can best assist Members in achieving sustainable impacts in addressing the challenges and opportunities facing food, agriculture and rural development.
70. The approach to formulating the Objectives is based on the logical framework hierarchy of results, which underpins results-based management. To ensure that the comparative advantages of FAO are applied, efforts and associated resources are focussed where and when they can make a difference in contributing to addressing the overall problems facing Members.
71. The eleven Strategic Objectives represent a combination of inter-linked sectoral and cross-sectoral impacts addressing the areas of crops, livestock, fisheries, food safety, forestry, natural resources, enabling environments, food security, gender, emergencies and investment.
72. Complementing the eleven Strategic Objectives are two Functional Objectives, which ensure the necessary enabling environment is in place to ensure effective impact of technical delivery, with due attention to efficiency.
73. This package of inter-dependant Strategic and Functional Objectives is agreed by the Membership *via* this version of the Strategic Framework, as outlined below. The high-level Objectives – and the underlying Organizational Results – are to be subject to review and adjustment, as required, every four years.

Strategic Objective A - Sustainable intensification of crop production*Relevance*

In full conformity with FAO's mandate, this Objective is one of the principal responses to anticipated growing demands for food and other agricultural products. It is rooted in the requirement for Members to increase crop productivity and quality, based on science-based sustainable practices, to improve resource use efficiency, and thereby also contributing to meet broader food security, rural development and livelihoods enhancement aims. Since over 70 percent of future increases in crop production must come from existing crop lands, emphasis will be placed on development of crop production intensification strategies that result in higher production, but are also more sustainable than current or historical strategies. Due attention will be given to their adaptation to climate change and enhanced ecosystem services such as soil nutrient dynamics, pollination, pest population control, and water conservation. Major areas of focus will include pro-smallholder seed systems at national scale, integrated pest management, conservation agriculture, access to and sustainable use of plant genetic resources, and better management of soil and other crop associated biodiversity, while reducing soil, air and water pollution. Countries and regions will be assisted to enhance their capacities to monitor, detect, and prepare rapid responses to transboundary pests, so that these pests do not threaten other regions and trading partners.

Organizational Results

A1 - Policies and strategies on sustainable crop production intensification and diversification at national and regional levels

A2 - Risks from outbreaks of transboundary plant pests and diseases are sustainably reduced at national, regional and global levels

A3 - Risks from pesticides are sustainably reduced at national, regional and global levels

A4 - Effective policies and enabled capacities for a better management of plant genetic resources for food and agriculture (PGRFA) including seed systems at the national and regional levels

Strategic Objective B - Increased sustainable livestock production*Relevance*

This Objective is to strengthen the contribution of the rapidly growing and changing livestock sector to world food security, poverty alleviation and economic development. The sector, which is characterized by a growing dichotomy between smallholder and large-scale commercial operations, has to satisfy a vigorously expanding demand for animal food products. This demand has to be met in a safe and clean manner which will require the necessary technical, institutional, policy and legal measures to be in place. The Objective supports this process and endeavours to enhance the socio-economic benefits associated with sector growth (pro-poor economic development) whilst preventing and mitigating public health risks (zoonotic diseases) and reducing the risks to natural resources associated with livestock production (erosion of animal genetic diversity, water pollution, greenhouse gas emissions). The Objective will also strengthen the synergies between crop and livestock production in mixed land use systems.

Organizational Results

B1 - The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development

B2 - Reduced animal disease and associated human health risks

B3 - Better management of natural resources, including animal genetic resources, in livestock production

B4 - Policy and practice for guiding the livestock sector are based on timely and reliable information

Strategic Objective C - Sustainable management and use of fisheries and aquaculture resources

Relevance

The Objective covers in a holistic manner effective and responsible management, expansion where appropriate and conservation of fisheries and aquaculture resources, as called for by the Code of Conduct for Responsible Fisheries (CCRF). It addresses well recognised or emerging challenges affecting the economic and social benefits from, and viability of the important fisheries sector. Emphasis is given to providing comprehensive assistance in the establishment of an inclusive and strong regulatory framework, both at the national and international level, bolstered by a robust and efficient institutional framework comprising local, national and regional institutions, including Regional Fisheries Bodies. Improvement of the state of the wild fish stocks will be supported through their more effective management and an increase in the production of fish from sustainable aquaculture. Attention will also be given to improvement in the way fisheries operations are carried out as well as in the post harvest utilization and trade of fish and fish products.

Organizational Results

C1 - Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues

C2 - Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including Regional Fisheries Bodies (RFBs)

C3 - More effective management of marine and inland capture fisheries by FAO Members and other stakeholders has contributed to the improved state of fisheries resources, ecosystems and their sustainable use

C4 - Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture

C5 - Operation of fisheries, including the use of vessels and fishing gear, is made safer, more technically and socio-economically efficient, environmentally-friendly and compliant with rules at all levels

C6 - Members and other stakeholders have achieved more responsible post-harvest utilization and trade of fisheries and aquaculture products, including more predictable and harmonized market access requirements

Strategic Objective D - Improved quality and safety of food at all stages of the food chain*Relevance*

The Objective is driven by the rapidly growing complexity of food production and distribution systems in an inter-connected world. It reflects *inter alia* a context of potential risks and ever greater concerns of the public at large, requiring the putting in place of effective food safety and quality management and control systems at all levels of the food chain, including legislative frameworks, standards and capacities to enforce them. Food quality and safety is essential for the welfare of national populations, and programmes that facilitate compliance of food businesses with prevailing national or market requirements can yield considerable economic and public health benefits. A major aim of the Objective is to help ensure that internationally agreed standards and recommendations for food safety and quality are developed for continued improvement of food systems globally and assistance is provided to national governments to establish institutions capable of ensuring that national food safety and quality policies and regulations are in line with international recommendations.

Organizational Results

D1 - New and revised internationally agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization

D2 - Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach

D3 - National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control, according to international norms

D4 - Countries establish effective programmes to promote improved adherence of food producers/businesses to international recommendations on good practices in food safety and quality at all stages of the food chain, and conformity with market requirements

Strategic Objective E - Sustainable management of forests and trees*Relevance*

The Objective covers, and seeks to improve, the significant contributions that forests and trees make to sustainable livelihoods and the eradication of hunger and poverty. It takes account of the critical linkages of the forestry sector with agriculture, energy, water and climate. With deforestation and forests degradation continuing in many countries, a major aim is to enhance progress towards sustainable forest management. Important efforts in this regard will be monitoring the progress towards sustainable forest management at the country, regional and global levels and providing reliable and valuable information to policy makers in individual countries, to international negotiations and arrangements related to forests and to the general public. Leadership will be provided in the international forestry dialogue and support expanded in Member Countries to enhance institutional arrangements and policy instruments for the forestry sector aimed at improving livelihoods of all the forest stakeholders, especially those most dependent on forest resources. Cooperation will be expanded with partners in the UN and a range of international stakeholders to promote the use of new approaches and technologies in the management of forests, recovery of degraded lands, biodiversity conservation, climate change mitigation and adaptation, wildlife conservation and watersheds management.

Organizational Results

E1 - Policy and practice affecting forests and forestry are based on timely and reliable information

E2 - Policy and practice affecting forests and forestry are reinforced by international cooperation and debate

E3 - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses

E4 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation.

E5 - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option

E6 - Environmental values of forests, trees outside forests and forestry are better realised; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented

Strategic Objective F - Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture*Relevance*

The Objective combines the promotion of judicious multi-sectoral approaches, critical technical inputs and support to the development of international instruments from the perspective of FAO's mandate, and an enhanced information and knowledge base so that sustainable management of natural resources is for the benefit of present and future generations. Natural resources (land, water, climate and genetic resources) and their services are essential to food production, rural development and sustainable livelihoods and many opportunities exist to limit the adverse impacts of climate change through improved knowledge and management of natural resources in agriculture, forestry and fisheries policies and practices. The sustainable management and governance of natural resources in the context of rural development requires addressing distinct technical disciplines as well as multi-disciplinary and multi-sectoral approaches so that competition for natural resources can be reduced.

Organizational Results

F1 - Countries promoting and developing sustainable land management

F2 - Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels, including transboundary water systems

F3 - Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable sharing of benefits arising from the use of genetic resources

F4 - An international framework is developed and countries' capacities are reinforced for responsible governance of access to, and secure and equitable tenure of land and its interface with other natural resources, with particular emphasis on its contribution to rural development

F5 - Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy

F6 - Improved access to, and sharing of knowledge for natural resource management

Strategic Objective G - Enabling environment for markets to improve livelihoods and rural development*Relevance*

Livelihoods and rural development are affected by the extent to which small producers exploit market opportunities, and markets and institutions function efficiently in a changing environment. To reduce poverty and meet development and food security needs, policy makers need the capacity to identify and implement appropriate policies to facilitate the response of the private sector, including small producers, to new market demands and opportunities. The Objective is primarily to meet the extensive needs of Members and appropriate national authorities for technical inputs and information and analyses (including identification of opportunities) to serve policy formulation and decision-making in the face of rapidly evolving market arrangements and conditions and their impact on rural development. The four Organizational Results cover provision of these outputs for four different contexts within value chains – farm level, input markets including land and labour, agribusiness processing and value addition and international markets.

Organizational Results

G1 - Appropriate analysis, policies and services enable small producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements

G2 - Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships

G3 - National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries

G4 - Countries have increased awareness of, and capacity to, analyse developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective pro-poor trade policies and strategies

Strategic Objective H - Improved food security and better nutrition

Relevance

The Objective is at the core of FAO's mandate to pursue freedom from hunger for all, while raising levels of nutrition, improving agricultural productivity, enhancing the lives of rural populations and contributing to the growth of the world economy. For this to be achieved, there has to be a better understanding of the prevalence and root causes of hunger, food insecurity and malnutrition, including through deeper and more forward looking assessments and analyses. The Objective meets demands for assistance in the design and implementation of policies, programmes and interventions in strengthening national, regional and global capacities for more effective governance in food security and nutrition, including through support to the progressive realization of the right to food. It also aims to build capacities of member countries and other stakeholders to generate, manage, analyse and access data and statistics in support of determining the causes of food insecurity and malnutrition. The Objective also supports the generation and dissemination of FAO analysis, products and services on food security, agriculture and nutrition and works with member countries and development partners to strengthen their capacity to exchange knowledge for the design of better targeted and appropriate action in the reduction of hunger and poverty.

Organizational Results

H1 - Countries and other stakeholders have strengthened capacity to formulate, implement and monitor coherent policies, strategies and programmes that address the root causes of hunger, food insecurity and malnutrition

H2 - Member countries and other stakeholders strengthen food security governance through the implementation of the Voluntary Guidelines to Support the Progressive Realisation of the Right to Adequate Food in the Context of National Food Security and a reformed Committee on World Food Security

H3 - Strengthened capacity of member countries and other stakeholders to address specific nutrition concerns in food and agriculture

H4 - Strengthened capacity of member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition

H5 - Member countries and other stakeholders have better access to FAO analysis and information products and services on food security, agriculture and nutrition, and strengthened own capacity to exchange knowledge

Strategic Objective I - Improved preparedness for, and effective response to, food and agricultural threats and emergencies*Relevance*

The international community has increasingly called upon FAO to assist Members and vulnerable populations exposed to growing emergency risks and reinforce their capacity to respond to emergencies in the longer-term. This Objective is the main expression of this commitment, promoting a comprehensive approach based on the three pillars of disaster risk management, which are; preparedness, prevention and mitigation; response; and transition. Each Organizational Result covers one of these pillars.

Organizational Results

I1 – Countries' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions

I2 - Countries' and partners respond more effectively to crises and emergencies with food and agriculture-related interventions

I3 - Countries and partners have improved transition and linkages between emergency, rehabilitation and development

Strategic Objective K - Gender equity in access to resources, goods, services and decision-making in the rural areas*Relevance*

The Objective addresses the critical gaps in embracing more gender and socially inclusive policies, capacities, institutions and programmes for agriculture and rural development. It also helps to mainstream this approach across all of FAO's Strategic Objectives.

Organizational Results

K1 - Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development

K2 - Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources.

K3 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development

K4 - FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work

Strategic Objective L - Increased and more effective public and private investment in agriculture and rural development*Relevance*

The Objective reflects Members' strong desire and imperative to redress situations of insufficient investment in the food and agriculture sectors. It covers a range of supportive activities for the design of concrete and effective investment programmes and operations, for building capacities at national level, and for ensuring that limited public funding is applied in core areas to maximise leverage and impact on poverty reduction and food security, catalyzing private sector funding. In partnership with Member Countries, emphasis will be placed on increasing the viability of investments in food security, agriculture and rural development (FSARD) and identifying barriers to investment options through the development of appropriate policies, strategies and institutions. This is intended to create an enabling environment supportive of public and private investment, compliance with social and environmental safeguards, state-of-the art formulation of public/private investment programmes and projects, and timely and comprehensive monitoring and evaluation of results and impact. Interventions will be structured to improve the relevance and sustainability of investment plans by enabling national public and private sector actors to be the primary drivers of their development. Efforts will also be made to redress the shortfall in investment in FSARD that has emerged over the last 20 years, the reduction of which is critical to the implementation of the Comprehensive Framework for Action and the achievement of MDG 1.

Organizational Results

L1 - Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks

L2 - Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations

L3 - Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed

Functional Objective X - Effective collaboration with member states and stakeholders*Relevance*

The Organization relies on a variety of services, delivered both in-house as well as in collaboration with Members and external Partners, in order to achieve results. Many of these services go well beyond the scope of pure administration, touching upon elements directly related to honing strategic direction, leveraging and focusing on comparative advantage and properly governing and overseeing the totality of FAO operations. This Functional Objective embodies these services and provides the enabling environment without which the outcomes of the Organizational Results under the Strategic Objectives cannot effectively be achieved.

Organizational Results

X1 - Effective programmes addressing member priority needs developed, resourced, monitored and reported at global, regional and national levels

X2 - Effective and coherent delivery of FAO core functions and enabling services across Organizational Results

X3 - Key partnerships and alliances that leverage and complement the work of FAO and partners

X4 - Effective direction of the organization through enhanced governance and oversight

Functional Objective Y - Efficient and effective administration*Relevance*

The Functional Objective provides for efficient and effective administration in carrying out FAO's work. It sets out the expected improvements in services provided to all organizational units in the areas of finance, human resources and administrative and infrastructure services. This will allow for improved monitoring and reporting on administrative services and related costs, continuous enhancement to service levels and identification of possible savings and efficiency gains. It will also define the administrative budget.

Organizational Results

Y1 - FAO's support services are recognised as client-oriented, effective, efficient and well-managed

Y2 - FAO is recognised as provider of comprehensive, accurate, and relevant management information

Y3 - FAO is recognised as an employer that implements best practices in performance- and people-management, is committed to the development of its staff, and capitalises on the diversity of its workforce