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Reviewed Strategic Framework and Outline of the Medium Term Plan 2018-21

Queries on the substantive content of this document may be addressed to:

Mr Boyd Haight

Director, Office of Strategy, Planning and Resources Management

Tel. +39 06 570-55324

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Executive Summary

FAO is carrying out the quadrennial review of its Strategic Framework and preparing a new Medium Term Plan for the period 2018-21 as part of the established programme planning process. The present document provides the Council with:

- a) **Draft of the reviewed Strategic Framework**, summarizing the Strategic Objectives and cross-cutting themes updated in light of the global developments, trends and challenges and the attributes and core functions of the Organization (*Part I*);
- b) **Outline of the Medium Term Plan 2018-21**, including the Strategic Objective results framework and programmes with Outcomes, indicators and Outputs (*Part II*).

There has been strong and consistent support expressed by the FAO governing bodies during 2015 and 2016 for continuity in the strategic direction of the Organization in order to realize the full impact of the Strategic Framework. At the same time, several important global developments occurred in 2015-2016, in particular the adoption of the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals, and entry into force of the Paris Agreement on climate change, which provide the broad context in which FAO will have to operate and adapt for enhanced delivery and impact.

The **reviewed Strategic Framework** provides the overall strategic direction for the Organization, starting from FAO's Vision and Global Goals, which have not been altered as part of the current review. A consultative strategic thinking process of analytical steps identified: a) main global developments affecting the environment in which FAO operates; b) global trends envisaged to frame agricultural development over the medium term; c) sectoral and regional trends arising from FAO Regional Conferences and Technical Committees; d) main challenges derived from these developments and trends; and e) the implications of these challenges for FAO's Strategic Objectives, Outcomes and Outputs in the context of FAO's basic attributes and approved core functions.

Ten challenges are identified and described, which represent the main development problems that countries and the development community will face in the near future. They formed the basis for the review of the conceptual framework and theory of change of the five current Strategic Objectives (SOs):

- 1: *Contribute to the eradication of hunger, food insecurity and malnutrition*
- 2: *Increase and improve the provision of goods and services from agriculture, forestry and fisheries in a sustainable manner*
- 3: *Reduce rural poverty*
- 4: *Enable more inclusive and efficient agricultural and food systems*
- 5: *Increase the resilience of livelihoods to threats and crises*

FAO must ensure that it has the internal technical capacity and integrity to achieve the expected results. Therefore the Strategic Framework continues to include a sixth objective on *Technical quality, knowledge and services* to ensure technical leadership and the integration of statistics and the cross-cutting issues of climate change, gender, governance, and nutrition in the design and delivery of the Strategic Objectives.

The **Medium Term Plan 2018-21 (MTP)** is currently being developed in line with the corporate planning process. It will be presented along with the proposed Programme of Work and Budget 2018-19 (PWB) to the Programme and Finance Committees, Council and Conference for review and approval during March-July 2017.

The Outline of the MTP 2018-21 presents: A) the main components for the FAO results framework (Strategic Objectives, Objective 6, Core Functions, Functional Objectives), which have not changed compared with 2014-17; and B) the proposed SO results frameworks and programmes for 2018-21, which have changed taking account of the challenges identified in the reviewed Strategic Framework, as a basis for preparing the full MTP 2018-21 and PWB 2018-19.

The preparation of the SO results framework and programmes for 2018-21 aims to sharpen the focus of the Strategic Objectives and Outcomes, including through their contributions to relevant SDG targets and indicators, and to improve the quality of the SO results chain, so as to address the main challenges expected to be faced by countries. This will help to improve FAO's results planning and monitoring system in three ways.

First, it will facilitate a direct relationship between the FAO country programming frameworks (CPFs) and nationally-owned SDG monitoring frameworks. Second, Outcomes will be measured by progress against indicators rather than against targets, since countries will be setting their own targets at national level. Third, some non-SDG Outcome indicators will be retained, being measures of FAO's contributions to Outcomes.

At the level of the *Strategic Objectives*, the main innovation has been to identify and use exclusively the SDG targets and indicators that relate to each SO. This has resulted in a new set of SO-level indicators that will be monitored annually to report trends and progress toward targets. At the level of *Outcomes*, indicators have been simplified by replacing specific dimensions of measurement, or in some cases entire indicators, with SDG indicators. Outcome indicators will continue to measure the biennial level of change achieved and the extent to which countries have made progress in those areas where FAO more directly contributed through its work.

Overall, FAO's work will contribute to 40 SDG targets measured through 53 unique SDG indicators as part of the proposed Strategic Objective results framework for 2018-21. The incorporation of SDG targets and indicators has sharpened the focus of the Strategic Objective programmes and improved the quality of the Outcome and Output results chain, comprising 20 Outcomes (four per SO) and 40 Outputs (down from 50 in 2014-15, but subject to further refinement).

Strategic Objective 1: FAO's contribution to the sustainable eradication of hunger, food insecurity and malnutrition gives stronger attention to country capacity for effective implementation of policies, strategies and investment programmes. All forms of malnutrition are addressed, including undernourishment, micronutrient deficiencies and problems of overweight, obesity and diet-related non-communicable diseases. The SO1 results framework comprises a total of 11 indicators (including seven SDG indicators) at SO and Outcome level to track progress on reducing food insecurity and malnutrition in all its forms, and on the level of financing.

Strategic Objective 2: FAO will focus on building a stronger dialogue and integration within and across sectors and stakeholders to sustainably increase production and productivity and address climate change and environmental degradation in agriculture, forestry and fisheries in the context of nutrition and gender-sensitive food systems. Support to enhance countries capacities to adapt to the adverse impacts of climate change, and to develop or implement national adaptation plans or nationally determined contributions is very prominent. The SO2 results framework comprises a total of 21 indicators (including 17 SDG indicators) at SO and Outcome level to track progress in sustainable productivity, environmental degradation, climate change adaptation and mitigation, genetic resources conservation, implementation of international instruments for fisheries and biodiversity, and level of financing for sustainable use of ecosystems.

Strategic Objective 3: FAO's contribution to reducing rural poverty will focus on support to broad, multi-sectoral pro-poor policies and strategies at country and regional level that target the diverse spectrum of livelihoods. This requires broadening FAO's engagement beyond traditional partners in Ministries of Agriculture, as well as efforts to embed FAO's technical work within the processes of rural poverty reduction policies at country level. The SO3 results framework comprises a total of 20 indicators (including 15 SDG indicators) at SO and Outcome level to measure poverty and access to productive resources, income and decent employment, and gender equality.

Strategic Objective 4: In contributing to the development of agricultural and food systems, FAO supports countries in increasing their inclusiveness of small-scale actors and more vulnerable groups, while at the same time continuing to take advantage of opportunities for efficiency gains. Focus will be on enhancing countries' capacities to participate in the formulation of international standards and trade agreements, to design and implement supportive policies and regulations, and in the development of value chain. The SO4 results framework comprises a total of 19 indicators (including 11 SDG indicators) at SO and Outcome level to measure financing and investments, loans or credit, exports subsidies, tariff lines applied to imports from developing countries, and implementation of international instruments on IUU fishing.

Strategic Objective 5: To reflect the recent global political commitments, FAO's contribution to increasing the resilience of agricultural livelihoods and responding to threats and crises gives focus to climate change and induced extreme weather events, risks to ecosystem health, food chain threats and One Health, and damage and losses, conflict prevention, peace and stability and displacements. The SO5 results framework comprises a total of 14 indicators (including 15 SDG indicators) at SO and Outcome level to measure food insecurity and malnutrition, risks to ecosystem health, damage and loss, use of information and early warning, risks and vulnerability, and level of preparedness and response capacity.

The results framework for *Objective 6* reflects expected improvements in delivery of knowledge, quality and services, measured by key performance indicators for technical leadership, statistics, gender, governance, nutrition and climate change, while the substantive contributions to the SOs are reflected in the Strategic Programmes.

Guidance sought

The Programme Committee and Council are invited to:

- a) Review and endorse the Strategic Objectives and Outcomes in the reviewed Strategic Framework presented in *Part I.D* of the document.
- b) Provide any comments and guidance on the Strategic Objective programmes and results framework in the outline of the MTP 2018-21 in *Part II.B* and *Annex 1*, which will provide the basis for preparing the full Medium Term Plan 2018-21 and Programme of Work and Budget 2018-19 for consideration by the governing bodies in the first half of 2017.

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Introduction

1. This document presents the draft Reviewed Strategic Framework of FAO and an outline of its Medium Term Plan 2018-21, which are being developed in the context of the global developments, global and regional trends and major challenges in the areas of FAO's mandate.
2. As called for in the Basic Texts,¹ since 2010 all of FAO's work is guided by:
 - a Strategic Framework prepared for a period of ten to fifteen years, reviewed every four years and including *inter alia* an analysis of the challenges facing food, agriculture and rural development and populations dependent thereon, including consumers; a strategic vision, the goals of Members in areas of FAO's mandate, as well as Strategic Objectives to be achieved by Members and the international community with support from FAO, including targets and indicators of achievement; and
 - a Medium Term Plan covering a period of four years including a framework for Outcomes with targets and indicators, which shall contribute to the achievement of the Strategic Objectives.
3. The quadrennial review of the FAO Strategic Framework and preparation of a new Medium Term Plan 2018-21 (MTP) is taking place during 2016-17 starting from FAO's Vision and Global Goals, which have not been altered as part of the review through a consultative strategic thinking process.² A series of analytical steps has been used to identify:
 - a) main global developments, setting the overall development context in which FAO operates;
 - b) global trends envisaged to frame agricultural development over the medium term;
 - c) sectoral and regional trends arising from regional strategic reviews, and discussions and recommendations arising from FAO Regional Conferences and Technical Committees;
 - d) main challenges, derived from these developments and trends, expected to be faced by countries and development actors in food and agriculture in the coming years;
 - e) the implications of these challenges for FAO's Strategic Objectives, Outcomes and Outputs in the context of FAO's basic attributes and approved core functions.
4. There has been strong and consistent support expressed by the FAO governing bodies during 2015 and 2016 for continuity in the strategic direction of the Organization in order to realize the full impact of the Strategic Framework. At the same time, several important global developments occurred in 2015-2016, which provide the broad context in which FAO will have to operate and adapt to in the near future: the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the Addis Ababa Action Agenda and the Paris Agreement on climate change; the Second International Conference on Nutrition (ICN2); the Sendai Framework for Disaster Risk Reduction, the World Humanitarian Summit, the UN Summit on Refugees and Migrants; Habitat III New Urban Agenda; XIV World Forestry Congress and the Port State Measures Agreement (PSMA).
5. The FAO Council in June 2015 welcomed the alignment of FAO's Strategic Framework with the Sustainable Development Goals (SDGs), noting that there would be an opportunity for bringing further coherence while reviewing the Strategic Framework and preparing the MTP 2018-21.

¹ FAO Basic Texts Volume II.F (CR 10/2009)

² Including through consultation with a Strategy Experts Panel of eminent external experts: Alain De Janvry, Ismahane Elouafi, Shenggen Fan, Gustavo Gordillo, Marion Guillou, Mulu Ketsela and Martin Piñeiro.

Scope of the document

6. The document contains two parts:
 - a) Draft of the reviewed Strategic Framework, summarizing the Strategic Objectives and cross-cutting themes updated in light of the global developments, trends and challenges and the attributes and core functions of the Organization (*Part I*);
 - b) Outline of the Medium Term Plan 2018-21, including the Strategic Objective programmes and results framework with Outcomes, indicators and Outputs (*Part II*).

Guidance sought

7. The Programme Committee and Council are invited to:
 - a) Review and endorse the Strategic Objectives and Outcomes in the reviewed Strategic Framework presented in *Part I.D* of the document.
 - b) Provide any comments and guidance on the Strategic Objective programmes and results framework in the outline of the MTP 2018-21 in *Part II.B* and *Annex 1*, which will provide the basis for preparing the full Medium Term Plan 2018-21 and Programme of Work and Budget 2018-19 for consideration by the governing bodies in the first half of 2017.

I. REVIEWED STRATEGIC FRAMEWORK

A. FAO's Vision and Global Goals

8. FAO's Vision and Global Goals have been approved by the governing bodies in 2013 as part of the current Strategic Framework, and have not been altered during this review. FAO's vision is *"A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner"*.

9. The three Global Goals of Members are:

- 1) eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- 2) elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods; and
- 3) sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.

10. FAO needs to organize its work in order to help Member Nations achieve these goals individually at the national level, and collectively at the regional and global levels, taking account of the main challenges facing the food and agriculture sector.

B. Evolving Global Context and Main Challenges for Food and Agriculture

11. This section summarizes the global developments that provide the international context in which FAO will operate and assist countries in the near future, the global and regional trends identified, and the main challenges arising from these developments and trends.

B.1 Global development context and its relevance to FAO's work

12. Overall trends and global issues of concern have prompted the global community to act on these through a series of initiatives and agreements in 2015-16 to reset the global development agendas. These developments constitute the underlying global context for FAO's work in the future, under the overall umbrella of the *2030 Agenda for Sustainable Development* and the *Sustainable Development Goals (SDGs)*, which include the policy commitments and goals of the *Addis Ababa Action Agenda*, the *Paris Agreement on Climate Change*, the *World Humanitarian Summit*, and the Secretary-General's *Agenda for Humanity*. Other important developments in the areas of FAO's mandate include the Second International Conference on Nutrition; the UN Summit for Refugees and Migrants; Habitat III which focuses on urbanization; the XIV World Forestry Congress and United Nations Forum on Forests Ministerial Declaration; and the Port State Measures Agreement, which is a key element in the fight against illegal, unreported and unregulated fishing. These developments and their implications for FAO's work are briefly elaborated below:

The 2030 Agenda for Sustainable Development

13. The 2030 Agenda for Sustainable Development,³ which entered into effect on 1 January 2016, is a historic commitment to tackle poverty and hunger, promote sustainable use of natural resources and address climate change through an interconnected set of 17 Sustainable Development Goals (SDGs), recognizing that issues concerning food, livelihoods, and the management of natural resources cannot be addressed separately.

14. To ensure mutual accountability among all stakeholders, the 2030 Agenda calls for a major expansion of the reporting and monitoring framework, capped by a country-led process of follow-up and review that culminates in the High-level Political Forum. In March 2016, the UN Statistical Commission (UNSC) agreed to a global indicator framework with 230 unique indicators "as a practical starting point". Each global indicator will have a 'custodian' agency, expected to: i) contribute to statistical capacity building; ii) collect data from national sources; iii) provide the storyline for the annual global SDG progress report to be prepared by the UN Secretariat; and iv) work on further methodological development. Custodians will coordinate with other agencies and stakeholders interested in contributing to the indicator development. FAO has been requested to be the custodian of 21 indicators, and to contribute to another four.

15. Partnerships, and in particular partnerships with the private sector, are expected to play an expanded role under the 2030 Agenda, enabling coordinated action by multiple stakeholders to address the integrated, indivisible and interlinked nature of the SDGs. Partnerships are expected to help facilitate country access to means of implementation, including finance and investment, access to markets and to technology, capacity development, and policy support. UN institutions will be called upon to play a unique role: providing and upholding inter-governmentally agreed norms and standards, monitoring commitments and tracking results, promoting institutional development as a trusted and neutral facilitator.

Addis Ababa Action Agenda

16. The Addis Ababa Action Agenda⁴ builds on the two previous conferences on Financing for Development. It addresses all sources of finance and covers cooperation on a range of issues including technology, science, innovation, trade and capacity building. While domestic resource mobilization is central to the agenda, commitments to official development assistance were reaffirmed, particularly for the least developed countries, including pledges to increase South-South Cooperation. The

³ [Transforming our world: the 2030 Agenda for Sustainable Development](#) (United Nations General Assembly Resolution A/RES/70/1)

⁴ [Addis Ababa Action Agenda](#) of the Third International Conference on Financing for Development

outcome document also underscores the importance of aligning private investment with sustainable development, along with public policies and regulatory frameworks to set the right incentives. Additionally, a new mechanism that will facilitate financing for new technologies for developing countries was also agreed.

Paris Agreement on Climate Change

17. In December 2015, the landmark Paris Agreement⁵ for post-2020 climate action was adopted by the UN Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) at its 21st session (COP21). Over 90 percent of all countries who submitted Intended Nationally Determined Contributions (INDCs) towards the COP21 negotiations included agriculture as a sector to be considered for mitigation and/or adaptation. With the signature of the Paris Agreement in April 2016, these contributions became binding Nationally Determined Contributions (NDCs), and the agreement enters into force on 4 November 2016.

18. Food and agricultural systems feature prominently in adaptation and mitigation efforts and will play an important role in the implementation of these national climate action plans, particularly in developing countries where the share of agriculture in total value added is significant. Food value chain actors, therefore, need to be supported in order to overcome barriers to implementing improved practices within these systems. The 22nd session of the Conference of the Parties (COP22) to the UNFCCC in November 2016 is focused on Africa, where agriculture and related activities represent a large share of the economies in most countries.

19. Forests will also play an important role in the implementation of this milestone agreement both in mitigation and adaptation efforts. The main mitigation mechanism is Reducing Emissions for Deforestation and Forest Degradation (REDD+), however, the agreement also acknowledges forests' potential for adaptation including joint approaches and the importance of non-carbon benefits. The majority of the NDCs mention forestry and land use mitigation and adaptation measures.

20. The climate regulation and carbon sequestration services provided by oceans, inland waters and aquatic ecosystems featured prominently in COP21, highlighting the urgency of reversing current trends, restoring aquatic ecosystems and their productive capacity. The role of oceans in climate change was recognized for the first time, presented in the preamble of the Paris Agreement.

21. Climate change poses increasing threats to food security and nutrition and FAO's work will be guided by a Climate Change Strategy and Action Plan⁶ integrating this work in all the Strategic Objectives.

World Conference on Disaster Risk Reduction and the Sendai Framework for Disaster Risk Reduction

22. The 3rd World Conference on Disaster Risk Reduction, held in Sendai in March 2015, adopted the Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030. It builds on the experiences of the Hyogo Framework for Action (2005-2015) and recognizes disaster risk reduction as an important component of sustainable development. The framework addresses disaster risks in scale and temporal dimensions caused by natural and human-induced hazards, as well as related environmental, technological and biological hazards and associated risks.

23. Notable innovations of the SFDRR include: the shift to a wider multihazard risk management approach, which includes transboundary, technological and biological hazards and disasters; emphasis on multisectoral engagement in planning and delivery of DRR actions; and recognition of the importance of well-functioning health systems. The framework calls for strengthening the use of science and technology in policy-making and clearly articulates the role of disaster risk governance with a strong emphasis on "Build Back Better" during recovery, rehabilitation and reconstruction. Specific innovative elements of the SFDRR include the call for more coherent risk-sensitive development policies for most vulnerable sector, including agriculture and food security, and the role

⁵ The [Paris Agreement](#) (United Nations Framework Convention on Climate Change: Adoption of the Paris Agreement FCCC/CP/2015/L.9/Rev.1).

⁶ PC 120/2

of social safety-net mechanisms in the realm of food security and nutrition. The need to protect agriculture livelihoods and productive assets including livestock, working animals, tools and seeds are specifically addressed.

24. By adopting the SFDRR, countries pledged to enhance efforts to strengthen disaster risk reduction and reduce the losses of lives, assets and livelihoods. The endorsement of this new framework was a milestone in shaping the global resilience agenda. The structure of FAO's Strategic Objective on resilience relates closely to the four priority areas of the Sendai Framework.

World Humanitarian Summit and the Secretary-General's Agenda for Humanity

25. At the first World Humanitarian Summit, held in Istanbul in May 2016, a Commitment to Action was signed by several UN agencies and programmes, endorsed by the World Bank (WB) and International Organization for Migration (IOM), to transcend the humanitarian-development divide, reducing the human cost of disasters and protracted crises by supporting people, communities and countries at risk, or caught up in crises, to build resilience. This recognises that we must go beyond meeting humanitarian needs, which can no longer be viewed in isolation from broader sustainable development efforts that tackle the root causes of prolonged and recurrent need. There was agreement to commit to a new way of working that both meets and reduces needs by reducing people's risks and vulnerabilities, framed by the 2030 Agenda's commitment to leave no-one behind. This approach is at the heart of the FAO Strategic Objective on resilience.

ICN2 and the Decade of Action on Nutrition

26. At the Second International Conference on Nutrition (ICN2) world leaders adopted the Rome Declaration on Nutrition⁷ and the Framework for Action,⁸ renewing their commitment to establish and implement policies aimed at eradicating malnutrition and transforming food systems to make nutritious diets available to all. The ICN2 also confirmed the importance of fish and seafood as a source of nutrition and health for many coastal communities that depend on their proteins and essential micronutrients, in particular for women of child-bearing age and young children and highlighted the unique window of opportunity that fisheries and aquaculture can provide for achieving healthy diets.

27. The Rome Declaration on Nutrition acknowledges the multiple challenges of malnutrition to inclusive and sustainable development and to health. It sets out a common vision for global action to end all forms of malnutrition. The Framework for Action provides a set of voluntary policy options and strategies, in the form of 60 recommended actions, to guide the implementation of the wide-ranging commitments stated in the Rome Declaration on Nutrition.

28. On 1 April 2016, the United Nations General Assembly proclaimed a UN Decade of Action on Nutrition from 2016 to 2025. The resolution for the Decade recognizes the need to eradicate hunger and prevent all forms of malnutrition worldwide, providing an umbrella for a large group of actors to work together to address these and other pressing nutrition issues. FAO and WHO⁹ will lead the implementation of the Decade of Action on Nutrition in collaboration with UN agencies and other stakeholders.

UN Summit for Refugees and Migrants and other global developments on migration

29. Several global initiatives have been recently launched to address current migration patterns. The resolution 69/229 "International Migration and Development", adopted by the General Assembly on 19 December 2014, underlines the important role that migrants play as contributors in the development of countries of origin, transit and destination. Migration and human mobility are explicitly recognized in the 2030 Agenda, which establishes a number of migration-related targets across the SDGs. The Secretary-General's report *In Safety and Dignity: Addressing large Movements of Refugees and Migrants*, submitted to the General Assembly in May 2016, calls on Heads of State to address the reasons people leave their homes and to acknowledge and strengthen the contributions that refugees and migrants make for sustainable development.

⁷ <http://www.fao.org/3/a-ml542e.pdf>

⁸ <http://www.fao.org/3/a-mm215e.pdf>

⁹ World Health Organization

30. The UN Summit for Refugees and Migrants took place in September 2016. By adopting the New York Declaration for Refugees and Migrants, Member States have made bold commitments, including: to analyse and respond to the factors which lead or contribute to large movements, including by taking measures to implement the 2030 Agenda for Sustainable Development; and to strengthen the positive contributions made by migrants to economic and social development. The New York Declaration also contains concrete plans on how to build on these commitments, including starting negotiations leading to an international conference and the adoption of a global compact for safe, orderly and regular migration in 2018; and striving to achieve a more equitable sharing of the burden and responsibility for hosting and supporting the world's refugees by adopting a global compact on refugees. Investing in sustainable agriculture and rural development is an integral part of the solution for migration. FAO will contribute to the definition of a comprehensive approach towards migration and displacement.

Habitat III - United Nations Conference on Housing and Sustainable Urban Development

31. The urbanization process and associated demographic changes are posing unprecedented challenges for hunger, food insecurity and malnutrition in all forms (including undernutrition, micronutrients deficiency and obesity) that are being manifested increasingly in urban areas. Food security, malnutrition and hunger in urban areas are receiving growing attention and need to be recognized at international, national, subnational and local levels as key components of sustainable development.

32. In line with the bi-decennial cycle (1976, 1996 and 2016), the United Nations General Assembly decided to convene the Habitat III Conference in October 2016 to reinvigorate the global commitment to sustainable urbanization, to focus on the implementation of a New Urban Agenda, building on the Habitat Agenda of Istanbul in 1996. FAO can contribute through integrating food in the new global strategy around urbanization, promoting sustainable food chains, and strengthening partnership and multi-stakeholder involvement and enhancing the opportunities that urbanization brings to rural development and the inclusion of smallholder farmers into urban food systems.

Sector Specific Global Developments

33. *Port State Measures Agreement (PSMA)*. The 2009 PSMA to prevent, deter and eliminate illegal, unreported and unregulated (IUU) fishing entered into force in June 2016 and has become a key driver for the international community's fight against the scourge of IUU fishing. The PSMA, which creates binding obligations, sets standards for the inspection of foreign vessels that seek to enter the port of another State. Importantly, the measures allow a country to block ships it suspects of having engaged in illicit fishing and thereby prevent illegal catches from entering local and international markets. The FAO Committee on Fisheries identified the capacity development needs of developing countries in the effective implementation of the PSMA. Instruments such as the PSMA are key to achieve targets under SDG 14, which has a tighter timeframe (2020) than the rest of the 2030 Agenda.

34. *World Forestry Congress*. The main outcome of the XIV World Forestry Congress held in Durban, South Africa in September 2015 was the Durban Declaration, constituting a new vision of sustainable development for forests and forestry to 2050 and beyond. The vision outlines forestry's contribution to achieving the 2030 Agenda for Sustainable Development. It links forest actions with efforts to achieve food security and integrates them with other forms of land use and with efforts to stabilizing climate change. Because of its comprehensive and forward-looking nature, the vision could also provide a solid input to shaping the international forests agenda.

35. *United Nations Forum on Forests (UNFF11) Resolution*. At its 11th session in 2015 the United Nations Forum on Forests agreed on a Ministerial Declaration entitled "The forests we want: beyond 2015" and a draft resolution on the "International arrangement on forests beyond 2015." The UNFF11 resolution, which was subsequently approved by the 70th UN General Assembly, recommended extending the International Arrangement on Forests until 2030 and strengthening its work in support of the sustainable management of the world's forests. In addition, it calls for strengthening the Collaborative Partnership on Forests to support the UNFF and to engage in joint efforts to implement

sustainable actions on forests and strengthen their contribution to achieving internationally agreed development objectives.

B.2 Global and regional trends

36. FAO has prepared a working paper on major global trends in food and agriculture (*Web Annex 1*), analyzing the key medium- to long-run challenges the world is facing and expected to face in areas of key importance to FAO's vision and mandate. In addition, each FAO Regional Office has identified trends that are regional in nature and that are expected to impact FAO's work at regional level (*Web Annex 2*). Trends and developments that are expected to influence areas of work in agriculture, commodities, fisheries, forestry, and food systems in general were discussed in each of the FAO Technical Committees in 2016.¹⁰ Based on these reviews, a synthesis of major global and regional trends is presented below.

1) Global and regional growth in population, urbanization and income is driving changes in structure and level of demand for food

37. Numerous studies have identified global and regional population growth as the most important factor driving changes in food and agriculture. Based on the 2016 issue of the OECD-FAO medium-term outlook,¹¹ population growth, along with income growth will be the two major drivers of global demand for food and affect trends in the utilization of natural resources, biodiversity and the emissions of greenhouse gases (GHG). While population growth rates have fallen over time, year-to-year changes in the number of people has continued to increase until recently. World population in 2050 is projected to be 9.73 billion people, and 11.2 billion in 2100, with more than half of this growth concentrated in sub-Saharan Africa and much of the remainder in Asia.

38. There are variations across regions and within regions, showing Africa and Asia will dominate population growth. Within region variation in population growth rates are remarkable: population growth rates of over 2.5 per annum are expected to continue to 2050 in several African countries. The combined population of these countries reached 320 million in 2015 and is expected to double by 2050 and redouble by 2100, reaching 1.8 billion. These rates of increase in population will seriously jeopardize overall development prospects for these countries.

39. Some general trends in rural areas suggest continuing rates of urbanization along with ageing of rural populations and feminization of agriculture due to loss of adult male labour in rural areas. In terms of urbanization, a net addition of 2.4 billion people to urban areas is expected by 2050. Today, more than half of the global population is urban (54%) and by 2050 more than two-thirds of the world population will be living in urban areas. Most urbanization is expected to take place in lower-income countries with direct impacts on food consumption patterns, affecting nutrition, food distribution channels and food production. Over the decades to come, the world will not only be more populous and urban, it will also be demographically older, at least on average. High rates of urbanization will bring about rapid changes in food systems.

40. In terms of income, most global projections include increasing real per capita growth in the coming decades with faster income growth expected for low- and middle-income countries than for high-income countries. An important result of increasing incomes and urbanization is changes in dietary patterns, which are supported by different production systems and have different emission and resource footprints. With population growth concentrated in low-income countries, large increases in demand are expected for staple crops like roots, tubers, and plantains. Income growth and urbanization will drive a shift towards more demand for processed and energy-rich foods (cereals, milk and meat products) and less demand for calorie-rich food. In the currently low-income countries this is expected to be reflected through substantial increases in demand for cereals, milk, and meat products, while in high-income countries demand for fruits and vegetables will outpace demand for other crops.

¹⁰ 119th session of the Programme Committee (16-20 May 2016); 32nd session of the Committee on Fisheries (11-15 July 2016); 23rd session of the Committee on Forestry (18-22 July 2016); 71st session of the Committee on Commodity Problems (4-6 October 2016); 25th session of the Committee on Agriculture (26-30 September 2016)

¹¹ [OECD-FAO Agricultural Outlook 2016-2025](#)

2) Despite increase in per capita incomes, slower progress in poverty reduction is expected with persistent inequality and grim nutritional outlook

41. While global economic prospects indicate overall economic well-being to increase over time, differences in economic growth rates across regions will remain, with East and South Asia and sub-Saharan Africa being the fastest growing regions (4 percent annually) and Latin America and the Caribbean growing at 2 percent. With these rates of growth, the gap between East Asia (already the richest low-income region) and other regions are expected to widen. Poverty reduction will proceed more slowly than the high economic growth rates would suggest. In addition, gross inequalities exist both within and across countries, with regional differences.

42. Increasing per capita incomes should lead to improved nutritional outcomes in the future but the outlook is not promising. Despite significant progress over the past two decades, 795 million people still suffer from chronic hunger, 161 million children under the age of five remain chronically malnourished and over 2 billion people are affected by micronutrient deficiencies. At the same time, changes in dietary patterns and the adoption of more sedentary lifestyles have contributed to a staggering 1.9 billion people worldwide being overweight and 600 million obese, which heightens the risk of diet-related non-communicable diseases. If current trends persist, which are worst in middle-income countries, an estimated 11 percent of children under the age of five may be obese by 2025.

3) Changing nature and intensity of competition for natural resources

43. Trends for 2050 suggest growing scarcities of agricultural land, water, forest, marine capture fisheries and biodiversity resources. Competition over natural resources for food and non-food is not new but the nature and the intensity of the competition has changed significantly in several ways during the past decade and the tendency is expected to continue. This competition is driven by accelerated intensification of human activities, with increasing pressures on land, water, biodiversity, energy and nutrients in coming decades for urban expansion, infrastructure, industry, mining, food production, including in-land aquaculture, bioenergy and non-food raw materials, and wood and tertiary products. Consumption of cereals and oilseeds for the production of biofuels has increased, as well as the use of biomass as a substitute for petrochemicals, in the context of a growing interest in bio-economy, i.e. the production of renewable biological resources and their conversion into food, feed, bio-based products and bioenergy, worldwide.

44. Competition over natural resources is exacerbating pressure on natural resources and ecosystems, leading to potential degradation and abandonment and increased competition for not yet degraded and fragile resources. Increased demand for natural resources will likely continue given the above mentioned demographic and economic trends, including changing consumption patterns and bioenergy production. Access to natural resources may also be compromised and gender imbalances and social inequalities may arise.

45. The trend in agricultural water use is also slowing as the performance of irrigation systems and agronomy improve, raising both the productivity of irrigated land and water productivity. But rapid transitions from rural to urban settings are further concentrating patterns of demand. Since agriculture will continue to be the main water user, improved agricultural water use in irrigated agriculture will have a direct impact on local and regional water demands. Allocations of raw water away from agriculture to other higher utility uses – municipal supplies, environmental requirements and hydropower generation – are already taking place, but there is still scope for optimizing these allocations in economic and environmental terms. Non-competing uses of water, such as increasing the use in agriculture of treated wastewater from the urban sector, will become more important.

4) Increasing climate variability and enhanced exposure to extreme weather events

46. Climate change impacts – which include slow onset environmental change processes, increasing climate variability and enhanced exposure to extreme weather events are expected to intensify over time. Over the last three decades, there has been a rising trend in the occurrence of natural disasters worldwide, with consequent economic damage. This is particularly noteworthy in relation to climatological events such as droughts, hydrological events like floods and meteorological events such as storms. The increase in weather-related events is of significant concern to the

agriculture sector, given the sector's dependence on climate. The intensity of these disasters is also increasing, and it may continue to increase as result of climate change. For some regions, climate change will result in more intense precipitation, leading to more floods, yet longer dry periods between rain events, leading to more drought. The 2015-2016 El Niño was one of the strongest observed over the last 50 years and its impacts were felt worldwide. Droughts are expected to intensify, especially in the subtropics and low- and mid-latitudes.

47. Natural disasters represent a threat to sustainable development and hinder progress towards poverty and hunger eradication, improved nutrition and food security. Geological, climate and weather related disasters continue to affect the lives and livelihoods of men and women worldwide. In particular, natural disasters trap vulnerable people in a cycle of poverty because of their lower levels of resilience and coping capacity. The small-island developing states (SIDS) face many shared constraints to their sustainable development: narrow resource bases; volatile market dependencies; high food imports; high costs for energy, transportation and communication; fragile natural environments; and so on. These constraints imply increased vulnerability to shocks and limited development of commercially-oriented agriculture, fisheries and forestry sector. The differentiated impact of disasters on men and women is primarily caused by the existing gender inequalities manifested.

48. Agriculture subsectors can be affected differently by natural disasters. Crops tend to be most affected by floods and storms; livestock is overwhelmingly affected by droughts; the fisheries subsector is most affected by tsunamis and storms such as hurricanes and cyclones, while most of the economic impact to forestry is caused by floods and storms (excluding wildfires).

49. Climate change-related extreme weather events are expected to exacerbate a deepening global need for humanitarian assistance, including by contributing to conflict risks and associated pressure on populations to move. Whilst climate change *per se* is not necessarily associated with violence, the intersection between vulnerability to climate change and broader institutional and socio-economic fragility can increase the potential for conflict. This new trend has been referred to as the “climate-conflict nexus” and is characterized by intersection between two key factors: weak institutions and pre-existing social fragility, as well as climate change vulnerability.¹² Countries that are most vulnerable to climate change are often the poorest or most fragile. Where governments are not equipped to manage the impacts of climate change, conflict risks can increase. Noting that agriculture accounts for around 70 percent of water used in the world today, in the context of climate change, access to water is expected to become both increasingly valued and contested, and hence a conflict risk in environments characterized by weak institutions.

5) Growing demand for food, feed and biofuel and need for significant growth in production of crops, livestock and fish

50. In the coming decades, the growing global demand for food, feed and biofuel will have to be met by significant increases in production of all major crops, livestock and fish. Most recent projections of gross agricultural output indicate an increase of 50 percent between 2012 and 2050.¹³ Historically, even larger expansion of production has been achieved, coming largely from yield improvements, agricultural area expansion and increased livestock and milk production. Although marine capture fisheries contribution to human food and animal feed supply has levelled off over the last decade, growth in fish have been mainly coming from aquaculture and this trend is expected to continue.

51. Average yield growth of major crops at the global level has slowed down compared to historical rates, ranging in the last decade slightly above 1 percent per year. Yields also vary by region, with significant gaps between farmers' yields and technical potential yields, reflecting largely

¹² OCHA. 2016. [*Understanding the climate-conflict nexus from a humanitarian perspective: a new quantitative approach*](#)

¹³ Preliminary revision of projections to 2050 based on new population estimates from UN Population division (medium variant, 2015), other things equal, FAOSTAT and Alexandratos, N. and J. Bruinsma. 2012. World Agriculture towards 2030/2050: the 2012 revision, FAO Global Perspectives Studies, unpublished data

suboptimal use of inputs and insufficient adoption of most productive technology, often linked to lack of market integration. R&D levels are also low reflected in Agricultural Research Intensity¹⁴ in most countries being still below recommended¹⁵ levels. Farming practices based on ecosystem approaches, that are labour saving and gender-sensitive, as well as new trends in science and technology innovations for improved agricultural productivity, such as biotech crops, can make substantial contributions to sustainable intensification.

6) Continuing food price volatility and growing need for investment to defeat extreme poverty and hunger

52. Various outlook publications highlight that many countries, rich and poor alike, never fully recovered from the great recession of 2007-2008. Particularly many OECD countries continue to suffer from weak investment and a combination of subdued aggregate demand, poor underlying supply-side developments, and low growth in trade and productivity. While overall income growth slowed and investment remained sluggish after 2007-2008, international commodity markets saw a prolonged period of generally higher, albeit also more volatile prices. This also holds for most agriculture commodities. The impacts of these changes on consumers, food security, but also on farmers have been widely discussed and thoroughly analysed in many FAO publications. Drivers of the changes include the global biofuels boom, low stocks for cereals, poor crops and weather shocks, continued food and feed demand from a number of emerging markets, as well as other factors. However, little attention has been given to the impacts of the higher prices on investments in agriculture during the boom years and the likely medium-term impacts of this investment overhang on markets and future prices.

53. FAO, IFAD and WFP estimated that globally, additional annual investment of USD 265 billion are needed on average to defeat extreme poverty and hunger by 2030, as compared to a “Business as usual” scenario. This amount comprises both investment in social protection programmes (USD 67 billion) and investment in pro-poor productive activities (USD 198 billion), i.e. activities that provide poor people opportunities to earn, save and invest. This implies a significant increase of annual investment both in social protection and productive activities in rural areas, compared to the “business-as-usual” situation. Low-income countries have little possibilities to mobilize substantial public and private resources to support such investment programmes, thus requiring international financial cooperation.

7) Slowdown of growth in agricultural trade and re-regionalization of trade

54. Growth in agricultural trade has been slowing over the past years and declined sharply in 2015. The proximate factors behind this decline include a lack of progress in multilateral trade negotiations under the auspices of the WTO,¹⁶ notably the failure to conclude the Doha Development Agenda; a sharp decline in commodity prices across the entire agricultural spectrum; slower GDP growth and import substitution of large Asian importers; a partial relapse into protectionist policies (e.g. World Bank data on temporary trade barriers), as well as rising energy and transportation costs.

55. As multilateral trade talks within the WTO could not be brought to a successful conclusion for more than a decade, many countries sought better market access through regional trade agreements (RTAs). Three mega-RTAs have recently been concluded or are under negotiation. These are the Trans-Pacific Partnership, the Regional Comprehensive Economic Partnership, and the Transatlantic Trade and Investment Partnership. All three include or at least affect agriculture. They have the potential to further liberalize agricultural trade and inject different disciplines in the rules that countries follow to ensure food safety, animal and plant health, and consistency in food product standards.

8) Rising incidence of conflicts, protracted crises and impacts on hunger, food security, agricultural development and human displacement

¹⁴ Expresses national expenditure on public agricultural R&D as a share of agricultural GDP

¹⁵ ECOSOC resolution 2004/68 Science and Technology for Development, recommends that governments increase their overall R&D expenditure for science and technology to at least 1 percent of national GDP

¹⁶ World Trade Organization (WTO)

56. Conflicts are on the rise again and have strong and unambiguous adverse effects on hunger, nutrition and overall sustainable development. Conflict is the major driver of food insecurity and malnutrition. Most conflicts strike hardest in rural areas, heavily impacting agricultural production and livelihoods. The prevalence of conflicts globally - particularly civil conflicts has increased markedly since the 2000's. The Global Peace Index report¹⁷ concludes that the world has become less peaceful in 2015, reinforcing the underlying trend of declining peace over the last decade. The report also describes growing "global inequality in peace," with the most peaceful countries continuing to improve while the least peaceful are falling into greater violence and conflict.

57. To escape food and nutrition insecurity, extreme poverty and related uncertainties people increasingly migrate for distress and/or in search of better opportunities.¹⁸ In 2015, there were 244 million international migrants, including 150 million migrant workers.¹⁹ The number of international migrants, including refugees has increased by 71 million compared to 2000, over 40 percent. The number of people migrating internally (within the countries) were 740 million in 2013.

58. Recently, a number of international migration flows have risen particularly fast. Important recent flows include the vast outflows from the Middle East and those from sub-Saharan and Northern Africa to Europe. The most frequently cited reasons for the former flow are conflicts, war or civil strife, those for the latter often pertain to economic reasons, including the growing resource scarcity and resource degradation, deteriorating livelihoods, and as a consequence, food security.

9) Rising trends in transboundary plant pests and diseases, emerging threats and increasing impacts of zoonotic diseases on human health

59. The human food chain is under continued threat from an alarming increase in the number of outbreaks of transboundary animal and plant pests and diseases, as well as food safety and radiation events. Avian influenza, foot-and-mouth disease, peste des petits ruminants, locust infestations, wheat, cassava, maize and banana diseases, forest pests and diseases, aquatic diseases, food-borne pathogens and mycotoxins are just some examples of threats to the human food chain that have detrimental effects on food security, human health, livelihoods, national economies and global markets. Climate change is in part responsible for food chain emergencies. While there is clear evidence that climate change is altering the distribution and spread of animal and plant pests and diseases, the full effects are difficult to predict.

60. The world is facing the burden of both old and new human, zoonotic and endemic livestock diseases which threaten household food security and nutrition particularly in poor and vulnerable communities. Increased movement of people, terrestrial and aquatic animals, plants and products in the globalized economy on the one hand, and the concentration and intensification of production systems on the other, have accelerated and enlarged the threat of zoonotic diseases, i.e. infectious diseases of animals that can naturally be transmitted to animals.

61. The burden of zoonotic diseases on human health is not only magnified by the ongoing climate change, but also by increasing antimicrobial resistance. Antimicrobial resistance (AMR) is a major global public, animal health and agricultural issue of increasing concern with the potential to reverse gains of modern medicine throughout the 20th century. Antimicrobials are still heavily used not only to preserve human and animal health, but also in the broader context of the livestock and agricultural industry.

10) Worsening prospects for stable and remunerative employment, particularly for youth

¹⁷ Available at http://static.visionofhumanity.org/sites/default/files/GPI%202016%20Report_2.pdf

¹⁸ Legally, the definition of migration is not unambiguous. The term migration is often used interchangeably with refugees, economic migrants and those fleeing violence. Importantly, the status of a migrant is not defined and hence not recognized by international law; it is mainly used to describe people seeking work opportunities and with States having no legal obligations to migrants (Goldenzeil, 2015).

¹⁹ UNDESA 2015. Trend in International migration 2015. Population Facts. December 2015, no. 2015/4. ILO. 2015. Global estimates on migrant workers. Results and methodology. Special focus on migrant domestic workers.

62. Although the current generations in - or entering - the labour force in low-income countries are the most educated, their employment and earnings prospects are considered by many as weak, and sometimes worse than those of their parents. Youth populations in urban areas have been expressing their discontent lately concerning the lack of available labour opportunities and especially poor expectations (e.g. the Arab Spring). Moreover, the majority of people, especially young, living in rural areas are also facing rather worse prospects for stable and remunerative employment opportunities being also less educated compared to their urban counterparts. Most of youth is concentrated in Africa and South Asia and the two regions will continue to house them in the years to come. In the near future, the average age gap with the rest of the world is expected to increase between these regions and the rest of the world.

11) Rapid structural transformation, rural transition and related changes in food systems

63. The demographic and economic trends are accompanied by rural transformation, a typical path of development, resulting in adaptive changes and transition in agricultural production and food systems. This includes employment transition from agriculture to other sectors as economies develop. The paths of agricultural and food system transformation are heterogeneous, specific to the local context and depend strongly on initial conditions, policies followed and the quality of governance. The pattern of transition in agricultural production systems to capital-intensive/market-integrated agriculture has coincided with the rise of rural towns and small urban centres contributing to the transformation and economic and social development of rural areas.

64. Agricultural transition and rural transformations have so far reinforced each other through supply and demand interlinkages with urban areas. Some evidence shows that this transition has contributed to the reduction of poverty and the gaps observed with urban areas in welfare indicators including in health, social and other livelihood aspects. In some cases, reallocation of labour has contributed to reducing productivity in recipient sectors due to the labour-intensive character of the manufacturing, industry and service sectors, especially in the early development stages. However, employment is not always guaranteed for everyone in these transitions and it is important to ensure that no one is left behind in structural transformation processes, particularly the poorest.

12) Rising importance and need for effective governance

65. The reformulation of the global charter for development cooperation and governance defined by the 2030 Agenda has been paralleled by a less visible, but equally profound shift in conceptual thinking about governance among governments, international institutions and the international expert community.

66. During the past decade, the preponderance of expert opinion has moved away from the “good governance” project in favour of a more modest and pragmatic agenda, defined by a commitment to iterative, bottom-up, problem-solving and experimentalist approaches to improved or more effective governance.²⁰ Today, these new governance approaches are more and more frequently supplemented by political economy analyses that seek to identify and evaluate the roles, interests and likely responses of key stakeholders and institutions. The goal of such analyses are three-fold. First, they provide key guidance for the design and evaluation of technical solutions, which have to be informed by a realistic appraisal of the political, economic and social context for which they are being designed; second, they help to identify key stakeholders, including the poor and politically voiceless, that must be consulted and engaged and the vital substantive issues and interests that need to be addressed in the decision-making process to ensure outcomes that are both workable and legitimate; and third, they help provide guidance for institutional adaptation and development.

²⁰ Brian Levy, *Working with the Grain: Integrating Governance and Growth in Development Strategies* (Oxford University Press: 2014); Matt Andrews, *The Limits of Institutional Reform in Development* (Cambridge University Press: 2013); David Booth, *Development as a Collective Action Problem: Addressing the Real Challenges of African Governance* (Overseas Development Institute: 2012); Merilee Grindle, “Good Enough Governance: Poverty Reduction and Reform in Developing Countries”, *Governance* 17(4): 525-548; Jomo Kwame Sundaram and Anis Chowdhury, eds., *Is Good Governance Good for Development?* (Bloomsbury: 2012); and Grainne de Burca, Robert O. Keohane, and Charles F. Sabel, “Global Experimentalist Governance,” 44 *Brit. J. Pol. Sci.* 477 (2014).

B.3 Main global challenges

67. The review and analysis of global and regional trends identified the major development problems that member countries, FAO and the international community will face in the near future. From this analysis, the following conclusions emerge:

- a) Increase in overall demand for food to continue, with an increasingly scarce natural resource base and changes in the structural composition of demand.
- b) Problems of extreme poverty, hunger, food insecurity and under-nourishment persist, and there is an increased prevalence of overweight, obesity and diet-related chronic diseases.
- c) Dynamic rural transformation is happening in most developing countries and is expected to continue, impacting agricultural production systems, employment, nutrition and migration and creating challenges for including everyone in the development process.
- d) Climate change and increased competition for natural resources will continue to contribute to natural resource degradation and scarcity causing threats to human livelihoods and food security.
- e) Natural disasters are increasing in number and intensity, and along with climate change-related extreme weather events are expected to deepen the global need for humanitarian assistance.
- f) Transboundary plant pests and diseases and other emerging threats continue to give way to agricultural and food system crises and impact productivity and human health.
- g) Conflicts are continuing, with wide spread economic and social consequences, beyond afflicted countries.
- h) More investment is needed to support agriculture, food security, social protection and R&D.
- i) Global agricultural trade is not expanding rapidly, regional trade agreements are proliferating and protectionism is on the rise.
- j) Rapid changes and transition in food systems increasingly calls for effective national and international governance systems and evidence based and well targeted policy responses.

68. Based on the conclusions of the analysis of global and regional trends, a set of ten challenges emerges as most pertinent to FAO's work to fight hunger and malnutrition, achieve broad-based food security, improve rural livelihoods, and make agriculture, fisheries and forestry and their natural-resource base more resilient, productive and sustainable, to be addressed in the review of the Strategic Framework.

- 1. Sustainably improving agricultural productivity to meet increasing demand
- 2. Ensuring a sustainable natural resource base
- 3. Addressing climate change and intensification of natural hazards
- 4. Eradicating extreme and persistent poverty and reducing inequality
- 5. Ending hunger and all forms of malnutrition
- 6. Making food systems more efficient, inclusive and resilient
- 7. Improving income earning opportunities in rural areas and addressing root causes of migration
- 8. Building resilience to protracted crises, disasters and conflicts
- 9. Preventing transboundary and emerging agriculture and food system threats
- 10. Addressing the need for coherent and effective national and international governance

69. Taking account of guidance of the FAO governing bodies to maintain the strategic direction of the Organization, the Strategic Objectives were revisited in order to respond to the challenges in the

overall context of the SDGs. A summary of challenges is provided below and FAO's response to the challenges through its five Strategic Objectives is provided under *Section D*.

Challenge 1: Sustainably improving agricultural productivity to meet increasing demand

70. Demand for food and other agricultural commodities is projected to increase and undergo structural change due to *inter alia* population growth, urbanization, and per capita income increases, while the natural resource base becomes increasingly stressed. Producing more with less while preserving and enhancing the livelihoods of small-scale and family farmers is a key challenge for the future.

71. Major resource-use efficiency improvements and conservation gains will have to be achieved globally, in order to meet food demand, as well as to halt and reverse ecological degradation. While some technological progress has been achieved, yield increases, experienced in previous decades, are slowing down with increasingly evident negative side effects of high chemical inputs in crop production, posing serious sustainability concerns. Investments in agriculture, fishery and forestry and R&D expenditures would need to be stepped up particularly in and for low-income countries. This is required to *inter alia* improve the adoption of sustainable production systems and practices, such as integrated crop-livestock, aquaculture-crop systems, conservation agriculture, agroforestry systems, climate smart agriculture (CSA), nutrition-sensitive agriculture, sustainable forest management, and sustainable fisheries management, in the context of adaptation, mitigation and resilience for farms, ecosystems and communities to climate change, as well as to specific country needs and gender-specific contexts. In addition, as prevailing price incentives and support are not conducive for sustainable agriculture, a readjustment of implicit and explicit subsidies is also needed.

Challenge 2: Ensuring a sustainable natural resource base

72. Projections for 2050 suggest growing scarcity of agricultural land, water, forest, marine capture fisheries, and biodiversity resources. Additional land requirements for agricultural production between now and 2050 are estimated at just under 0.1 billion hectares. It is expected that demand for such land use will decrease in high-income countries, but increase in low-income countries. This modest increase could suggest land availability is not a constraint. In fact, the projection of increased land use for agriculture is based on the notion that most still spare land is not readily accessible, due to the lack of infrastructure, physical remoteness and disconnection from markets, and/or located in disease-prone areas. Furthermore, available spare land is concentrated in few countries only. The land availability constraint underlies the notion that increases in agricultural production to meet rising food demand will mostly have to come from productivity and resource-efficiency improvements.

73. Water availability for agriculture will also become a growing constraint, particularly in areas that use a high proportion of their water resources, exposing production systems to high environmental and social stress and limiting the potential for expanding irrigated areas, and has implications for the ability of women to access productive resources. In fact, the rate of expansion of land under irrigation is already substantially slowing. Future water stress will not only be driven by changes in the demand, but also by changes in the availability of water resources, resulting from changes in precipitation and temperature driven by climate change.

Challenge 3: Addressing climate change and intensification of natural hazards

74. Climate change, along with natural and human-induced disasters, pose multiple concerns: damages and losses; environmental degradation of land, forests, water fish stocks and other natural resources; declining productivity growth rates; and added pressures to already fragile agricultural livelihoods, food and ecological systems. Maintaining the capacity of the planet's natural-resource base to feed the growing world population while reducing agriculture's ecological and climate footprint is key to ensuring the welfare of current and future generations.

75. Food security and human livelihoods will be increasingly jeopardized beyond 2030 due to climate change impacts. Climate change affects food availability and has adverse impacts on yields, including fish stocks and animal health. It limits access to food through negative impacts on rural incomes and livelihoods. Climate change is also seen as a significant "hunger-risk-multiplier" for

which some forecasts anticipate 24 million malnourished children by 2050, almost half of them in sub-Saharan Africa.

76. It is likely that until 2030, adverse impacts of climate trends only slightly outweigh positive ones. Benefits derived from increased plant growth under warmer temperatures will mainly occur in temperate zones of higher latitudes, while adverse impacts will be concentrated in tropical zones at lower latitudes. Over time, beyond 2030, adverse impacts will intensify with significant losses of yields in many parts of the world, no longer compensated by positive yield changes occurring in other parts. Extreme events such as droughts and floods, will intensify and become more frequent with climate change.

Challenge 4: Eradicating extreme and persistent poverty and reducing inequality

77. Despite economic growth and a reduction in poverty globally over the last 30 years, about 2.1 billion people still live in poverty with 900 million living in extreme poverty. High and rising inequality is stalling further poverty reduction. Even in countries where poverty has been reduced, inequalities remain pervasive between rural and urban areas, between regions, between ethnic groups, and between men and women. Agriculture plays an important role in pro-poor growth. Reducing rural poverty requires increasing productivity and profitability, linking farmers to markets, providing efficient extension and advisory agricultural services; however, pro-poor growth goes beyond agriculture: reducing rural poverty implies having access to good quality education, economic diversification in rural non-farm income generating activities, supporting job creation, and adequate social protection mechanisms.

78. Extreme poverty is disproportionately concentrated in rural areas, although it has fallen substantially in many regions over the past few decades, especially in East Asia and the Pacific, as well as in South Asia. Across all developing countries, a person living in rural areas is almost three times more likely to live in extreme poverty than someone living in urban areas.²¹ This relative deprivation in rural areas is reflected in a wide range of socio-economic welfare indicators. For example, child malnutrition, as measured by the prevalence of underweight in children under five years of age, is worse in rural areas in virtually every country for which data are available.²² Access to health, education, and basic services is also, typically, significantly better in cities.

79. Most of the world's poor and hungry are rural people who earn meagre livings from agriculture, fishery and forestry. The poor's reliance on agriculture for their livelihoods and the high share of their expenditure on food makes agriculture key to poverty and hunger alleviation interventions. Where growth has been slower, this structural transformation of agriculture has stalled, leaving many in poverty.

80. Women face particular barriers in access to productive resources, economic opportunities and lower participation in decision-making processes, and women farmers face a number of constraints in accessing agricultural inputs, services and markets that make it particularly hard for them to rely on agricultural production as a pathway out of poverty.²³ Women working in agriculture are also found to have less access to credits and agricultural inputs, which is hampering agricultural productivity growth. In sub-Saharan Africa, agricultural productivity levels of female workers are between 20 to 30 percent lower than male workers because of the gender gap in access to resources, according to recent studies.²⁴

²¹ IMF and World Bank (2013) *Global Monitoring Report 2013: Rural-Urban Dynamics and the Millennium Development Goals*, Washington D.C. The World Bank.

²² FAO (2015). Ibid.

²³ Quisumbing, A.R., Meinzen-Dick, R., Raney, T.L., Croppenstedt, A., Behrman, J.A., Peterman, A. (2014). *Gender and Agriculture: Closing the Knowledge Gap*, Berlin: Springer Verlag (for FAO and IFPRI); FAO (2011). *The State of Food and Agriculture 2010-11: Women in Agriculture*, Rome: Food and Agriculture Organization.

²⁴ Kilic, Talip, Amparo Palacios-Lopez and Markus Goldstein. 2014. "Caught in a Productivity Trap: A Distributional Perspective on Gender Differences in Malawian Agriculture." *World Development* 70: 416-463.

81. Significant additional investments are needed to defeat extreme poverty and hunger. However, low current levels of capital formation and the limited “fiscal space” in low-income countries imply they may lack the necessary resources to support such investment programmes, and hence may be in need of external support through international financial cooperation.

Challenge 5: Ending hunger and all forms of malnutrition

82. While positive nutritional outcomes are expected to result from average per capita income growth, addressing the triple burden of malnutrition (under-nourishment, micronutrient deficiency, and overweight and obesity) will remain a challenge in the coming decades.

83. With population growth concentrated in low-income countries, large increases in demand are expected for staple crops like roots, tubers, and plantains. Income growth and urbanization will drive changes in dietary patterns, and in the currently low-income countries this is expected to be reflected in substantial increases in demand for cereals, milk, and meat products, while in high-income countries demand for fruits and vegetables will outpace demand for other crops. World population growth is disproportionally concentrated in countries with higher food insecurity and micronutrient deficiencies. At the same time, the shift to higher consumption of animal products and sugar-rich foods combined with urban sedentary lifestyles is increasing risks of overweight and obesity.

84. Improving access to food among vulnerable populations will be the main challenge to be addressed in order to eradicate hunger in the coming decades along with ensuring urban food security, especially in low- and middle-income countries in Asia, Africa, Latin America and the Caribbean. This includes meeting the food and nutritional demands of people with rising incomes and changing diets, as well as the demands of the growing number of poor and hungry. While much attention has been given to increased production on the farm to meet demands, equally critical are the supply chains that connect farmers to urban and affordable access for consumers to nutritious and safe food (e.g. through pricing policies and social protection).

85. The change in dietary patterns is also leaving an increasing footprint on the environment. Different dietary patterns drive different production systems and have different emission and resource footprints. The shift to diets high in animal-protein content (milk and meat, particularly from ruminants) is associated with high environmental costs, particularly higher greenhouse gas emissions (e.g. methane from enteric fermentation, CO₂ release from deforestation for pasture and nitrous oxide emission for feed production). Increased consumption of processed foods requires additional use of water and energy with associated environmental impacts when these resources are not sustainably managed.

86. If production practices are left unchanged, the shift in dietary patterns should be expected to contribute to increases in greenhouse gas emissions, and thus climate change. Climate change may affect nutritional outcomes, through its impacts on micronutrient content of certain foods intake and food safety. In addition, high temperatures and extreme weather events create a more favourable environment for food-borne pathogens such as campylobacter and salmonella, which reduce the ability of those affected to absorb nutrients.

87. Increasing evidence suggests that dietary patterns that have low environmental impacts can also be consistent with good health. For instance, national dietary guidelines to recommend lower red meat consumption, particularly among high-consuming groups, could help limit greenhouse gas emissions. Still, much more research is needed on understanding the links between climate change and nutrition and diets.²⁵

Challenge 6: Making food systems more efficient, inclusive and resilient

88. Food systems are changing towards a growing dominance of global supply chains and in most countries. Food systems are characterized by a coexistence of modern and traditional supply channels.

²⁵ International Food Policy Research Institute. 2015. *Global Nutrition Report 2015: Actions and accountability to advance nutrition and sustainable development*. Washington, DC. <http://dx.doi.org/10.2499/9780896298835>; and FAO & FCRN (Food Climate Research Network). 2016. *Plates, pyramids, planet. Developments in national healthy and sustainable dietary guidelines: a state of play assessment*. Rome and Oxford.

However, they are changing with growing reliance in many regions on global supply chains and large-scale distribution systems (such as supermarket businesses) that are both meeting and fuelling the changes in food demand and dietary preferences. While improving efficiency, the changing nature of food systems is also creating new challenges and concerns regarding the high-calorie, low nutritional content of many food items, access of small-scale producers and family farmers to viable markets, high levels of food loss and waste, incidences of food safety, plant health and animal health issues, and increasing energy-intensity and ecological footprint associated with the lengthening of food chains. To properly understand the implications of these challenges for future food security and nutrition, they will need to be looked at from the perspective of food systems at large, with a particular focus on the impacts on traditional food chains and the producers and consumers who rely upon them.

89. Changes in the nature of farm-market-consumer interactions can be an important source of income growth and job creation in both rural and urban areas. Formal, structured supply chains can increase the efficiency of product flows from inputs to farmers to retail outlets to consumers, but have also been found to pose a challenge to food security, for instance, if distribution systems become concentrated in non-remote and more affluent urban zones. In addition, often the requirement of large supermarkets are more strict, such as requirement for uniformity, consistency, regular supply and large volume, which may be difficult for small producers to meet. The increasing dominance of structured supply chains is raising increasing concerns for both the efficiency and equity of their consequences. At the same time, local food systems remain important, despite the “supermarket revolution” and the associated rise of modern global food supply chains. Up to 90 percent of food consumption in low-income countries comes from domestic sources in rural areas.²⁶

90. In low-income countries, food losses occur throughout food value chains, and result from managerial and technical limitations in harvesting, storage, transportation, processing, packaging and marketing.²⁷ Food waste in middle- and high-income countries is caused mainly by consumer behaviour and by policies and regulations that address other sectoral priorities. For example, agricultural subsidies may encourage the production of surplus food crops, which reduces both prices and the attention that is paid – along the value chain and by consumers – to food losses and waste. Furthermore, food safety and quality standards may remove food from the supply chain that is still safe for human consumption. At the consumer level, inadequate planning of purchases and failure to use food before its expiry date also lead to food waste.

91. The modernization of food supply chains has been associated with higher GHG emissions from both pre-chain inputs (fertilizers, machinery, pesticides, veterinary products, transport) and post farm-gate activities (transportation, processing and retailing).

92. The challenge for many low and middle-income countries will be to find dynamic pathways that connect local food systems to growing urban markets and seize upon the opportunities those markets provide. Cities contain the lion’s share of demand for high-value products such as fruits, vegetables and dairy, where small-scale and family farmers can have an advantage because the products are labour intensive. Developing food systems that link farmers to cities can have an enormous impact on rural poverty alleviation and agricultural development. Alternative pathways are possible: one is to connect small-scale producers to supermarket supply chains on terms beneficial to them; other options are to give new impetus to local food system developments.

Challenge 7: Improving income earning opportunities in rural areas and addressing root causes of migration

93. Persistent inequalities are leaving too many behind in escaping hunger and rural poverty. Many young people in low-income countries are shying away from working in low-productivity agriculture. In the absence of decent work opportunities and poor access to social services and social

²⁶ Estimate based on FAOSTAT food balance sheets and COMTRADE data, as cited in Douglas Bereuter, Dan Glickman, and Thomas A. Reardon. 2016. *Growing food for growing cities: Transforming food systems in an urbanizing world*. Chicago: The Chicago Council on Global Affairs (April).

²⁷ HLPE (High Level Panel of Experts). 2014. *Food losses and waste in the context of sustainable food systems*. A report by the High Level Panel of Experts on Food Security and Nutrition of the Committee on World Food Security, Rome.

protection in rural areas, they become part of growing migratory flows, including international ones, fuelled by pervasive and persistent global inequalities. In many regions, women and older people are the ones left to take care of the farm, but facing major constraints in accessing resources to improve productivity. Finding ways to addressing those inequalities through more inclusive rural transformations and reconfiguration of rural-urban linkages will be a major challenge for the coming decades.

94. Arguably the single biggest global development challenge for the decades to come arises from the need to integrate hundreds of millions of young people into the labour market. Over the next 35 years, the age bracket between 15 and 24 years will rise from the already high level of about 1 billion people in 2015 to 1.2 billion by 2050. Most of these young people will live in sub-Saharan Africa and South Asia. High levels of youth unemployment in rural areas is a key constraint for households to diversify and move out of poverty sustainably. Building human capital through the provision of quality basic social services—particularly education and health—are fundamental building blocks to poverty reduction.

95. In many low- and middle-income countries, population growth is outpacing new job growth and rapid urbanization has not been accompanied by commensurate non-agricultural job growth. Consequently, agriculture and agriculture-related services and food processes will need to continue absorbing a large share of new workers.

96. Migration is part of economic development and the structural transformation of agriculture. In the coming decades, however, distress migration, both within and across countries, will be accelerated by the world's increasing population, globalization, climate change and political conflict. Managing migration flows will require additional efforts including addressing its root causes and increasing access to social protection and employment opportunities in origin and destination countries.

Challenge 8: Building resilience to protracted crises, disasters and conflicts

97. Protracted crises are some of the most challenging contexts in which to fight hunger, malnutrition and poverty. They are driven by a combination of recurring causes – human-made factors and natural hazards (often occurring simultaneously), violent conflict, lengthy food crisis, breakdown of livelihoods and food systems and insufficient governance and institutional capacities to deal with the resulting crisis. Almost half a billion people live in over 20 countries and territories affected by protracted crisis situations, mostly in Africa. Most of these people derive their food, income and well-being from agriculture and related sectors. Two thirds of international humanitarian assistance (or 80 percent of the emergency funds of the OECD member countries) has gone to protracted or recurrent crisis situations which last on average eight or more years.

98. Conflicts, together with protracted crises and natural disasters, are major disablers of agriculture livelihoods, food security and nutrition. They also fuel displacement and migratory flows. In recent decades, the world has seen increased intensity and frequency of conflicts and disasters. More risk-informed, inclusive and equitable resilience and development processes will be essential to preventing rising conflicts around the world.

Challenge 9: Preventing transboundary and emerging agriculture and food system threats

99. Agricultural and food systems are under continued threat from an alarming increase in the number of outbreaks of transboundary animal and plant pests and diseases, as well as food safety and radiation events. Avian influenza, foot-and-mouth disease, peste des petits ruminants, locust infestations, wheat, cassava, maize and banana diseases, forest pests and diseases, aquatic diseases, food-borne pathogens and mycotoxins are just some examples of threats that have detrimental effects on food security, human health, livelihoods, national economies and global markets. Climate change is in part responsible for the rise in food system emergencies.

100. Controlling transboundary plant pests and diseases is a major aspect of plant production productivity as this enables reducing yield losses of crops and pastures. Reducing the use of chemical pesticides and replacing them with biopesticides and biocontrol agents, as part of adoption of integrated production and pest management systems will help contain the risk of occurrence of plants pests and diseases. Likewise, transboundary animal diseases (TADs) are highly contagious epidemic

diseases that can spread extremely rapidly, irrespective of national borders. They cause high rates of death and illness in animals. The occurrence of TADs disrupts international and regional livestock markets and trade posing a constant threat to the livelihoods of livestock farmers both in developed, and more severely, in developing countries. Currently, there is insufficient capacity and international coordination to understand the risks, and prevent, control and eradicate all emerging TADs.²⁸

101. The increased recourse to intensive animal husbandry in response to changing food demand creates risks related to certain health and food safety problems caused by higher point-source pollution, greater use of antibiotics (with associated antibiotic resistance concerns), and potentially greater epidemic zoonotic disease outbreaks. Food-borne diseases are an important cause of morbidity and mortality worldwide, but detailed data on the extent and cost of unsafe food, and especially, the burden arising from parasitic and chemical contaminants in food is still unknown. Food safety may be jeopardized further by unsafe water used for food processing, poor food handling, limited storage facilities, as well as poorly enforced regulatory standards. These risks are compounded by increasing antimicrobial resistance (AMR), which threatens the effective prevention and treatment of an ever-increasing range of infections caused by bacteria, parasites, viruses and fungi and could reverse gains of modern medicine.²⁹ Antimicrobials are still heavily used, not only to preserve human and animal health, but also in the broader context of the livestock and agricultural industry.

Challenge 10: Addressing the need for coherent and effective national and international governance

102. Lastly, yet very important, all of these challenges are largely interconnected. Addressing them will require integrated policy approaches both at national and international levels. Designing such approaches to respond to the multiplicity of challenges will not be easy given past trajectories of mostly sector-specific policy-making and given major deficiencies in global and national governance mechanisms, regulatory systems, and monitoring and accountability frameworks.

103. The 2030 Agenda and other related global agreements, including those on nutrition (ICN2), on resilience (Sendai DRR framework and the World Humanitarian Summit) and the Paris Agreement on climate change, stress the interdependence of the challenges to address. They also recognize the need to combine different actions to achieve linked objectives and that doing so will pose new technical demands on policy-makers at all levels and new demands on institutional arrangements and coordination at various levels of governance. The related challenges include first, combining instruments implemented at different levels of governance in ways that are mutually reinforcing, while inevitable trade-offs are recognized and contained. Second, capitalizing on synergies among SDGs and targets, between different sectoral policies, and between diverse actions undertaken by officials and stakeholders at levels that range from local, municipal, provincial, and national to regional and international.

104. More inclusive governance is essential to improve dialogue about hard policy choices to be made and to avoid marginalization of the poor themselves who lack the political force to influence decisions, and to progressively engage the resources and creativity of the poor in the developmental process. Growing competition over natural resources in situations where the poor or other excluded populations have limited recognition of rights, including informal rights of access to, and use of natural resources, can lead to the rural poor being dispossessed of the natural resources upon which they base their livelihoods (especially in protracted crisis situation and in conflict and disaster-affected areas). Ensuring recognition of these rights, especially through implementation of the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries, and Forests and to support the progressive realization of the Right to Adequate Food in the context of food security is a vital imperative, and a key governance challenge.

105. Rapid population growth, especially in areas vulnerable to the impacts of climate change, conflicts and fragile institutions presents special governance challenges. When the demand for access to natural resources for development collides with large population movements in response to natural

²⁸ FAO (2011). [One Health: Strategic Action Plan](#)

²⁹ WHO, 2016. [Antimicrobial resistance](#)

disasters and human-induced crises, the pressure on natural resources can become a source of violent conflict. Improved natural-resource governance based on the concepts of governance of tenure will be needed to establish a flexible framework for mitigating and resolving existential conflicts over access to land, water, fisheries, forests and for protecting biodiversity and ensuring ecosystem services.

106. International cooperation has an important role to play in these contexts. Many resources upon which the agriculture sectors depend – such as water, fish stocks, forests, and ecosystems – are transboundary in nature. Changes in the environment will lead to changes in the availability of these resources and to the migration of species, people and human activities as they seek to adjust to them. In addition, extreme events, such as forest fires, species invasions, and pests and diseases, reach across national boundaries. Policies and institutions dedicated to the prevention and management of specific risks and vulnerabilities that are being affected by climate change are mainly local and national, but they could be more effectively supported by international cooperation and tools.

107. Other areas for improved governance include: financing for inclusive food and agriculture development; meeting employment and migration challenges; addressing shortfalls in the multilateral trading regime in relation to food and agriculture systems; and providing open access to data and statistics to enhance the role of all stakeholders in governance.

C. FAO's Attributes and Core Functions

108. The trends and challenges are broadly defined, and cannot be tackled by FAO alone. In order to understand the implications for FAO's Strategic Framework, these challenges need to be considered in light of FAO's attributes and core functions. This section includes a brief presentation of FAO's attributes and approved core functions.

FAO's basic organizational attributes

109. The most relevant basic attributes and strength of an organization are those that are intrinsic and unique to it, and which define its basic organizational characteristics. There are several basic attributes which are intrinsic and in combination unique to FAO:

- a) it is the United Nations specialized agency in food and agriculture, with a comprehensive mandate from its member countries to work globally on all aspects of food and agriculture (including fisheries, forestry and natural resources' management), food security and nutrition across the humanitarian-development continuum;
- b) its intergovernmental status and neutrality and the authority to provide a neutral platform where nations can call on each other for dialogue and knowledge exchange;
- c) it has the authority to request any Member Nation to submit information relating to the purpose of the Organization;
- d) its Regular Budget is derived from assessed contributions that provide a minimum guaranteed amount of resources that can be committed for priority activities agreed upon by member countries in the governing bodies, complemented by significant voluntary contributions, increasingly mobilized in support of FAO's Strategic Objectives to leverage FAO's knowledge and enhance outreach;
- e) a staff with a broad range of expertise across its areas of mandate – albeit thinly spread - working in an interdisciplinary fashion; and
- f) country-level presence, supported by regional and global teams of experts, to respond to demands articulated by countries and regions.

Core Functions – how FAO delivers

110. Core Functions are the critical means of action employed by FAO to achieve results. Consequently, they represent the types of interventions to which the Organization will give priority in its plan of action. They are areas in which FAO is expected to play a lead, but not necessarily exclusive role. In such cases, FAO needs to work with partners and should intensify its efforts to develop and operationalize strategic partnerships.

- a) *Facilitate and support countries in the development and implementation of normative and standard-setting instruments such as international agreements, codes of conduct, technical standards and others.* This work will be developed at global, regional and national levels through global governance mechanisms, policy dialogue and support and advice, coupled with the development at country level of the necessary policies and institutional capacities for their implementation.
- b) *Assemble, analyze, monitor and improve access to data and information, in areas related to FAO's mandate.* This includes the development of global and regional trends, perspectives and projections and the associated responses by governments and other stakeholders (e.g. policies, legislation and actions) and direct support to countries in the development of institutional capacities to respond to the identified challenges and possible options.
- c) *Facilitate, promote and support policy dialogue at global, regional and country levels.* FAO as an intergovernmental organization is especially well positioned to help countries at national and international levels to organize policy dialogue activities directed to improve the understanding on important issues and to the establishment of agreements between stakeholders and/or countries.

- d) *Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes.* This includes advice and support for activities directed to institutional strengthening, human resources development and direct advice to programme implementation.
- e) *Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate.* FAO as a knowledge organization needs to be at the forefront of knowledge and technology in all the areas of its mandate and be a source and organizational instrument to support countries in the utilization of available knowledge and technologies for development purposes.
- f) *Facilitate partnerships for food security and nutrition, agriculture and rural development between governments, development partners, civil society and the private sector.* FAO has a broad mandate that includes major development problems that need to be targeted from a broad and comprehensive perspective. However, FAO will focus its work on the areas in which it has special competence and will establish strong partnerships with other organizations to cover other complementary actions required.
- g) *Advocate and communicate at national, regional and global levels in areas of FAO's mandate.* FAO has a main responsibility in providing communication and information services in all areas of its mandate to countries and the development community and to strongly advocate on corporate positions in relation to relevant and urgent development issues.

111. The Core Functions ensure that, within the areas of FAO's mandate, countries at all levels of development, particularly the poorest, have access to knowledge, public goods and services they need. This requires FAO to be a global policy setter, facilitator, partner and coordinator, as well as "doer".

112. To perform these tasks, FAO should: a) focus on its technical expertise and knowledge and promote good practices available at country level; b) play a leading role when activities are linked to its mandate; and c) draw upon its networking and partnerships capacity. Furthermore, in some cases FAO will need to continue to strengthen its capacities, both organizational and human resources to be able to fully implement the Core Functions and in particular to reaffirm its position as the main global player in the provision of public goods and policy advice in the areas of food, agriculture, fisheries and forestry.

113. While the Core Functions are the most important instruments on which FAO will organize and develop its work, each of the five Strategic Objectives embodies the development problems where FAO will concentrate its work through the Strategic Objective programmes. Consequently, the organization and focus of FAO's work developed under each Strategic Objective will be implemented through the application of the seven Core Functions.

D. Strategic Objectives

114. The ten challenges identified and described in *Section B.3*, including the regional trends and specificities, represent the main development problems that countries and the development community will face in the near future. They form the basis for the review of the conceptual framework and theory of change of the five current Strategic Objectives (SOs), within the context of FAO's vision, core functions and attributes:

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

2: Increase and improve the provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

3: Reduce rural poverty

4: Enable more inclusive and efficient agricultural and food systems

5: Increase the resilience of livelihoods to threats and crises

115. To ensure a robust and practical results-based approach to all of the work of the Organization, FAO must ensure that it has the internal technical capacity and integrity to achieve the expected results. Therefore the Strategic Framework continues to include a sixth objective, *Technical quality, knowledge and services*, to ensure technical leadership and integration of statistics and the cross-cutting issues of climate change, gender, governance and nutrition in the delivery of the Strategic Objectives.

Alignment of the Strategic Objectives with the Sustainable Development Goals

116. An important consideration in this review of the Strategic Framework was to ensure the alignment of the Strategic Objective results framework with the Sustainable Development Goals in order to effectively assist countries in the achievement of their targets. The 2030 Agenda for Sustainable Development constitutes a new global charter for international development cooperation and governance, and defines the context in which FAO and its member countries will be working toward reaching the SDGs and achieving country specific targets.

117. The second Sustainable Development Goal (SDG 2) explicitly aims to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture simultaneously by 2030. SDG 2 and its related targets reflect the notion that hunger and malnutrition are multifaceted problems and that overcoming these forms of deprivation is a multi-sectoral challenge. Furthermore, the 2030 Agenda recognizes that progress towards many other SDGs, especially the eradication of poverty (SDG 1), access of the rural poor to productive employment and decent work opportunities (SDG 8), response to climate change (SDG 13) and the sustainable use of marine and terrestrial ecosystems (SDG 14 and SDG 15), will depend on the extent to which food insecurity and malnutrition are effectively reduced and sustainable agriculture is promoted. Conversely, progress towards SDG 2 will depend on progress made toward several of the other goals.

118. One of the challenges of the 2030 Agenda for FAO is to think beyond the resources it uniquely controls to ask more challenging questions about how it can more effectively catalyse action by others and build key partnerships with development partners, including the Rome-based and other UN agencies. The Organization is also being called upon to help governments and regional and global institutions cope with the complexity of the new agenda by breaking down the complicated tasks they have set for themselves into discrete, solvable problems. In this regard, the MTP 2018-21 presents the expected contribution of each of the SOs to Members' achievement of the SDGs.

119. In the context of SDGs, it is important to recall that FAO's vision on cross-cutting issues is an effective approach to ensure close alignment of the SDGs not only in each SO but also across all SOs. FAO's cross-cutting issues of climate change, gender, governance and nutrition, as well statistics are prominent across several SDGs and their strong integration in FAO's programmes is crucial in assisting countries in achieving the SDGs.

120. Below, a short narrative for each SO and Objective 6 outlines the areas of focus and expected Outcomes in light of the developments, trends and challenges in the overall context of the SDGs.

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

121. Despite significant progress in development indicators over the past two decades, chronic hunger, undernutrition among children under five years of age and micronutrient deficiencies remain widespread. At the same time the world now witnesses the parallel emergence of overweight, and obesity among all population groups, as well as diet-related non-communicable diseases as major public health challenges.

122. While the world produces enough food to feed everyone adequately, still many do not have the means to produce it, or the resources to purchase it, in good quantity and quality. Beyond the ethical dimensions of the problem, the human, social and economic costs to society at large are enormous: lost productivity, health-related problems, reduced well-being, decreased learning ability and reduced fulfilment of human potential. In addition, most countries are burdened by more than one form of malnutrition, which may co-exist within the same country, community, household or individual.

123. Under a “business-as-usual” scenario, the SDG to end hunger by 2030 (SDG 2) will not be achieved and, large segments of the world’s population, particularly in sub-Saharan Africa and South Asia, will remain undernourished by 2030 and even by 2050. Similarly, global trends in the prevalence and number of children affected by stunting are decreasing but not fast enough, particularly in Africa, in order to attain the World Health Assembly’s global nutrition target of a 40 percent reduction in the number of stunted children by 2025.

124. FAO will support countries to effectively implement the 2030 Agenda for Sustainable Development, especially regarding SDG 2. The focus of SO1 is on FAO’s contribution to the sustainable eradication of hunger, food insecurity and all forms of malnutrition, including under-nourishment, micronutrient deficiencies and problems of overweight, obesity and diet-related non-communicable diseases. This work will contribute to targets of SDG 2 and SDG 3, while targets contained within other Sustainable Development Goals, including SDGs 13, 14 and 15, are also considered to be instrumental for the achievement of this Objective.

125. Addressing the root causes of hunger, food insecurity and malnutrition requires that a number of elements be in place, namely: political commitment; common understanding of problems and solutions based on sound data, information and analysis; inclusive governance mechanisms and stakeholder coordination; a coherent framework of policies, programmes and investments; leveraging food and agricultural systems for better nutrition; addressing the gender gap. These elements constitute the pillars of the SO1 programme.

126. It is important to bring the full potential of the food and agricultural system to bear on all forms of malnutrition, exploiting opportunities and creating incentives so that the system produces positive nutrition outcomes. More coherent policies, programmes and investments can ensure that action is taken by relevant actors across the entire system to improve nutrition, including at the stages of production, harvesting, storage, processing, marketing and consumption.

127. As a global organization, FAO uses its work at global and regional levels as a lever for raising political commitment and developing capacities at country level. In this context, FAO will contribute to the eradication of hunger, food insecurity and malnutrition (Strategic Objective 1) through four Outcomes:

- 1.1: Countries made explicit political commitment** to eradicate hunger, food insecurity and malnutrition by 2030
- 1.2: Countries implemented inclusive governance and coordination mechanisms** for eradicating hunger, food insecurity and all forms of malnutrition by 2030
- 1.3: Countries made decisions based on evidence** for the eradication of hunger, food insecurity and all forms of malnutrition by 2030
- 1.4: Countries implemented effective policies, strategies and investment programmes** to eradicate hunger, food insecurity and all forms of malnutrition by 2030

Strategic Objective 2: Increase and improve the provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

128. Sustainable agriculture is at the core of the SDGs, and the extent to which the agricultural sectors - agriculture, forestry and fisheries - can respond to meet the increasing demand for food, fibre in a more productive and sustainable way is crucial. This increasing demand will also undergo structural changes due to *inter alia* population growth, urbanization, migration, changing diets and per capita income increases, while the natural resource base will become increasingly stressed, and conflict for resources will further escalate in the next decades.

129. Meeting these challenges will contribute to: ensuring food security and nutrition, and sustainable agriculture (SDG 2), improved water use efficiency (SDG 6), combating climate change (SDG 13), conserving marine resources (SDG 14), and terrestrial ecosystems, land restoration and biodiversity (SDG 15).

130. The transition to sustainable agriculture, forestry and fisheries, in order to sustainably increase production and productivity and address climate change and environmental degradation issues, requires an effective enabling environment and includes four areas: i) sustainable production systems, practices and related innovations; ii) development of policies, investment strategies and strengthening governance mechanisms; iii) effective implementation of policies and international instruments; and iv) evidence-based decision-making.

131. In this context, FAO will help member countries achieve more productive and sustainable food and agriculture through a broader food systems' approach as follows:

- a) supporting producers, as key partners, with emphasis on gender equality to become agents of change and innovation, enabling them to achieve higher production and productivity in a sustainable way;
- b) supporting governments to establish enabling environments, including the development of conducive policies, investment plans, programmes and governance mechanisms on sustainable agriculture, forestry and fisheries, and addressing climate change and environmental degradation in a cross-sectoral, integrated and participatory way;
- c) supporting governments to strengthen policy implementation, including through international and regional instruments relevant to sustainable agriculture, forestry and fisheries;
- d) promoting the use of knowledge and information for evidence-based decision-making, including support to countries to monitor the SDGs.

132. The transition to sustainable food and agriculture will provide an opportunity for applying policies, strategies, governance, international frameworks, and instruments and investment mechanisms that are more integrated and cross-sectoral. Multi-stakeholder policy dialogues, platforms and approaches will create synergies, address trade-offs and ensure economic, social equity and improved livelihoods, which are closely linked to the value chain and access to market, and rural economy issues relating to off-farm income generation, land tenure and migration.

133. FAO will contribute to making agriculture, forestry and fisheries more productive and sustainable (Strategic Objective 2) through four Outcomes:

- 2.1:** Countries **increased productivity sustainably** while addressing climate change and environmental degradation in agriculture, forestry and fisheries
- 2.2:** Countries **developed or improved policies and governance mechanisms** to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry
- 2.3:** Improved **implementation of policies and international instruments** for sustainable agriculture, fisheries and forestry
- 2.4:** Countries **made decisions based on evidence** for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation

Strategic Objective 3: Reduce rural poverty

134. Eliminating poverty and driving forward economic and social progress for all is one of three global goals of FAO, along with eradicating hunger, food insecurity and malnutrition and promoting sustainable management of natural resources. They are also key components of the SDGs. Two thirds of the extreme poor live in rural areas, and most depend at least partly on agriculture - crop, livestock, fishing or forestry resources - for their livelihoods and food security.

135. While over the coming decades the number of people working in agriculture will decline, today, and for many decades to come, particularly in sub-Saharan Africa the majority of the extreme poor live in rural areas and depend at least partly on agriculture and natural resources for food and income. The rural poor also include workers that hold precarious, poorly paid, informal jobs or are unable to find employment, particularly among rural women and youth. High levels of youth unemployment in rural areas, particularly in the Middle East, North Africa and sub-Saharan Africa, is a key constraint for households to diversify and move out of poverty.

136. Women's economic empowerment plays a central role in poverty reduction. Women face particular barriers in access to productive resources, decent employment and equal wages. Assisting women in developing their full economic potential will be a game changer for poverty reduction. Increasing women's level of decision making, skills and employment opportunities, as well as access to social protection and services, such as child care, is fundamental to rural poverty reduction. More broadly, addressing gender discrimination in countries' legal frameworks that prevent their access to productive resources and economic opportunities and participation will be also necessary.

137. Through the explicit focus of SO3 on rural poverty reduction through inclusive rural transformation, FAO plays a strategic role in linking two goals of the 2030 Sustainable Development Agenda: SDG 1 for eradicating extreme poverty and reducing by 50 percent the share of the world's population in poverty; and SDG 2 for ending hunger and ensuring access to nutritious and sufficient food, as well as contributing to SDG 5 gender equality and women's empowerment; SDG 8 employment and decent work; and SDG 10 reducing inequality.

138. FAO is strategically placed to support governments to improve the livelihoods of poor and extreme poor rural households through policies, strategies and programmes that strengthen institutions and promote social empowerment and inclusion; promote pro-poor sustainable agricultural production and increases in productivity, income diversification and decent employment in the farm and non-farm economy; and enable access to social protection. In this regard, SO3 targets a diverse spectrum of households living in rural poverty and proposes a broad approach with differentiated strategies to support the livelihoods and empowerment of poor rural households. Given the multiple pathways out of poverty and multiple conditioning factors, a broad, multi-sectoral approach to poverty, with differentiated strategies, is necessary for successful rural poverty reduction. This set of policies should foster inclusive structural and rural transformation and economic growth, enabling the poor to actively participate in, and significantly benefit from economic activity, while addressing the root causes of migration.

139. FAO will contribute to the reduction of rural poverty (Strategic Objective 3) through four Outcomes:

- 3.1: Rural poor and rural poor organizations** empowered to access productive resources, services and markets
- 3.2:** Enhanced access of the rural poor to **productive employment and decent work** opportunities, particularly among youth and women
- 3.3:** Enhanced access of the rural poor to **social protection systems**
- 3.4:** Strengthened capacities to design, implement and evaluate **gender equitable multi-sectoral policies, strategies and programmes** to contribute to the achievement of SDG 1

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

140. The post-production aggregation, processing, distribution, consumption and disposal of goods that originate from agriculture, forestry, aquaculture or fisheries³⁰ together form a critical, but often neglected, component of agricultural and food systems that provides the focus for Strategic Objective 4. This component of agricultural and food systems includes the individuals, agro-enterprises and support services (finance, investments and other services) and their linkages, including the value chains, that deliver specific products to intermediate and end markets. These interlinked elements and structures are embedded in an environment of policies, strategies, laws and regulations, and public infrastructure provision that together initiate, support or inhibit changes in agricultural and food systems.

141. The way in which agricultural and food systems develop over the next 15 years will therefore be a key determinant in the extent to which food insecurity and malnutrition can be eliminated (SDG 2) and more sustainable consumption promoted (SDG 12); in the provision of sources of employment and income, particularly for women and youth (SDG 8); in the extent to which pressures on the use of the natural resource base can be reduced (SDGs 13, 14 and 15); in the degree to which improvements in the equity and equality of resource use can be achieved (SDGs 5, 9 and 10); and in the contributions that can be made to the development of more sustainable cities (SDG 11). Agricultural and food systems, by connecting diverse sets of actors, also provide a key entry point for developing and strengthening partnerships and investments required to deliver the SDGs (SDG 17).

142. Developments in agricultural and food systems will be driven primarily by actions taken to meet the requirements of consumers - not just those requirements characterized in terms of quality, safety and price, but also in the way in which products are produced, transformed and used, reflecting concerns related to food loss and waste and to climate change. Patterns of demand are rapidly changing, but with significant heterogeneity in both speed and impact across and within regions. These changing consumer requirements are resulting in unprecedented challenges to agricultural and food systems development, and these challenges are manifested in different ways in different market segments.

143. Along with positive results brought about by developments in food systems, there have also been unintended consequences, resulting in several challenges to achieving broad-based development. A key challenge that has hindered the realization of more positive outcomes is the lack of coherent approaches to agricultural and food systems development involving diverse and often new sets of actors. Reconciling different objectives, interests and trade-offs requires coordinated action to ensure that agricultural and food systems develop in a way that allows for efficiency gains to be made, but at the same time facilitates inclusiveness, better nutritional outcomes, greater resilience, and reduces the pressure on the natural resource base.

144. FAO will enable the development of more inclusive and efficient agricultural and food systems (Strategic Objective 4) through four Outcomes:

- 4.1:** International standards, trade agreements and voluntary guidelines formulated to improve access to, and functioning of international markets
- 4.2:** Countries designed and implemented **policies, regulatory frameworks and institutional arrangements** supportive of inclusive and efficient agrifood systems development
- 4.3:** Enhanced **public and private sector capacities and increased investments** to promote inclusive agro-enterprises and value chain development
- 4.4:** Countries **made decisions based on evidence** to support agrifood systems development

³⁰ Agricultural and food systems are defined as including both formal and informal market channels and non-market based components (self-consumption and community-based consumption)

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

145. Over the past decade, natural disasters caused around USD 1.3 trillion in damages and affected 2.7 billion people. Disaster impacts on agriculture also have direct effects on agro-ecosystem resources, livelihoods, food security and nutrition and undermine national development gains that have taken years to build, in addition to having immediate effects on lives and livelihoods, as well as on natural resources and built environment. Humanitarian appeals have increased by 550 percent over the past ten years, reaching a record USD 20 billion in 2015. Of this, 41 percent were needed for food assistance, which includes a small fraction for agriculture livelihoods protection. Responding to crises is not enough and must be coupled with efforts to address their root causes, the underlying vulnerabilities and the risks to which people are increasingly exposed. Proactive investment at scale must be done to prevent disasters or crises and mitigate their impact and, when unavoidable, assist in the emergency preparedness for the agriculture sector and response to save and restore agriculture-based livelihoods. Countries and communities must have reinforced capacities to better anticipate threats, absorb shocks and transform or reshape development pathways.

146. Today, the livelihoods of more than 2.5 billion people worldwide depend on agriculture for income, food, well-being and dignity. They generate more than half of the global agricultural production and are particularly at risk from disasters and crises. Among the multiple types of hazards that can trigger disasters and crises, FAO contributes to the achievement of resilience of most vulnerable countries and communities to natural hazards, including climate change-induced extreme events, food chain threats, including animal and plant diseases and pests, as well as protracted crisis situations, including socio-economic crises and violent conflicts.

147. The ability to eradicate hunger and feed a growing population by 2030 depends on fostering the unique skills of small-scale farmers, fishers, herders and forest-dependent communities to produce more food and manage the natural resource base we all rely on. In addition to the triple challenge faced in small-scale agriculture in developing countries to produce more food; provide more jobs and income; and manage the natural resources in a sustainable way, the magnitude, frequency and impact of disasters and crisis is on the rise, in particular those related to climate change, conflicts and food chain threats.

148. The main focus of SO5 is to increase the resilience of agricultural livelihoods to threats and crises and responding when they occur. Building upon the World Humanitarian Summit, and the commitment made by the Organization on that occasion, there is a broader recognition that humanitarian assistance should be combined with resilience building of communities and countries at risk or in crises. Within this framework, along with the quest to end poverty and to eradicate hunger (SDGs 1 and 2), the international community has reinforced its commitment to adopt new ways of working to strengthen the coherence between humanitarian response and resilience building interventions for long-term development actions.

149. The economic, social and environmental dimensions of sustainable development must be complemented by disaster and crisis resilience (including emergency response) in order to be viable. Increasing the resilience of agriculture-based livelihoods of smallholders is a powerful and essential means to reach the Sustainable Development Goals and to leave no one behind.

150. FAO will contribute to the increased resilience of livelihoods to threats and crises (Strategic Objective 5) through four Outcomes:

- 5.1:** Countries adopted or implemented **legal, policy and institutional systems and frameworks** for risk reduction and crisis management
- 5.2:** Countries **made use of regular information and early warning** against potential, known and emerging threats
- 5.3:** Countries **reduced risks and vulnerability at household and community level**
- 5.4:** Countries prepared for, and managed **effective responses to disasters and crises**

Objective 6: Technical quality, knowledge and services

151. Objective 6 ensures the quality and integrity of FAO's technical knowledge and services in six key areas cutting across the Strategic Objectives.

- a) *Technical leadership*: ensures excellence of technical knowledge through technical leadership and quality control by technical divisions, supports corporate technical networks and the delivery of technical expertise to corporate programmes, maintains capacity to identify and respond to emerging issues and make advances on fundamental challenges in the main disciplines through the Technical Committees, and prepares high-quality corporate flagship publications.
- b) *Statistics*: ensures the quality and integrity of the data produced and analyzed by the Organization, including aspects of standardized methodologies, country statistical capacity data quality and statistical governance and coordination.
- c) *Climate change*: ensures technical leadership for FAO's work on climate change to enhance *national* capacity to address climate change and agriculture, improve the integration of food security, agriculture, forestry and fisheries considerations into international governance on climate change, and strengthen FAO's own coordination and capacity to deliver its work on climate change across the Strategic Objectives.
- d) *Gender*: ensures coherence of strategy and approaches, and quality services to work on gender equality and women's empowerment across the Strategic Objectives.
- e) *Governance*: ensures coherence of strategy and approaches, and quality of services related to global governance and coordination of policy and governance across the Strategic Objectives.
- f) *Nutrition*: ensures technical leadership for FAO's work on nutrition, policy and operational coordination in the UN system, facilitation of mainstreaming nutrition across Strategic Objectives, as well as technical support to resource mobilization and nutrition communication, and liaising with UN agencies to compile reports on the implementation of the commitments of the Rome Declaration on Nutrition.

152. The strategy and expected Outcomes for statistics and the four cross-cutting themes (climate, change, gender, governance, nutrition) are outlined below.

Statistics

153. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition, rural poverty, and promoting the sustainable use of natural resources, including sustainable increase in production and productivity to address climate change and environmental degradation. They provide the foundation for evidence-based decision-making for governments and the international community, and play a critical role in measuring and monitoring progress towards national and international development goals and targets. This is particularly relevant within the context of the 2030 Agenda and its monitoring framework, which represents an immense challenge for countries and a serious test for national statistical capacity and resources.

154. FAO's work on the collection and dissemination of statistical information on food and agriculture represents a core element of the Organization's mandate. FAO is recognized as having a fundamental role in developing global standards, methods and tools for food and agriculture statistics. This work is ultimately aimed at improving the availability and quality of national data, as well as their international comparability and interoperability across different statistical domains. FAO supports the adoption of these global standards by implementing a fully integrated and coordinated approach to statistical capacity development which is aligned to country strategies and priorities, and the demands of the 2030 Agenda.

155. FAO's statistical capacity development strategy is based on the recognition that improving the capacity of member countries in the collection, dissemination and use of basic food and agricultural data is essential to make the best analytical and decision-making support tools available, both at the national and global level. Under the 2030 Agenda, the FAO statistical system has a substantial and

challenging role to play in supporting countries to collect data and monitor the SDGs. FAO acknowledges the magnitude of the responsibility of monitoring up to 26 indicators and has consistently emphasized the need to establish partnerships with other UN agencies.

156. Statistics play a dual role in FAO's Strategic Framework: they contribute directly to specific Outputs and Outcomes of the Strategic Objectives, and they create the internal and external enabling environments that facilitate the delivery of corporate results under Objective 6. In order to ensure that data and statistics are increasingly and effectively used in decision-making processes, FAO: aims to improve its data relevance and timeliness and to conduct regular consultations with users to better understand their needs and to provide training to data producers to enhance their communication capacities.

Cross-cutting themes

157. The cross-cutting themes represent four recognized key issues - climate change, gender, governance and nutrition - that cut across all Strategic Objectives, and which need to be fully integrated in the programmatic work, to reflect a common perspective and approach.

Climate change

158. Agriculture's role in adapting to, and mitigating climate change has gained prominence in recent years. FAO contributed to the development of the 5th Assessment report of the Intergovernmental Panel on Climate Change (IPCC), and actively participates in international climate change governance and initiatives. In a rapidly changing landscape of international cooperation, positioning FAO to help tackle climate change is pivotal for the Organization's work.

159. The FAO Conference in June 2015 noted that climate change poses increasing threats to food security and nutrition. The growing impact of climate change was one of the global trends identified during the 2012-13 review of the Strategic Framework and was further emphasized in the review of the MTP 2014-17. In 2015, climate change was established as a cross-cutting theme of FAO's Strategic Framework.

160. The 2015 Evaluation of FAO's contribution to climate change adaptation and mitigation (CCAM)³¹ highlighted the importance of FAO's role in addressing climate change and made recommendations to improve its effectiveness. The Strategy for FAO's work on climate change and Action Plan covers work across all five Strategic Objectives, integrating regional and country priorities, as well as enhancing FAO's engagement with international climate change governance and finance. The Strategy is built upon three overarching outcomes which focus respectively on enhancing national capacity to address climate change and agriculture, improving the integration of food security, agriculture, forestry and fisheries considerations into international governance on climate change, and strengthening FAO's own coordination and capacity to deliver its work on climate change.

Gender

161. Achieving food security and nutrition for all depends, to a great extent, on the equality of rights and opportunities women and men have and on their capacity to thrive as actors within their social and economic contexts. Rural women are resourceful economic agents who contribute to the income of families and the growth of communities in multiple ways. Moreover, rural women play a major role in household food security and nutrition and support their households and communities by dedicating time to preserving culture and tradition and ensuring the provision of basic resources, such as water, fuel, healthcare and education.

162. Across all regions, women face a more limited access to productive resources and inputs, services, information and social networks. They are also less represented in local institutions and governance mechanisms and have weaker decision-making power. This gender gap not only undermines their potential, but it also imposes high costs on the agricultural sector and the broader economy and society as a whole.

³¹ PC 118/3; PC 118/3 Sup.1

163. The international community, through the 2030 Agenda, has catalysed great political attention on the urgency to address gender inequalities and the uneven distribution of capacities, opportunities, wealth, power and voice between women and men. The principle of “leaving no one behind” guides every goal of the 2030 Agenda. The focus on gender equality and women’s empowerment is thus explicit across all the SDGs, both as a stand-alone Goal on Gender Equality and as a cross-cutting theme with more than 30 related targets.

164. FAO is aligned to the SDG international framework and recognizes that the agriculture sector is underperforming in many developing countries because half of its farmers – women - are not adequately supported and are still facing more constraints in accessing the productive resources and services they need to be more productive. Closing the “gender gap” would generate significant gains for the agricultural sector, raising total agricultural output and reducing overall food and nutrition insecurity in developing countries.

165. Addressing the gender gap is particularly critical in light of global and regional challenges linked to economic and political insecurity, demographic pressure, climate change and the depletion of the natural resource base that countries and rural communities are facing. FAO supports countries in closing the gender gaps that persist in the access to productive resources, services and economic opportunities, for achieving a world free from hunger and malnutrition.

Governance

166. Two critical trends have reshaped the environment for FAO’s work on governance. First, the 2030 Agenda for Sustainable Development has provided a new global charter for international development cooperation and governance. From a governance perspective, the most salient demand of the new Agenda include: a call for more integrative approaches to development; a strong commitment to national decision-making and greater self-reliance by Member States; a greatly enhanced emphasis on promoting partnerships with the private sector as a key modality for mobilization of means of implementation; a clear demand for greater UN system coherence; and a commitment to a greatly enlarged system of monitoring and reporting to enable mutual accountability among all stakeholders.

167. This ambitious vision for global governance has been paralleled by a less visible, but equally profound shift in conceptual thinking about governance among governments, international institutions and the international expert community. During the past decade, expert opinion has moved from the once predominant commitment to “good governance” toward a more modest and pragmatic agenda, defined by a commitment to iterative, bottom-up, problem-solving and experimentalist approaches to improved or more effective governance. These approaches, while retaining the normative commitment to social inclusion, follow an open, non-prescriptive and analytical path. They use political economy analyses to identify and evaluate the roles, interests, and likely responses of key stakeholders and institutions to policy change and to understand how structures, institutions and the use of power interact in the deliberation over ideas, interests, values and preferences. This new style of governance analysis is intended to help stakeholders reshape political understandings, policies and institutions in an ongoing process.

Nutrition

168. Improving nutrition and reducing the health and social costs due to malnutrition require a multisectoral approach that begins with a primary role for the food and agriculture sector to feed the people well by increasing availability, affordability and consumption of diverse, safe, nutritious foods and diets all year round. This should be aligned with dietary recommendations and environmental sustainability, and is complemented by interventions in public health, education, sanitation and hygiene, and other areas.

169. Through the food environment, the food system influences consumers’ dietary patterns and nutritional status. To address the triple burden of malnutrition through the entire food system – from inputs and production, processing, storage, transport and retailing, to consumption – the elimination of food loss and waste has a considerable potential to increase the efficiency and sustainability of the whole food chain, while filling the nutrient gap.

170. As a direct follow-up to the ICN2 and the recommendation of the Council, nutrition was included as a cross-cutting theme within the reviewed MTP 2014-17. The substantive areas to be covered for nutrition include overall technical leadership for FAO's work on nutrition, policy and operational coordination in the UN system, facilitation of mainstreaming across the Strategic Objectives, as well as technical support to resource mobilization and nutrition communication. The core programmatic activities for improved nutrition and the corresponding resources for nutrition work will remain under the Strategic Objectives.

171. FAO gives increased attention to nutrition by addressing the long-term economic, social and environmental bases of food security and nutrition, in particular those related directly to the concept of sustainable food systems and value chains, including nutrition-sensitive agriculture. This has enabled FAO to engage as a leader in the global initiatives and governance mechanisms for improved nutrition, as well as helping countries to achieve their nutrition-related goals through planning, implementation and monitoring of FAO's work through the Strategic Objectives.

II. OUTLINE OF THE MEDIUM TERM PLAN 2018-21

172. The Medium Term Plan (MTP) sets out the Strategic Objectives (SOs) and Outcomes for achievement by Members and the international community with support from FAO, in accordance with the reviewed Strategic Framework. The MTP covers a period of four years and provides the programmatic basis and results framework for preparing the two-year Programme of Work and Budget (PWB).

173. This Outline of the MTP 2018-21 presents A) the main components for the FAO results framework; and B) the proposed SO results frameworks and programmes for 2018-21, taking account of the challenges identified in the reviewed Strategic Framework, in particular the SDGs, as a basis for preparing the full MTP 2018-21 and PWB 2018-19.

A. FAO Results Framework – Main Components

174. The elements of FAO's current results framework 2014-17 comprise FAO's Vision, the three Global Goals, the five Strategic Objectives, a sixth objective on technical quality, knowledge and services, the seven Core Functions as means of delivery and the four Functional Objectives for the enabling environment, as shown in *Figure 1*.

Figure 1: FAO Results Framework – Main Components**FAO's vision**

A world free from hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

The three Global Goals of Members:

- eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods; and
- sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.

Strategic Objectives

- 1) Contribute to the eradication of hunger, food insecurity and malnutrition
- 2) Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
- 3) Reduce rural poverty
- 4) Enable more inclusive and efficient agricultural and food systems
- 5) Increase the resilience of livelihoods to threats and crises

Additional objective

Technical quality, knowledge and services

Cross-cutting themes

- Gender
- Governance
- Nutrition
- Climate Change

Core Functions

- 1) Facilitate and support countries in the development and implementation of normative and standard-setting instruments, such as international agreements, codes of conduct, technical standards and others
- 2) Assemble, analyse, monitor and improve access to data and information, in areas related to FAO's mandate
- 3) Facilitate, promote and support policy dialogue at global, regional and country levels
- 4) Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes
- 5) Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate
- 6) Facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector
- 7) Advocate and communicate at national, regional and global levels, in areas of FAO's mandate

Functional Objectives

- Outreach
- Information Technology
- FAO Governance, oversight and direction
- Efficient and effective administration

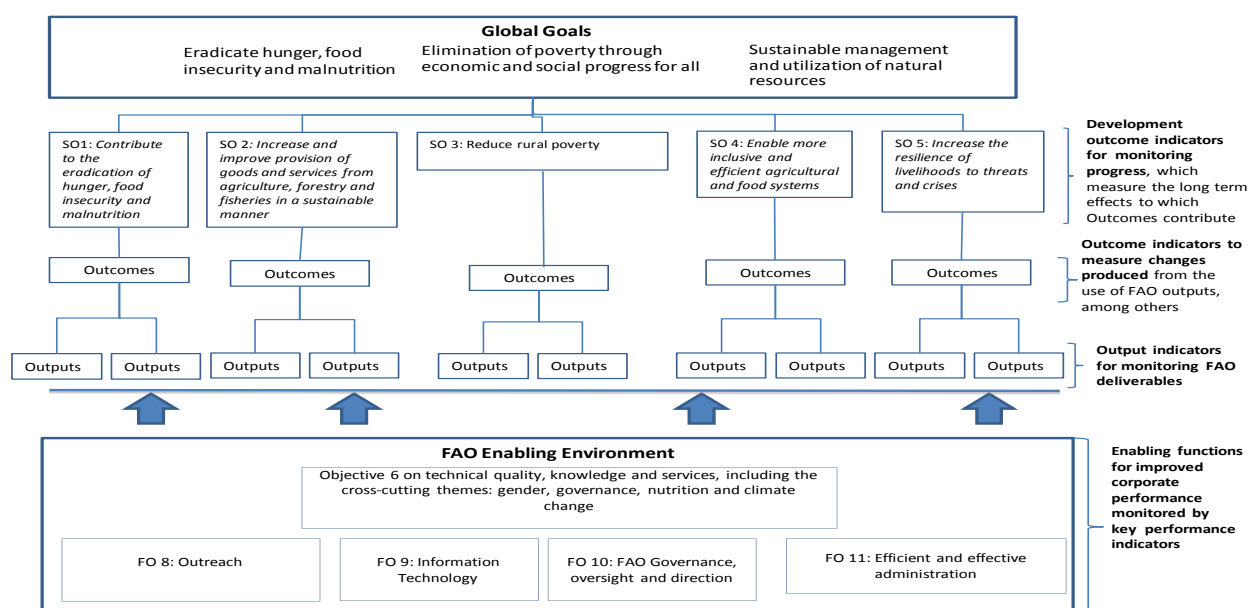
175. FAO's results framework is based on a 'results chain' model which links objectives, outcomes and outputs as illustrated in *Figure 2*. Three levels of results contribute to the *Global Goals of Members*:

- *Strategic Objectives* express the development outcomes in countries, regions and globally. They are expected to be achieved over a long-term timeframe by Members with FAO's contributions.
- *Outcomes* describe changes in the country, regional or global enabling environment and in capacities available to achieve a specific Strategic Objective.
- *Outputs* are FAO's direct contributions to Outcomes. They result from the delivery of FAO's interventions at the national, regional and global levels, using both regular and extrabudgetary resources.

176. Achievement of results is facilitated by three additional elements that help to focus and make FAO's work more effective, as shown in *Figure 2*:

- *Objective* on technical quality, knowledge and services including technical leadership, statistics and cross-cutting areas of work (climate change, gender, governance, and nutrition) that are integrated across the Strategic Objectives (*Part I.D*).
- *Core functions* are the critical means of action to be employed by FAO to achieve results (*Part I.C*).
- *Functional Objectives* provide the enabling environment for FAO's work.

Figure 2: FAO's results chain model



177. The FAO results framework guides the planning and monitoring of the Organization's work. The framework has been designed from the top down by the design of Outcomes needed to achieve each Strategic Objective, and Outputs to attain each Outcome, while the links as they relate to delivery of results are planned and implemented from the bottom up determined by priorities at national and regional level. At the core of the framework are the indicators that measure progress at each level of the results chain, providing the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.

178. Each level of the results framework represents a different type of result to be delivered, starting from what FAO produces (Outputs) contributing to changes at country or wider level (Outcome) and wider development impacts (Strategic Objective). This results chain is the link between FAO's work and the different levels of results produced. It also demonstrates the logic underlying these linkages: *if* particular FAO products/services are completed as planned, *then* the Output will be delivered; *if* the Outputs are delivered and the assumptions hold true, *then* that should lead to the desired Outcome; *if* the Outcomes are achieved, *then* the conditions are in place to result in the Objective's development impact.

179. The accountability of FAO, Members and development partners at each level of results, along with means of measuring progress, is set out in *Figure 3*.

Figure 3: FAO monitoring framework – accountability and measurement

Result level	Accountability and measurement
Outputs	<ul style="list-style-type: none"> FAO's direct contribution (in terms of processes, products and services) to the Outcomes. Outputs represent the tangible delivery of FAO's interventions funded through regular and extrabudgetary resources at the national, regional and global level. FAO produces, controls and is fully accountable for delivery: full attribution. Indicators and targets established for each output and measured annually.
Outcomes	<ul style="list-style-type: none"> Changes in the country-level or global enabling environment and capacities to achieve a specific Strategic Objective. FAO influences, but does not fully control Outcome level results. FAO has some accountability, but delivery is the responsibility of all partners – FAO, Member States and development partners. FAO can contribute to the changes. Indicators (some of which SDG indicators) measured biennially through a corporate assessment which includes secondary data, a review of policy documents, and a survey of a range of respondents in a sample of countries, to assess progress.
Strategic Objectives	<ul style="list-style-type: none"> Development impacts at the global level, in the areas where FAO has committed to achieve results (providing a clear line of sight to FAO's own programme of work). FAO contributes to, but does not have control over these high-level, long-term results. There is no attribution of any one entity, it is a collective accountability. SDG targets and indicators have been adopted to track global trends at this level and will be monitored by FAO (using international data sources).

B. Proposed Strategic Objective Results Framework and Programmes 2018-21

180. The global developments, trends and challenges identified in the reviewed Strategic Framework (*Part I*) provide the basis to focus FAO's Strategic Objective results framework and programmes on the commitments made by countries and international community, in particular the overarching Sustainable Development Goals, and to improve the results chain.

181. *Section B.1* presents the proposed refinements to the Strategic Objective results framework. *Section B.2* identifies opportunities to address statistics and the cross-cutting issues relating to climate change, gender, governance and nutrition in the Strategic Objective programmes. *Section B.3* presents the draft programme and priorities for each Strategic Objective (the Strategic Programme) in 2018-21.

B.1 Strategic Objective results framework

182. Food and agriculture are critical to achieving the SDGs. In the context of continuity in the strategic direction of the Organization, the preparation of the SO results framework for 2018-21 aims to sharpen the focus of the Strategic Objectives, Outcomes and Outputs through their contributions to relevant SDG targets and indicators, and to improve the quality of the SO results chains, so as to address the main challenges expected to be faced by countries. This will provide a clear, coherent and concrete view of FAO's contribution to support country level implementation and monitoring of the SDGs.

Approach

183. FAO can support countries implement the 2030 Agenda. FAO can support countries to achieve the SDGs through the alignment of its Strategic Objective results framework and programmes to the SDG framework, and through statistical methods and capacity development to support the establishment and monitoring of national indicators related to food security and sustainable agriculture. To this end, FAO carried out a technical review and analyzed the full set of 169 targets and 230 indicators for the 17 SDGs to ensure that the set of SDG targets and indicators eventually incorporated in the SO results framework were those where FAO could provide support to countries through the SO programmes.

184. The review considered the relationship of the SDG targets to the SO result chain in three ways: the main challenges identified to achieve the five Strategic Objectives; the relevance of SDG indicators to support the monitoring of the SO results framework at country level; and the meaningfulness of SDG indicators with regards to what should be measured at SO or Outcome level to assess progress. Special attention was given to the 25 SDG indicators for which FAO is a custodian or a contributing agency.

185. The adoption of SDG targets and related indicators in the SO results framework will help to improve FAO's results planning and monitoring system in three ways. First, it will facilitate a direct relationship between the FAO country programming frameworks (CPFs) and nationally-owned SDG monitoring frameworks. Second, Outcomes will be measured by progress against indicators rather than against targets, since countries will be setting their own SDG targets at national level. Third, some non-SDG Outcome indicators will be retained, being measures of FAO's contributions to Outcomes not measured by SDG indicators.

Incorporation of SDG targets and indicators

186. At the level of the *Strategic Objectives*, the main innovation has been to identify and use exclusively the SDG targets and indicators that relate to each SO. This has resulted in a new set of SDG-based SO level indicators that will be monitored annually to report trends and progress toward targets.

187. At the level of *Outcomes*, indicators have been simplified by replacing specific dimensions of measurement, or in some cases, entire indicators with SDG indicators. Outcome indicators will continue to measure the biennial level of change achieved and the extent to which countries have made progress in those areas where FAO more directly contributed through its work.

188. Overall, FAO's work will contribute to 40 SDG targets measured through 53 unique SDG indicators as part of the proposed FAO Strategic Objective results framework for 2018-21, as summarized in *Table 1* and shown in *Annex 1*.

Table 1: SDG targets and indicators included in the 2018-21 Strategic Objective results framework

SDG symbol	SDG reference	SDG Targets contributed to	Number of indicators	Reference to SO (in blue for 3 or more indicators)
	SDG 2	8	13	SO1, SO2, SO3, SO4, SO5
	SDG 1	6	9	SO3, SO5
	SDG 15	5	6	SO2, SO5
	SDG 8	4	4	SO3, SO4
	SDG 13	3	4	SO2, SO5
	SDG 14	3	4	SO2, SO3, SO4
	SDG 10	3	3	SO3, SO4, SO5
	SDG 5	1	2	SO3, SO5
	SDG 6	1	2	SO2
	SDG 3	1	1	SO1
	SDG 9	1	1	SO4
	SDG 11	1	1	SO5
	SDG 12	1	1	SO4
	SDG 16	1	1	SO5
	SDG 17	1	1	SO4
Total	15	40	53	

189. Based on the review, all eight targets of SDG 2 and 13 related indicators, all but one of the targets of SDG 1 and nine related indicators, and half of targets of SDG 15 and six related indicators have been included in the proposed SO results framework. For other SDGs, the selected indicators are related to clear areas of FAO's work.

190. The selection of the indicators for the results framework may require adjustments as the MTP is further elaborated. For instance, a core element of the SDG global indicator framework, which was critical in this analysis, is the level and disaggregation of data and the coverage of particular population groups or sectors. This information is not yet available for all the SDG indicators.

Sharpened focus and improved quality of results chain

191. The review and incorporation of SDG targets and indicators and refinements to the Strategic Objective results framework have sharpened the focus of the Strategic Objectives and improved the quality of the Outcome and Output results chain, as summarized below and elaborated in *Section B.3*.

Strategic Objective level

192. *Strategic Objective 1:* FAO's contribution to the sustainable eradication of hunger, food insecurity and malnutrition gives stronger attention to country capacity for effective implementation of policies, strategies and investment programmes. All forms of malnutrition are addressed, including undernourishment, micronutrient deficiencies and problems of overweight, obesity and diet-related non-communicable diseases. The SO-level indicators comprise five indicators of SDGs 2 and 3 to track progress on reducing food insecurity and malnutrition in all its forms, with two more SDG 2 indicators adopted at Outcome level, to monitor progress on level of financing.

193. *Strategic Objective 2:* FAO will focus on building a stronger dialogue and integration within and across sectors and stakeholders to sustainably increase production and productivity, address climate change and environmental degradation in agriculture, forestry and fisheries in the context of nutrition and gender-sensitive food systems. Support to enhance countries capacities to adapt to the adverse impacts of climate change, and to develop or implement national adaptation plan or Nationally Determined Contributions is very prominent. The SO-level indicators comprise 11 indicators of SDGs 2, 6, 14 and 15 to track progress in sustainable productivity, environment degradation and climate change adaptation by sector, and genetic resources conservation. Six additional SDG indicators (SDGs 2, 13, 14 and 15) are included at Outcome level to monitor progress on climate change adaptation and mitigation, implementation of international instruments for fisheries and biodiversity, and level of financing for sustainable use of ecosystems.

194. *Strategic Objective 3:* FAO's contribution to reducing rural poverty will focus on support to broad, multi-sectoral pro-poor policies and strategies at country and regional level that target the diverse spectrum of livelihoods. This requires broadening FAO's engagement beyond traditional partners in Ministries of Agriculture, as well as efforts to embed FAO's technical work within the processes of rural poverty reduction policies at country level. The SO-level indicators comprise eight indicators of SDGs 1, 2, 8, and 10 and the Outcome-level indicators include seven SDG indicators (SDGs 1, 5, 8 and 14) to measure poverty and access to productive resources, income and decent employment, and gender equality.

195. *Strategic Objective 4:* In contributing to the development of agricultural and food systems, FAO supports countries in increasing their inclusiveness of small-scale actors and more vulnerable groups, while at the same time continuing to take advantage of opportunities for efficiency gains. Focus will be on enhancing countries' capacities to participate in the formulation of international standards and trade agreements, to design and implement supportive policies and regulations, and in the development of value chain. The SO-level indicators comprise four indicators of SDGs 2, 12 and 17, and Outcomes include seven SDG indicators (SDGs 2, 8, 9, 10 and 14), on financing and investments, loans or credit, exports subsidies, tariff lines applied to imports from developing countries and implementation of international instruments on illegal, unreported and unregulated (IUU) fishing.

196. *Strategic Objective 5:* To reflect the recent global political commitments, FAO's contribution to increasing the resilience of agricultural livelihoods and responding to threats and crises gives focus to climate change and induced extreme weather events, risks to ecosystem health, food chain threats and One Health, and damage and losses, conflict prevention, peace and stability and displacements. SO-level indicators comprise eight indicators of SDGs 1, 2, 11, 13, 15 and 16, and Outcome indicators include six indicators of SDGs 1, 5, 10 and 13.

197. FAO will also be contributing to several indicators under SDG 17. These are still under consideration and refer to target 17.18 on capacity-building and support to increase significantly the availability of high-quality, timely and reliable disaggregated data for Objective 6 (Statistics), target 17.6 to enhance North-South, South-South and triangular regional and international cooperation (indicator 17.6.1), and target 17.9 to enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the SDGs, including through North-South and South-South and triangular Cooperation (indicator 17.9.1).

Outcome and Output level

198. There are 20 Outcomes proposed for 2018-21 (*Annex 1*). *Outcomes* reflect changes at national, regional or global level needed to foster achievement of the Strategic Objectives. They relate to sound or conducive policies, strategies, investment plans, level of resources and investments committed, level and capacity of coordination, and availability and use of information for decision-making that can be improved with contribution from FAO.

199. *Outcomes* have been reformulated to address the challenges identified and relate to the SDGs. They clearly reflect and have raised the profile of the expected results from FAO's work on normative and standard setting at global level (very prominent in SO2 and SO4); of data, use of information, knowledge products and analysis to support evidence-based decision-making, with a dedicated Outcome in four SOs; of work supporting improved design and in particular implementation of policies, strategies, legal frameworks, investments plans and programmes at country level (all SOs), including by analyzing or advocating for adequate level of financing; work on livelihoods at community level (in SO2, SO3 and SO5) related to upscaling of good practices; and strengthening capacities for inclusive governance or coordination mechanisms (all SOs).

200. *Outputs* are FAO's direct contributions to Outcomes delivered through FAO's core functions at national, regional and global level using all sources of funds. As defined by the United Nations Development Group,³² Outputs capture the “*changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within a development intervention within the control of the organization.*”

201. Based on initial formulation, there are 40 Outputs proposed for 2018-21, as shown in (*Annex 1*). They follow a more standardized formulation around FAO's core functions (norms and standards, data and information, policy dialogue, capacity development, knowledge and technologies, partnerships, advocacy and communication). Compared with 2014-17, the aim is to more adequately describe a set of deliverables or improvements resulting from FAO's interventions that contribute through a cause and effect relationship to the Outcomes. The Output formulation process will continue throughout 2017, to refine the formulation and develop targets and indicators linked to the country programming frameworks.

B.2 Objective 6 and cross-cutting themes

202. *Objective 6* covers the provision of technical knowledge, quality and services in six key areas of work cutting across the Strategic Objectives (*Part I.D*). The results framework for Objective 6 (*Annex 1*) reflects expected improvements in delivery of knowledge, quality and services, measured by key performance indicators for technical leadership, statistics, gender, governance, nutrition and climate change, while the substantive contributions to the SOs are reflected in the Strategic Programmes as set out below and in *Section B.3*.

³² Definition of outputs according to UNDG Results-Based Management Handbook.

Statistics

203. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition, rural poverty, and promoting the sustainable use of natural resources. They provide the foundation for evidence-based decision-making for governments and the international community, and play a critical role in measuring and monitoring progress towards national and international development goals and targets. Opportunities to use statistics for these purposes in each Strategic Programme are highlighted below.

- SP1:** data and analysis on all forms of malnutrition and support the new areas of focus for *The State of Food Insecurity in the World* (SOFI); data on diets, disaggregated by gender; and data integration in support to the monitoring of comprehensive cross-sectoral policies.
- SP2:** support countries to take advantage of international policy processes on sustainable production, climate change and management of natural resource base by providing high-quality data and analysis related to agriculture, land use, land use change and forestry; leverage growing partnerships with academia and the private sector for expanded data analysis and communication relevant to countries.
- SP3:** strengthen data on rural poverty and extreme poverty, social protection and decent employment; develop a new database on migration; develop sex- and age-disaggregated data on different sources on rural income and support data integration to monitor pro-poor multisector policies; scale-up the RLM (rural livelihood monitor) - now RULIS - by strengthening the partnership with the World Bank and IFAD.
- SP4:** continue to strengthen and disseminate data on the functioning of international and national agricultural and food markets; strengthen data on investment; develop data on the structure of the agrifood system and activities of agri-enterprises; improve data on agrifood systems policy implementation and impact; and develop the evidence base to underpin food loss and waste reduction strategies.
- SP5:** finalize the methodology for measuring damage and losses in agriculture from natural disasters, including extreme climate and weather events, and institutionalize this work; further consolidate methodologies for vulnerability and resilience measurement under a cross-sectoral approach; new and timely data on conflicts, forced displacements and their relation with food security; strengthen early-warning assessments for early response.

Climate change

204. Mainstreaming of work to address climate change under each Strategic Programme will ensure an effective delivery of the FAO Climate Change Action Plan to enhance national capacity to address climate change, improve integration of food security, agriculture, forestry and fisheries consideration into international governance on climate change, and strengthen FAO's coordination and capacity. Opportunities to address climate change in each Strategic Programme are highlighted below.

- SP1:** assessing vulnerabilities to the impacts of climate change will help to orient national policy and action on food security and nutrition to account for the changes that are foreseen. Building national capacity to generate and use data to model production forecasts in the face of climate change will strengthen planning to avoid hunger and malnutrition. Successful adaptation means for many poor countries ensuring food security and nutrition. This interlinkage needs to be represented in national climate plans. Diversification for better nutrition will also support adaptation to climate change and resilience to extreme weather events.
- SP2:** the agricultural sectors are central to climate change adaptation and mitigation. Promotion of sustainable production systems for crops, livestock, forestry and fisheries that are climate-smart will provide options for countries to address food security, climate change and poverty simultaneously. Improved understanding of how climate

change depletes natural resource availability and quality also supports better targeting of action to conserve and manage those same resources to sustainably increase productivity and production, support adaptation to climate change, as well as realizing greater mitigation potential.

- SP3:** climate change is disproportionately impacting communities that are already poor. It is vital that the social impacts of climate change are better understood and planned for to avoid crises that may include migration, conflict over resources or greater discrimination against women or particular social groups. Recognition of the role of smallholder farmers in sustainable resource management needs to be recognized. It will be fundamental that climate policies include rural development policies and that rural development policies are climate-informed.
- SP4:** climate change will impact, and be impacted by, developments in agricultural and food systems. It will affect some countries' abilities to feed their growing urban populations, with significant ramifications for trade, and threaten the viability of a broad array of value chains also as a result of increased pest- and disease-related incidences. Adaptations in processing and distribution of agricultural and food products to strengthen value-added opportunities will also be needed to incentivise the adoption of climate-smart techniques across the value chain. Redesigning value chains and their energy supplies to reduce pressure on natural resources also offer opportunities for climate change mitigation.
- SP5:** preventing climate-induced disasters is significantly more cost effective than rehabilitation and recovery. In a time of growing demand, but limited budgets for humanitarian assistance, increasing efforts need to be placed on assessing vulnerabilities and guiding countries toward disaster risk reduction and climate change adaptation practices.

Gender

205. All Strategic Programmes contribute to gender equality, within their own specificity, to reduce existing gender inequalities and empower rural women. Under each Strategic Programme, specific areas of gender work have been identified for upscaling and to broaden geographical focus.

- SP1:** women fulfil very important roles all across the food system and are more exposed and vulnerable to the impact of the underlying causes of hunger, food insecurity and malnutrition. To reduce this vulnerability countries will be supported to integrate the gender equality dimensions in food security and nutrition policies, legal frameworks and governance mechanisms. FAO will also continue to support the development, adoption and monitoring of appropriate gender indicators related to food security and nutrition.
- SP2:** FAO will upscale the work related to gender-responsive natural resource governance, climate-smart agriculture and labour saving innovations that reduce the burden of women's work by strengthening the collaboration with strategic international and national partners.
- SP3:** FAO will enhance countries' capacities to formulate and implement gender-equitable poverty reduction and eradication strategies, policies and programmes, including productive inclusion, social protection and decent employment, through the development of knowledge and multi-stakeholder dialogues.
- SP4:** FAO will build upon its on-going work on gender-sensitive value chain development by disseminating approaches and tools developed to support member countries in assessing and addressing specific gender-related constraints.
- SP5:** FAO will further develop countries' capacities to mainstream gender equality issues into disaster risk reduction planning and climate change adaptation in agriculture, and in addressing the linkages between gender equality and food security in protracted crises.

Governance

206. Effective policy support and governance work, through provision of concepts, methods and frameworks, as well as strategic advice for key global governance mechanisms, is critical to achieving the Strategic Objectives and SDGs. Priority governance areas have been identified in each of the Strategic Programmes as follows.

- SP1:** the focus is on creating awareness for the need to address governance issues while supporting efforts to eradicate food security and nutrition at country level - shifting attention towards addressing governance in key policy processes, rather than on establishment or reform of institutional mechanisms and arrangements.
- SP2:** governance-related activities are combined under one Outcome integrating the global and country-related governance work. Thematically, the focus is on facilitating cross-sectoral policy processes and implementation to overcome fragmentation among the subsectors of crop, livestock, fisheries and forestry, and supporting governance mechanisms in natural resource management at country level to achieve the sustainable development agenda.
- SP3:** governance is addressed in the context of the promotion of the combined approaches of social protection and rural territorial development, as well as in the work on improving pluralistic service systems in support of family farming. FAO will also contribute to increasing the capacities of local actors (government, civil society, cooperatives) to plan, implement and monitor rural development programmes.
- SP4:** governance priorities are to improve the coherence of trade and agricultural policies at country and regional level, promote better policy-investment linkages, and enhance value chain governance, particularly for the benefit of family farmers.
- SP5:** governance issues include the integration of disaster risk management and climate change adaptation frameworks at country level, particularly at local level where manifold governance problems exist in most countries, and addressing specific governance issues to overcome humanitarian-development divide in the context of international response to conflicts and humanitarian emergencies conflicts.

Nutrition

207. FAO gives increased attention to nutrition by addressing the long-term economic, social and environmental bases of food security and nutrition, in particular those related directly to the concept of sustainable food systems and value chains. This has enabled FAO to engage as a leader in the global initiatives and governance mechanisms for improved nutrition, as well as helping countries to achieve their nutrition-related goals, with opportunities to further integrate nutrition in the work of the Strategic Programmes as follows.

- SP1:** improving governance and strengthening stakeholder coordination for food security and nutrition, which are core elements of SP1, can be addressed by mainstreaming nutrition in food and agriculture policies, programmes and investment plans at all levels. Increased attention will be given to promoting a more “nutrition-sensitive food systems” agenda. Building on existing global guidelines, the focus will be on promoting policy and institutional change and stimulating nutrition-sensitive investments in food systems and across those sectors that are important for food security and nutrition, including agriculture, livestock, forestry, fisheries and aquaculture, social protection and education.
- SP2:** transforming agriculture production systems (including crops, livestock, fisheries and forestry) in ways that contribute to favourable nutritional outcomes will target diversification of food production through nutrition-sensitive agriculture while respecting and managing the environment and promoting local biodiversity.
- SP3:** includes interventions specifically targeting nutritionally vulnerable groups (e.g. children, women of child-bearing age and people affected by a disease) and the

promotion of healthy diets through nutrition-sensitive social protection programmes. Integrated school feeding and nutrition programmes can provide a holistic entry point (and a second window of opportunity after the first 1,000 days of life of children) to improve nutrition of children of school-going age. School food and nutrition programmes also have a huge potential to stimulate local smallholder production, create a ready market for these farmers, and improve their livelihoods.

- SP4:** in improving the efficiency of food distribution and its availability to all population groups, developments in food systems should ensure improvements in the nutritional quality of food and avoidance of food and nutritional losses, and food safety risks. Developments in food systems can also provide employment opportunities and increased incomes, affording value chain actors access to more nutritious food.
- SP5:** will provide support in integrating nutrition objectives and nutrition policy actions in countries' resilience plans and aligning them with their food security and nutrition strategies. Another opportunity is providing technical assistance in the use of food security and nutrition surveillance systems such as the IPC³³ acute nutrition scale (including diet and nutrition indicators) to inform policy-makers and trigger timely actions against threats to food and nutrition.

³³ Integrated Food Security Phase Classification (IPC)

B.3 Strategic Objective Programmes for 2018-21

208. This section presents the draft programme for each Strategic Objective (the Strategic Programme) in 2018-21, identifying the challenges addressed, the theory of change applied and the expected Outcomes and Outputs.

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

Context

209. Strategic Objective 1 explicitly targets the sustainable eradication of hunger, food insecurity and all forms of malnutrition, including undernourishment, micronutrient deficiencies and problems of overweight, obesity and diet-related non-communicable diseases.

210. Extreme poverty, income inequality and inadequate access to productive assets and decent employment constrain poor people's access to a safe, nutritious and healthy diet and are the main drivers of persistent hunger, food insecurity and malnutrition. The precarious situation of the poor is often aggravated by the impact of conflict, civil strife and social unrest, natural disasters, and other crises, like the economic and financial crises, and health crises such as HIV-AIDS and Ebola virus.

211. At the same time, new challenges and trends are changing the nature and context of the problems, adding complexity and posing the risk of reversing progress. Along with persistent problems of hunger, food insecurity and undernourishment, the increased prevalence of overweight, obesity and diet-related chronic diseases is emerging as an important challenge all around the world, in developing and developed countries alike.

212. The emerging trends and challenges in terms of their main impact on food security and nutrition, fall into three broad clusters, including i) changes in demographic structures and pressures from population growth, especially in resource-constrained countries that have high population growth rates; ii) climate change and natural resource competition; and iii) urbanization, changing lifestyles and consumption patterns.

213. Addressing the root causes of hunger, food insecurity and malnutrition requires that a number of elements be in place, including: political commitment; common understanding of problems and solutions based on sound data, information and analysis; inclusive governance mechanisms and stakeholder coordination; a coherent framework of policies, programmes and investments; leveraging food and agricultural systems for better nutrition; addressing the gender gap. These elements constitute the pillars of the SO1 programme.

Strategic Programme for the eradication of hunger, food insecurity and malnutrition (SP1)

214. The focus of the Strategic Programme (SP1) is on building an enabling environment for the eradication of not only hunger, food insecurity and undernourishment, but also addressing problems related to nutritionally imbalanced diets, unsafe food and excess dietary energy intake. This requires strong political commitment at the highest level of government. Commitment from relevant development partners and other decision-makers and food system actors is important in order to provide all consumers, and in particular the poor and vulnerable, access to a nutritionally adequate and healthy diet.

215. Besides the need to work with relevant government ministries, there is also need for food security governance mechanisms to include legislators, the judiciary and non-state actors including civil society organizations, private sector, consumer organizations, academia, think-tanks, etc. In this context, FAO works in partnership with governments and other development actors at global, regional and national levels, including Rome-based and other UN agencies in order to develop the policy and institutional environment and the capacities needed to sustainably eradicate hunger, food insecurity and malnutrition.

216. Emphasis of SP1 will be on "all" forms of malnutrition, to ensure that the rapidly growing problem of overweight, obesity and diet-related non-communicable diseases receives adequate attention. In addition, there is explicit reference made to the need to address the emerging food

security, nutrition and health impacts of climate change, urbanization and changing dietary patterns, linked to income growth and changing lifestyles and to the adoption of a nutrition-sensitive food systems approach, in order to move the focus of policy dialogue and action from being production-centred towards the problems and needs of consumers in terms of nutrition and access to healthy diets. The implication of this change is also the need for greater involvement of food system actors, in particular private sector and consumer organizations, but also law makers and civil society organizations. This is now made explicit in the SP1.

217. In line with the recommendations of the Technical Committees and Regional Conferences during 2016, increased attention will be given to promoting a more “nutrition-sensitive food systems” agenda. Building on existing global guidelines, the focus will be on promoting policy and institutional change and stimulating nutrition-sensitive investments in food systems and across those sectors that are important for food security and nutrition, including: agriculture, livestock, forestry, fisheries and aquaculture, social protection and education. Social protection and education, when designed to contribute to furthering nutrition and food security goals, are important target sectors for SP1. When linked to family farming (for example through school food and nutrition programmes and/or public procurement schemes), social protection and education not only impact on poor consumers, but can also produce positive effects on local production, the local economy and dietary habits. This is an important area for collaboration with SP3.



218. There is also renewed emphasis on governance mechanisms, encompassing coordination mechanisms and working with stakeholders on assessing the political economy of main issues that are hampering progress in translating policies, programmes and legislation into food security and nutrition outcomes. This includes refocusing of the strategy of SP1 on evidence-based decision-making on the food security and nutrition analysis and its use, which goes beyond the production of data or the existence of information systems.

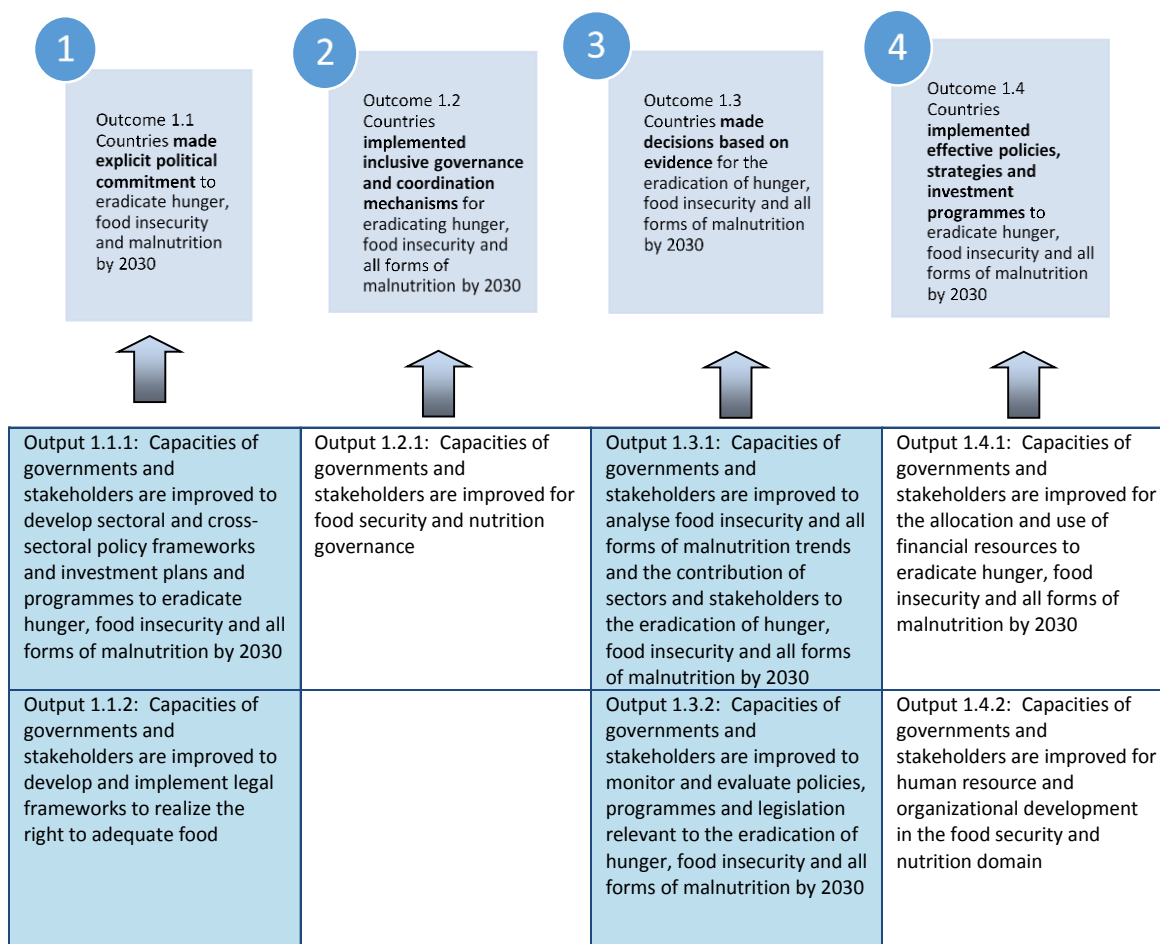
219. In addition, feedback from countries shows that weak implementation capacities constitute a major bottleneck for countries when translating policies, strategies and programmes to concrete action and results on the ground. For effective implementation of their food security and nutrition frameworks, countries need to allocate adequate financial resources, as well as mobilize the necessary human resources and competencies. This issue is addressed by a key change in the SO1 results framework with the introduction of an additional Outcome (1.4) on the effective implementation of policies, strategies and investment programmes.

220. Through SP1 FAO will support government and non-state actors to work in a coordinated and focused manner in order to: i) address the immediate and underlying causes that keep the hungry, food insecure and malnourished trapped in a vicious cycle of chronic deprivation (SDG 2 targets 2.1, 2.2); and with consumer information based on scientific evidence, to support the adoption of healthy diets (SDG 3 target 3.4).

Outcomes and Outputs

221. The results framework has been structured around four interconnected Outcomes and seven Outputs that are needed to contribute to the eradication of hunger, food insecurity and all forms of malnutrition (*Figure SO1 and Annex 1*).

SO 1: Contribute to the Eradication of Hunger, Food Insecurity and Malnutrition			
	Targets -By 2030 access by all to safe nutritious food (2.1) -By 2030 end all forms of malnutrition (2.2)		Targets -By 2030, reduce by one third premature mortality through prevention and treatment (3.4)
	Indicators -Prevalence of undernourishment (2.1.1) -Prevalence of moderate or severe food insecurity based on FIES (2.1.2) -Prevalence of stunting among children under 5 years of age (2.2.1) -Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) (2.2.2)		Indicators -Mortality rate attributed to non-communicable diseases (3.4.1)



Outcome 1.1 - Countries *made explicit political commitment* to eradicate hunger, food insecurity and malnutrition by 2030

222. Under this Outcome, FAO will continue to strengthen and deepen its contribution to various global, regional and national policy processes in order to leverage the momentum created by the Secretary-General's Zero Hunger Challenge. In particular FAO will contribute to the implementation of 2030 Agenda for Sustainable Development and the ICN2 Rome Declaration on Nutrition and its Framework for Action.

223. With the emergence of climate change and urbanization as increasingly important determinants of food system performance, it is important that assistance to countries and regional organizations is also guided by the Paris Agreement and the outcomes of the UN Climate Conference in its 21st session (COP21) and the Milan Urban Food Policy Pact and the UN Habitat III Conference. On climate change, SP1 work will focus on the cross-cutting theme on climate change in terms of integrating food security and nutrition concerns in climate change strategies and Intended Nationally Determined Contributions (INDCs). Food security, food safety and nutrition in urban areas are fields for close collaboration with SP4.

224. In addition, FAO will provide support to government and stakeholders to improve their capacities to design, formulate or implement policy frameworks, investment plans and programmes, as well as legal frameworks to realize the right to adequate food, largely through advocacy, facilitation of policy dialogue, technical assistance and capacity development. FAO will also influence and monitor the level of investments in agriculture as a proxy for government commitment.

Output 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

Output 1.1.2: Capacities of governments and stakeholders are improved to develop and implement legal frameworks to realize the right to adequate food

Outcome 1.2 - Countries *implemented inclusive governance and coordination mechanisms* for eradicating hunger, food insecurity and all forms of malnutrition by 2030

225. The achievement of the policy and institutional change of Outcome 1.1 depends on the effectiveness of existing governance mechanisms and the policy processes through which sector and food system stakeholders interact and coordinate their actions. Participation, transparency, equity and accountability are key principles. Such governance mechanisms will lead to inclusive, transparent, accountable and evidence-based policy processes, supported by appropriate legislation and well-functioning institutions.

226. Strategic coordination across this range of stakeholders is required to ensure coherence of food security and nutrition interventions, avoid duplications and gaps across various sectors and stakeholders, ensure relevant cross-cutting issues (gender, climate change, etc.) are addressed and stimulate exchange of ideas and experience. The representation of civil society and the private sector within such coordination mechanisms is essential, as active participation of those stakeholders tends to contribute to concrete results and improved accountability.

227. While the existence of coordination and multi-stakeholders mechanism is essential, it is not sufficient to address critical governance bottlenecks that hamper the translation of policies and programmes into improved food security and nutrition outcomes. Strengthening the capacities of institutions and stakeholders to understand the political economy of critical problems, identify the bottlenecks and stimulate decision-makers to address them is also required to improve effective governance. Parliamentarians, ombudspersons, consumer protection authorities, Human Rights Commissions and other oversight bodies, in collaboration with other stakeholders, can play a key role in promoting change of behaviour to improve food security and nutrition governance.

228. FAO will support public sector and non-governmental stakeholders to identify critical bottlenecks and to actively participate in global, regional or national food security and nutrition

governance mechanisms. Support will mostly take the form of facilitation, advocacy and uptake of knowledge and information.

Output 1.2.1: Capacities of governments and stakeholders are improved for food security and nutrition governance

Outcome 1.3 - Countries *made decisions based on evidence* for the eradication of hunger, food insecurity and all forms of malnutrition by 2030

229. Increased use of cross-sectoral evidence by decision-makers when developing and implementing policies, legislation, programmes and investment plans for food security and nutrition underpin the achievement of Outcomes 1 and 2. FAO will continue promoting a common understanding of the food security and nutrition problems and solutions, based on solid analysis and data related to the contribution made by relevant areas (gender, food safety, and climate change). The aim is to ensure that these data and analyses will inform decision-making on sectoral and cross-sectoral policies, programmes, legislation and associated resource allocation.

230. FAO will also continue to promote methods and tools to analyse and monitor food security and nutrition and the likely impact of policies and programmes on food security and nutrition. Stronger emphasis will be placed on supporting the uptake of information from various sectors that can contribute directly or indirectly to food security and nutrition rather than on gathering primary data and establishing new databases and information systems. FAO will also support countries to take up the information, analysis and recommendations derived from monitoring of actions and results of their food security and nutrition frameworks which involves strengthening capacities for monitoring and assessing impact of policies, strategies and investment programmes. This will be especially important in the context of supporting countries to implement and monitor the 2030 Agenda.

231. The work in this area is often challenged by isolated, fragmented or non-existent information regarding food security and nutrition (FSN); lack of information regarding the contributions and actions taken by different sectors and stakeholders towards FSN objectives; or the lack of capacity to analyse and use the information that is available to inform policies and programmes. Under Outcome 1.3 FAO will address these challenges, by building on existing information systems to help promote cross-sectoral information exchange relevant to FSN and build the capacity to analyse essential data, statistics and information to promote a common understanding of FSN problems and solutions.

Output 1.3.1: Capacities of governments and stakeholders are improved to analyse food insecurity and all forms of malnutrition trends and the contribution of sectors and stakeholders to the eradication of hunger, food insecurity and all forms of malnutrition by 2030

Output 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

Outcome 1.4 - Countries *implemented effectively policies, strategies and investment programmes* to eradicate hunger, food insecurity and all forms of malnutrition by 2030

232. It is estimated that the eradication of hunger requires an additional investment of USD 267 billion per year. Income redistribution within and across countries is needed, given that the financing constraints that low-income countries face are expected to persist. There is need to work with Ministries of Finance and Planning to identify options for mobilizing additional investment from both public and private sources. Low-income countries should work with international financial cooperation agencies, including international financial institutions, regional development banks and donors.

233. Feedback from countries, as well as the first outcome assessment that FAO undertook show that allocation of resources and available implementation capacities remain major impediments to translating food security and nutrition frameworks (policies, investment and legal framework) into action. The 2030 Agenda for sustainable development itself emphasizes the need for effective

implementation: “*countries commit themselves to working tirelessly for the full implementation of this Agenda by 2030*”.

234. For effective implementation of their food security and nutrition frameworks, countries need to allocate adequate financial resources to finance them, as well as mobilize the necessary human resources and competences. They also need to ensure that organizational capacities of their institutions contributing to food security and nutrition outcomes are strengthened.

235. FAO’s role would be to support countries to: enhance the institutions involved in implementing these actions for food security and nutrition through human and organizational capacity development; and assess financing requirements to eradicate hunger, food insecurity and all forms of malnutrition and to increase resource mobilization.

Output 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

Output 1.4.2: Capacities of governments and stakeholders are improved for human resource and organizational development in the food security and nutrition domain

Strategic Objective 2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

Context

236. The main challenge addressed by Strategic Objective 2 is the sustainable improvement of productivity in agriculture, forestry and fisheries and related services in the context of an increasingly stressed natural resource base due to increased competition for natural resources, environmental degradation and climate change.

237. The intensive agricultural production systems to meet food, wood and fibre needs have come at a high price to society and the environment. The agricultural gains in the past fifty years have led to adverse impacts on the natural resource base. These include loss of forests and land degradation, loss of biodiversity and habitats of a variety of flora, fauna and aquatic species, as well as their ecosystem services. Further consequences include the negative externalities caused by production practices, including chemical and nutrient pollution of watersheds, overuse of water and loss of wetlands, soil fertility decline, human and environmental health impacts of pesticides, resistance to antibiotics, and greenhouse gas emissions (GHG) from fertilizer and fossil fuel for machines and heavy mechanization. The same applies to fishing and fish production - heavy demand for fish has led to overexploitation of fish stocks, and intensive fish farming, which satisfies a growing market with increasing impacts on the environment.

238. The challenges to agriculture, forestry and fisheries are many: improving production and productivity, and the nutritional quality of food; reducing environmental impacts; ensuring the long-term provision of ecosystem services; developing production systems that are more resilient and adaptive to changing climate conditions; and providing decent conditions of living for rural populations. The nature of these challenges and the extent of their impacts vary across regions, particularly those with fragile natural environments vulnerable to shocks such as small island developing states (SIDS). Addressing these challenges requires a combination of farming systems, including mixed, multiple or integrated systems at farm and landscape scales, as well as broadening the number of species and their genetic diversity, namely locally adapted varieties of crops, livestock breeds and fish. However, agricultural development strategies often tend to focus exclusively on maximizing production and productivity, with insufficient attention to the impacts on natural resources, ecosystem goods and services, or the multiple products and services that agricultural production can and should provide, including environmental and social benefits.

239. Considering the growing pressure on natural resources in an increasing number of regions, new and stronger governance mechanisms will be necessary to address the complex linkages and growing competition. Policies and governance mechanisms will also need to consider the multiple and often conflicting social, economic, nutritional and environmental goals and adapt agricultural development programmes accordingly. More integrated, cross-sectoral and coherent approaches, including those based on landscapes, territories, agricultural heritage systems, ecosystems, and/or value chains, are needed to change policies and practices in a sustainable way. When implemented, such approaches help optimize the management of resources to ensure food security and nutrition in light of different and often competing development goals, as well as to meet societal demands in the short, medium and long term. Furthermore, sustainable agriculture, forestry and fisheries offer significant potential to build resilience, adapt and mitigate climate change impacts. These integrated approaches must put farming communities at the centre of these changes and innovations.

Strategic Programme to make agriculture, fisheries and forestry more productive and sustainable (SP2)

240. To address these key challenges requires promoting cross-sectoral initiatives, dialogue and collaboration, and strengthening international and national governance mechanisms and policy instruments relevant to sustainable agriculture with particular emphasis on the development of institutional capacities.

241. SP2 will focus on sustainably increasing production and productivity, and addressing climate change and environmental degradation in agriculture, forestry and fisheries in the context of the broad food systems jointly addressed by all five Strategic Programmes, through:





- a) supporting producers, as key partners, with emphasis on gender equality, to become agents of change and innovators, enabling them to achieve higher production and productivity in a sustainable way. This includes reducing waste in pre-harvest and harvest losses, ensuring a more diverse food base and nutrition; identification, safeguarding, promotion and support of globally and locally significant agricultural biodiversity (GIAHS); avoiding deforestation and degradation; and managing a natural resource base and climate change;
- b) supporting governments to establish enabling environments, including the development of conducive policies, investment plans, programmes and governance mechanisms on sustainable agriculture, forestry and fisheries, and addressing climate change and environmental degradation in a cross-sectoral, integrated and more participatory way;
- c) supporting governments to strengthen policy implementation, including through international and regional instruments relevant to sustainable agriculture, forestry and fisheries;
- d) promoting the use of knowledge and information for evidence-based decision-making. This includes support to countries to monitor the SDGs.

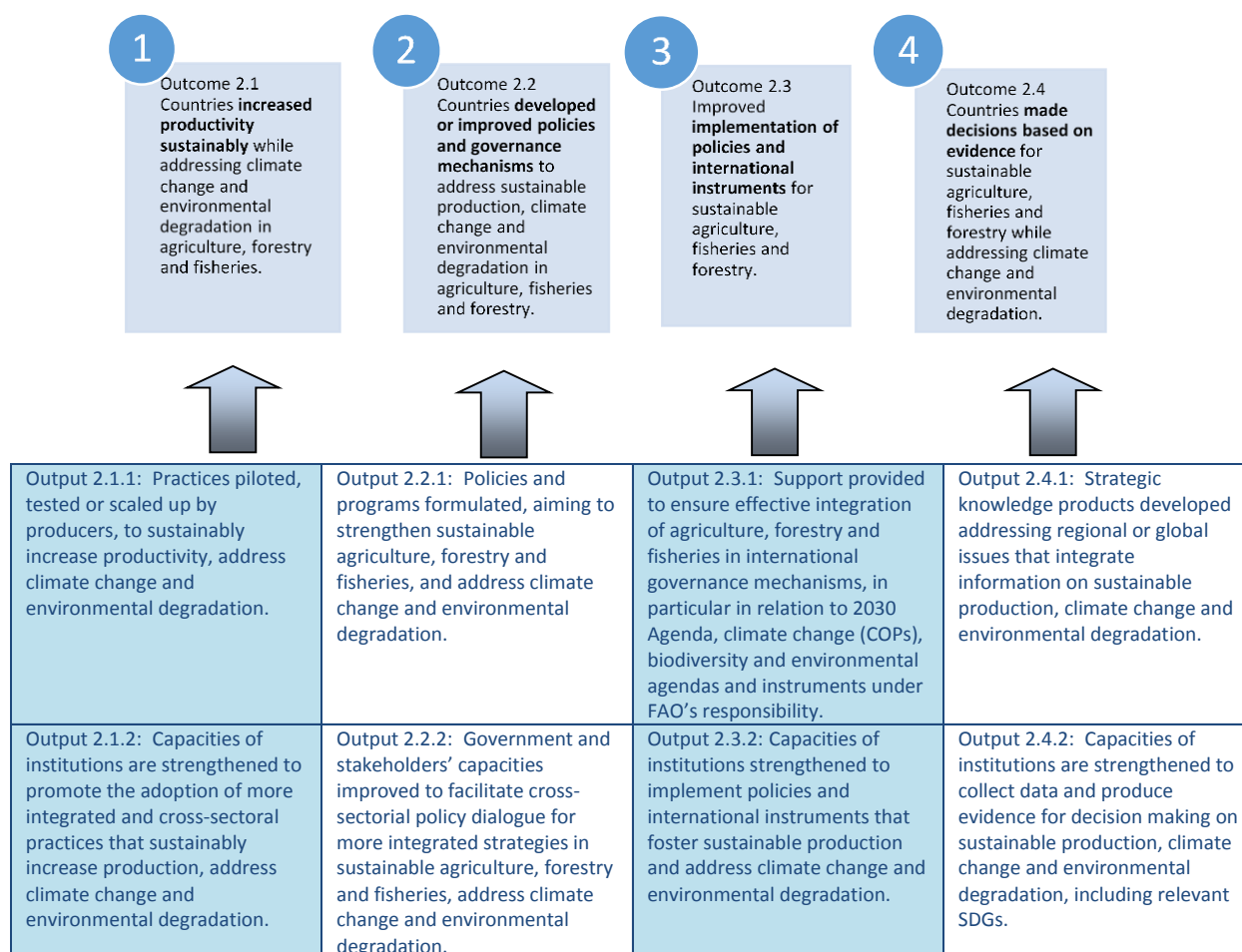
242. SP2 will be driven by the five principles for sustainable food and agriculture that balance the social, economic and environmental dimensions of sustainability: i) improving resource use efficiency through multi-prong production systems that simultaneously perform ecological, economic and social functions; ii) managing natural resources and ecosystems sustainably; iii) protecting and improving rural livelihoods and social wellbeing; iv) enhancing the resilience of people, communities and ecosystems; and v) promoting innovative, effective and responsible governance of both natural and human systems. Special attention will be given to gender and nutrition in all of the four key outcomes.

243. Through SP2, FAO will work with countries in the achievement of targets under SDGs 2, 6, 13, 14 and 15 explicitly identified through 11 indicators at the SO level and six indicators at Outcome level measuring productivity, environmental degradation and climate change by sector, and conservation of genetic resources.

Outcomes and Outputs

244. The results framework has been structured around four interconnected Outcomes and eight Outputs that are needed to promote the transition towards more productive and more sustainable agriculture, forestry and fisheries sectors (*Figure SO2 and Annex 1*).

SO 2: Increase and Improve Provision of Goods and Services from Agriculture, Forestry and Fisheries in a Sustainable Manner			
	Targets -By 2030, double the agricultural productivity and incomes of small-scale food producers through secure access of land (2.3) -By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production (2.4) -By 2030, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals (2.5)		Targets -By 2030, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems (15.1) -By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world (15.3) -By 2030, ensure the conservation of mountain ecosystems (15.4)
	Indicators -Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size (2.3.1) -Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities (2.5.1) -Proportion of local breeds classified as being at risk, not at risk or at unknown level or risk of extinction (2.5.2)		Indicators -Forest area as a proportion of total land area (15.1.1) -Proportion of land that is degraded over total land area (15.3.1) -Mountain Green Cover Index (15.4.2) -Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems (15.a.1)
	Targets -By 2030 substantially increase water-use efficiency and reduce the number of people suffering from water scarcity (6.4)		Targets -By 2030, effectively regulate harvesting and end overfishing to restore fish stocks (14.4) -By 2020, conserve at least 10 percent of coastal and marine areas (14.5)
	Indicators -Change in water-use efficiency over time (6.4.1) -Level of water stress: freshwater withdrawal as a proportion of available freshwater resources (6.4.2)		Indicators -Proportion of fish stocks within biologically sustainable levels (14.4.1) -Coverage of protected areas in relation to marine areas (14.5.1)



Outcome 2.1 - Countries *increased productivity sustainably* while addressing climate change and environmental degradation in agriculture, forestry and fisheries

245. The adoption of production systems and practices for sustainable agriculture, fisheries and forestry is a long-term and crucial outcome at country level. This Outcome supports producers - farmers, pastoralists, fisherfolks and forest users - to adopt more sustainable production systems and practices, in order to sustainably increase their production and productivity, improve their livelihoods, as well as adapt to climate change. For this reason, the participation of farmers, pastoralists, fisherfolks and forest dwellers with emphasis on gender equality in the identification of sustainable practices is essential as they are familiar with the constraints and opportunities on the ground and can inform priority setting and development of technology. Research and development of affordable technology will require robust partnerships between technical and investment-oriented organizations. In addition, national and local capacity will be developed to support the promotion of sustainable practices and development of technologies and innovation, and scaling up their adoption. Sustainable practices and/or sustainable production systems will be assessed by the five principles of sustainable food and agriculture that represent the approach adopted by FAO, including socioeconomic assessment of the production systems.

246. FAO will assist countries in strengthening capacities of institutions to promote adoption of cross-sectoral practices to sustainably increase production, address climate change and environmental degradation.

Output 2.1.1: Practices piloted, tested or scaled up by producers, to sustainably increase productivity, address climate change and environmental degradation

Output 2.1.2: Capacities of institutions are strengthened to promote the adoption of more integrated and cross-sectoral practices that sustainably increase production, address climate change and environmental degradation

Outcome 2.2 - Countries *developed or improved policies and governance mechanisms* to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry

247. This Outcome focuses on addressing sustainability and productivity, climate change and environmental degradation at policy level in a more integrated and cross-sectoral way. The following priorities have been identified to contribute to this Outcome: policy development and formulation, including investment strategies, planning and resource mobilization need to be strengthened to foster transition to sustainable agriculture, forestry and fisheries; multi-stakeholder policy dialogue and platforms across sectors will be facilitated to raise awareness and achieve consensus, with particular regard to supporting countries in the implementation of the SDGs in a coherent way. Key elements governing transformation towards sustainable food and agriculture (SFA) in the framework of the 2030 Agenda will be promoted, including: i) country ownership and leadership; ii) cross-sector, integrated approaches and policy coherence; iii) multi-stakeholder approaches and partnerships; iv) alignment of public and private investments; and v) focus on actions with measurable results.

248. Specifically, FAO will assist countries in the formulation of policies and programmes and strengthen government capacities to facilitate cross-sectoral policy dialogue for more integrated strategies in sustainable agriculture, forestry and fisheries, climate change and environmental degradation.

Output 2.2.1: Policies and programmes formulated, aiming to strengthen sustainable agriculture, forestry and fisheries, and address climate change and environmental degradation

Output 2.2.2: Government and stakeholders' capacities improved to facilitate cross-sectoral policy dialogue for more integrated strategies in sustainable agriculture, forestry and fisheries, address climate change and environmental degradation

Outcome 2.3 - Countries *improved implementation of policies and international instruments* for sustainable agriculture, fisheries and forestry

249. This Outcome addresses the implementation of policies, including adaptation of legal frameworks and incentives, and implementation of international and regional instruments and agreements related to sustainable agriculture. The following priorities have been identified to contribute to this Outcome: support countries to implement policies and to monitor implementation, including international instruments related to sustainability objectives in agriculture, forestry and fisheries; strengthen the capacity of countries to participate in the negotiations of international instruments to ensure that their concerns and circumstances are addressed, thereby easing the implementation of resulting agreements; and ensure better integration of agriculture, fisheries and forestry issues in international governance mechanisms related to 2030 Agenda implementation, UNFCCC³⁴/Paris Agreement, biodiversity and environmental agendas and other mechanism and instruments under FAO's responsibility.

250. FAO will provide support to countries to ensure effective integration of agriculture, forestry and fisheries in international governance mechanisms, in particular in relation to 2030 Agenda, climate change (COPs), biodiversity and environmental agendas and instruments under FAO's responsibility, as well as strengthening capacity of implementing institutions.

Output 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 (COPs), biodiversity and environmental agendas and instruments under FAO's responsibility

Output 2.3.2: Capacities of institutions strengthened to implement policies and international instruments that foster sustainable production and address climate change and environmental degradation

Outcome 2.4 - Countries made decisions based on evidence and derived from sector/cross-sectoral analysis of data, information and knowledge

251. FAO will provide support to countries in making evidence-based decisions in the management of production systems and natural resources to support the transition to sustainable agriculture. The following priorities have been identified to contribute to this Outcome: provide capacity-building on statistics, geospatial information and maps, and qualitative information to underpin the extent, quality, use and productive capacity of land, water, forests, oceans and inland waters; assess the impacts of agriculture, forestry and fisheries on these resources; monitor climate-related variables and evaluate how practices improve agriculture production and productivity by adapting to climate change; and support the provision of strategic knowledge products (data, information, tools, and analyses) developed at global and regional level, to be used by national and regional institutions in order to make evidence-based decisions. The availability of information is a necessary but not sufficient condition for better evidence-based decisions; therefore, capacity will be built in countries on the use of relevant information. Using the framework of sustainable food and agriculture principles, support will also be provided in implementing the sustainable agriculture, forestry and fisheries aspects of SDGs to which SO2 will be contributing. This also includes supporting member countries to monitor the SDG indicators.

252. FAO will develop strategic knowledge products addressing regional or global issues that integrate information on sustainable production, climate change and environmental degradation and strengthen capacities of institutions to collect data and produce evidence for decision-making in these areas, including the relevant SDGs.

Output 2.4.1: Strategic knowledge products developed addressing regional or global issues that integrate information on sustainable production, climate change and environmental degradation

Output 2.4.2: Capacities of institutions are strengthened to collect data and produce evidence for decision making on sustainable production, climate change and environmental degradation, including relevant SDGs

³⁴ United Nations Framework Convention on Climate Change (UNFCCC)

Strategic Objective 3: Reducing Rural Poverty

Context

253. The challenge that the world faces to achieve SDG 1 on ending poverty in all its forms has huge dimensions: over 2.1 billion people still live in poverty, about 900 million still live in extreme poverty with almost half of them living in conflict areas, signalling the need to address poverty across the humanitarian and development continuum. While great progress in poverty reduction - measured by absolute poverty lines was achieved over the last few decades, progress was not equal for all. Even in countries where overall poverty was reduced, the poorest have been left behind. Inequalities remain pervasive between economic classes, rural and urban areas, regions, ethnic groups and men and women. Sustained and rapid economic growth is necessary, but not sufficient, for poverty reduction.

254. In many low and middle-income countries, especially in sub-Saharan Africa and South Asia, population growth is outpacing economy-wide job growth. Unemployment is a consequence of the lack of economic opportunities, lack of access to productive resources and skills. Migration is historically part of economic development, the structural transformation of agriculture, and the transformation of rural areas. In the coming decades, however, distress migration, both within and across countries, will be accelerated by the world's increasing population, globalization, climate change and political conflict. Managing migration flows will require additional efforts, including addressing its root causes and increasing access to social protection and employment opportunities in origin and destination locations.

255. Population growth also means more competition for increasingly scarce natural resources, most likely to the detriment of the poorest. Climate change is likely to lead to greater production risk and reduced agricultural productivity over time, through rising temperatures, increasingly extreme and unpredictable weather events, as well as higher incidence and intensity of natural disasters, and again will have a larger negative effect on the rural poor who depend on natural resources for their livelihoods and are less able to manage and cope with risk. The nature and extent of these risks will vary across regions with some more impacted than others, such as SIDS. All these challenges increase the vulnerability of the poor, but also the vulnerability of the non-poor to fall into poverty.

Strategic Programme for reduction of rural poverty (SP3)

256. SP3 follows an enhanced approach which considers the diverse spectrum of households living in rural poverty and proposes differentiated strategies to support the livelihoods and empowerment of poor rural households and address vulnerabilities to help cope with climatic shocks and ongoing structural transformation. A stylized typology of rural households in low-income countries, organized around access to natural resources and productive potential is used to develop context specific approaches. Focus is on the those households related to the principal productive and extractive activities which use natural resources, including crop and livestock producers, pastoralists and fisherfolk (i.e. agricultural households). This approach allows to identify context-specific pathways out of poverty that consider a number of factors such as geographic location and market dynamism (peri-urban, intermediate, hinterland), agroclimate conditions, access to natural resources, technology and information, existence of rural infrastructure, institutional frameworks, household characteristics (gender, ethnicity, dependency ratio), the propensity of man-made and natural disasters, and political economy.

257. Evidence has shown that in low-income countries in particular, investing in the agricultural sector - and especially in small-scale agriculture - is more poverty-reducing than investment in other sectors, as it offers the most direct route of raising returns to land and labour, the main assets of the rural poor. Investing in agriculture, however, is not enough to achieve rural poverty reduction. Reducing rural poverty requires a broad-based multi-sectoral approach which takes into account overall economic growth and the role that agriculture plays in development and economic structural transformation. It also requires focus on improving the *enabling environment* required for addressing problems across multiple dimensions and sectors, including new trends in the global landscape. In addition, reducing poverty will require placing the problem of poverty higher on political agendas. Given the multiple pathways out of poverty and multiple conditioning factors, a broad, multi-sectoral approach to poverty, with differentiated strategies, is necessary for successful rural poverty reduction.

This set of policies should foster inclusive structural and rural transformation and economic growth, enabling the poor to actively participate in and significantly benefit from economic activity, while addressing the root causes of migration. SO3 will seek to address the political economy of rural poverty reduction through a major emphasis on policy work, advocacy, stakeholder participation and partnerships.

258. The interlinkages among the Outcome areas – in particular social protection – will be strengthened, leveraging a territorial/multi-sectoral approach to poverty reduction, as well as its linkages to the sustainable management of natural resources. Specific social protection interactions with food security, natural resource management and humanitarian work will be a main focus. Cross-cutting issues such as migration and climate change (themselves interlinked), are also better embedded in the Outcome structure, recognizing the need to consider their two-way (cause/effect) relationships with poverty. In the case of the former, strong linkages between SP3 and SP5 have been developed to better address the root causes of migration so as to continuously refine FAO's responses in achievements of the two Strategic Objectives in the development-humanitarian continuum. In the case of the latter, efforts will be focused on safeguarding agricultural livelihoods and productivity and the safety nets for rural poor to ease their transition out of poverty into more sustainable and decent employment opportunities.

259. Social protection can play a fundamental role in reducing vulnerability by helping households manage risks and shocks, and in terms of facilitating economic transition, from providing a minimum income for the poorest (as safety-net function), to helping the poor transition into jobs and income-generation opportunities by relaxing insurance and credit constraints (e.g. through cash and asset transfers, through targeted subsidies). The role of social protection plays a more prominent role for the extreme poor and poor with few income-generating opportunities.

260. Indigenous peoples, often among the poorest of the poor and facing historical processes of marginalization, will require special consideration in terms of formulating policies that specifically address the challenges they face, incorporate their world view, and include their participation. Achieving gender equality remains a prominent focus, with a large span of activities addressing gender-based barriers to escaping rural poverty in agriculture, including through employment opportunities and social protection.

261. The scope of what is needed goes well beyond FAO's mandate and capacity, requiring FAO to work with governments and other development partners to achieve results at scale. FAO will continue to contribute to building this enabling environment through its three Outcomes addressing empowerment and access to productive resources, services and markets, decent rural employment and social protection, as well as through a fourth Outcome elevating FAO's role in supporting countries to formulate, evaluate and scale up pro-poor multi-sectoral policies and strategies. Furthermore, partnerships with the international financial institutions such as the World Bank, the regional development banks, and IFAD, as well as strengthened joint work with other UN Organizations including UNDP, WFP, UN Women, ILO, IOM and UNICEF,³⁵ is fundamental to achieving impact at scale.

262. The Outcomes place more emphasis on the multiple pathways out of poverty in the context of agricultural and rural transformation processes. In this regard, an increased focus is put at the level of multi-sectoral rural development policies, both in terms of supporting scale-up and catalysing other actors, as well as focusing on the knowledge, statistics, and evidence-base to formulate and direct effective interventions. This is a major constraint to the achievement of SDG 1 in the context of climate change and accelerated distress migration, which was not sufficiently articulated in the previous SO3 Outcomes.

263. Leveraging the work of FAO for poverty reduction, in the context of assuring food security, nutrition and environmental sustainability, is of crucial importance, given the world's ambition for eliminating poverty. The challenge is to make ongoing processes of structural, agricultural and rural





³⁵ United Nations Development Programme (UNDP); World Food Programme (WFP); International Labour Organization (ILO); International Organization for Migration (IOM); United Nations Children's Fund (UNICEF)

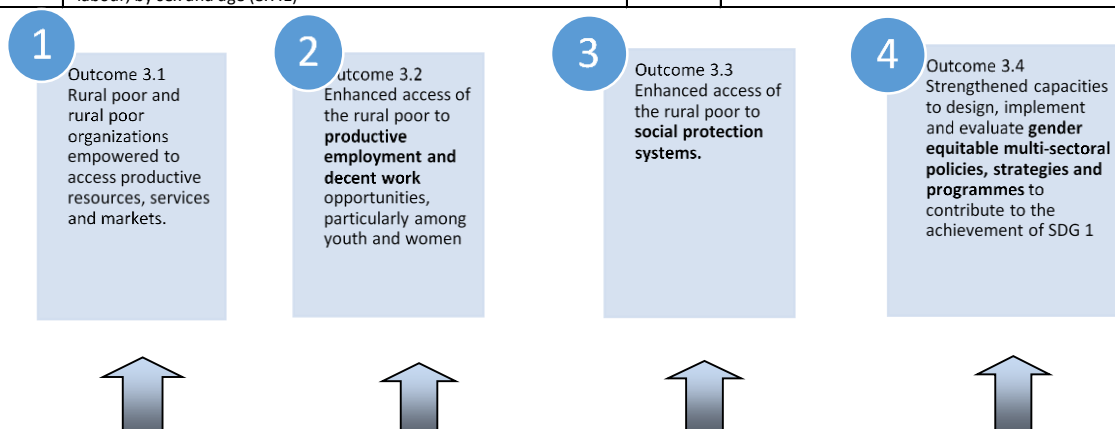
economic transformation in low-income countries pro-poor and more inclusive; and to build human capital as fundamental building blocks to more productive employment and improved wellbeing.

264. Through SP3, FAO will work with countries in the achievement of targets under SDGs 1, 2, 5, 8, 10 and 14 measuring poverty and access to productive resources, income and decent employment, and gender equality.

Outcomes and Outputs

265. FAO will contribute to the reduction of rural poverty through four interconnected outcomes and nine Outputs (*Figure SO3 and Annex 1*).

SO 3: REDUCE RURAL POVERTY			
	Targets -By 2030, eradicate extreme poverty for all people (1.1) -By 2030, reduce at least by half the proportion of men, women and children in poverty (1.2) -By 2030, ensure equal rights for all (1.4)		Targets -By 2030, double the agricultural productivity and incomes of small-scale food producers (2.3)
	Indicators -Proportion of population below the international poverty line (1.1.1) -Proportion of population living below the national poverty line (1.2.1) -Proportion of population living in households with access to basic services (1.4.1) -Proportion of total adult population with secure tenure rights to land (1.4.2)		Indicators -Average income of small-scale food producers, by sex and indigenous status (2.3.2)
	Targets -By 2020, substantially reduce the proportion of youth not in employment, education or training (8.6) -Take immediate measures to eradicate forced labour and elimination of child labour (8.7)		Targets -By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average (10.1)
	Indicators -Proportion of youth (aged 15-24 years) not in education, employment or training (8.6.1) -Proportion and number of children aged 5-17 years engaged in child labour, by sex and age (8.7.1)		Indicators -Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population (10.1.1)



Output 3.1.1: Rural organizations and institutions strengthened and collective action of the rural poor facilitated	Output 3.2.1: Policy support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes for enhanced decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women.	Output 3.3.1: Policy support, knowledge generation and capacity development provided, and advocacy strengthened, for expanding coverage of social protection to the rural poor, including in fragile and humanitarian contexts.	Output 3.4.1: Strengthened national capacities to design and implement comprehensive, multi-sectoral poverty reduction policies, strategies and programmes, including in the context of migration and climate change.
Output 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	Output 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.	Output 3.3.2: Policy support and capacity development provided, and advocacy strengthened, for enhancing synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change.	Output 3.4.2: Data, knowledge and tools provided to promote and evaluate comprehensive, multi-sectoral poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction.
Output 3.1.3: Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment			

Outcome 3.1 - Rural poor and rural poor organizations empowered to access productive resources, services and markets

266. SP3 contributes to the strengthening of Producer Organizations and their participation in policy dialogue, and to providing poor households with access to services, inputs and technologies. The need for a broader-based approach to rural poverty reduction and the explicit targeting of the rural poor in projects and programmes are necessary in order to achieve scale and leverage the full breadth of technical capacities available in the Organization to help address structural constraints faced by poor rural agricultural households in terms of increasing their access to, and control over, natural resources and other assets over time, including land tenure; ability to manage risks, including climate-related; increasing productivity and sustainable management of natural resources; and linking small-scale agricultural households to food systems through both mainstream and alternative markets. The Organization will continue to promote rural innovation and productive inclusion initiatives that cater for the needs of small-scale producers and family farmers.

267. People's empowerment will continue to be supported in rural areas where poor people face pressing challenges to their livelihoods by supporting their rights and access to natural resources through participatory and accountable knowledge and advisory processes; by enhancing access of poor rural producers to land, a set of services, finance, knowledge, innovative technologies and markets. SO3 is explicitly targeting the poorest of the poor to ensure that no one is left behind in the development agenda, as well as addressing specific groups that require differentiated policies and interventions, such as women and indigenous peoples.

Output 3.1.1: Rural organizations and institutions strengthened and collective action of the rural poor facilitated

Output 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

Output 3.1.3: Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment

Outcome 3.2 - Enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women

268. SP3 responds to the challenge of promoting productive employment and decent work for the poor, particularly among rural women and youth, by promoting field-tested approaches for employment creation in agrofood systems and extending the application of international labour standards to rural areas, particularly for child labour prevention in the agricultural sector. This builds on the recognition that the rural poor mostly include workers that are in subsistence work, or that hold precarious, poorly paid, and informal jobs, or that are excluded from the labour market. Policy support and capacity development for the creation of decent agricultural and non-agricultural employment opportunities, including fostering rural entrepreneurship and development of necessary occupational skills and human and social capital, in particular for women and youth, are at the centre of the work under this Outcome.

Output 3.2.1: Policy support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes for enhanced decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women

Output 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

Outcome 3.3 - Enhanced access of the rural poor to social protection systems

269. The interlinkages of social protection to rural employment are better addressed by leveraging a territorial/multi-sectoral approach to poverty reduction, as well as linkages to the sustainable management of natural resources. Specific social protection interactions with food security, nutrition, natural resources management and resilience-building will be a main focus of SP3 under this outcome.

Cross-cutting and inter-related issues such as migration and climate change, are also better embedded in the outcome structure, recognizing the need to consider their cause to effect relationships with poverty. As part of its efforts to reach the poorest, SP3 will scale up its work on nutrition-sensitive social protection and its support to poverty reduction strategies in humanitarian contexts (in collaboration with SO5).

Output 3.3.1: Policy support, knowledge generation and capacity development provided, and advocacy strengthened, for expanding coverage of social protection to the rural poor, including in fragile and humanitarian contexts

Output 3.3.2: Policy support, knowledge generation and capacity development provided, and advocacy strengthened, for enhancing synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change

Outcome 3.4 - *Strengthened capacities to design, implement and evaluate gender equitable multi-sectoral policies, strategies and programmes to contribute to the achievement of SDG 1*

270. SP3 is increasing its focus and support to multi-sectoral pro-poor policies and strategies at country and regional level. This requires broadening FAO's engagement beyond traditional partners in the Ministry of Agriculture, as well as efforts to embed FAO's technical work - and the efforts of others - within broader processes of rural poverty reduction policies at country and territorial level. This Outcome therefore provides the overall conceptual frame for providing support to countries in responding to the challenge of poverty reduction in view of SDG1 and faced with the twin and inter-related challenges of climate change and migration.

271. Work will take place both at the level of advocacy, strengthening institutional capacities in coordination mechanisms, information sharing fora, evidence base, as well as supporting countries in formulating and implementing multi-sectoral, territorial and comprehensive approaches (policies, strategies and programmes) that address the main drivers of poverty reduction at the same time. Hence, FAO's support provided under this fourth Outcome should facilitate and set the stage for a more coordinated and joined-up response, including providing opportunities to work with other key development partners.

Output 3.4.1: Strengthened national capacities to design and implement comprehensive, multi-sectoral poverty reduction policies, strategies and programmes, including in the context of migration and climate change

Output 3.4.2: Data, knowledge and tools provided to promote and evaluate comprehensive, multi-sectoral poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction

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

Context

272. In linking production to consumption, agricultural and food systems directly influence the availability, affordability, sustainability, diversity, quality and safety of food and agricultural products. Evolutions in agricultural and food systems will also significantly affect processes of economic development and structural transformation through their impact on the levels and use of the incomes of engaged individuals and the profits of involved enterprises, and through their implications for resource use.

273. Agricultural and food systems are shaped by the way in which the involved actors, public sector institutions and private sector enterprises respond to the challenges and opportunities created by changes in consumer demand. Private sector actors seek to increase value to remain competitive through improved efficiencies, technological and managerial innovations, and through greater product differentiation. As a result, many components of agricultural and food systems are becoming more knowledge-, resource- and capital-intensive and increasingly characterized by vertically coordinated supply chains, with greater levels of cross-border trade, higher levels of investment in more sophisticated infrastructure, greater reliance on private standards, and development of more sophisticated products and marketing strategies.

274. While developments in modern agricultural and food systems can yield positive results, they can also give rise to several challenges which will need to be addressed if agricultural and food systems development is to contribute fully to the achievement of the national and global goals set out in Agenda 2030. These challenges include higher barriers to the participation in modern value chains of those strata of society that traditionally have less access to education, resources and capital, including women, youth, urban and rural poor, indigenous peoples, small farms and firms. As producers, workers or entrepreneurs, these groups generally have limited access to more remunerative markets or employment opportunities, contributing to growing inequalities. Barriers also exist to the participation of poor consumers in many markets outlets.

275. Supporting the development of agricultural and food systems to achieve the often conflicting objectives of increasing inclusiveness while at the same time continuing to take advantage of opportunities for efficiency gains will be a significant challenge. This is particularly so in many low income countries where the agricultural sector will remain the principal engine of economic growth and in countries which are particularly vulnerable to shocks (e.g. SIDS). In these countries it is imperative that agricultural and food systems are transformed into modern, efficient and competitive sectors that foster economic growth and generate incomes and employment for their rapidly growing populations, but which at the same time promote social inclusion and the equitable distribution of benefits.

Strategic Programme for enabling more inclusive and efficient agricultural and food systems (SP4)

276. A key adjustment to SP4 for 2018-21 is the recognition that achieving the objectives of more inclusive and efficient agricultural and food systems requires integrated and coherent policy and institutional solutions based on holistic analyses that identify, prioritize and address critical constraints, and which are implemented through the coordinated efforts of the private sector, the public sector (including those ministries whose actions are increasingly relevant to agricultural and food systems development such as trade, planning and finance), civil society organizations (including those representing consumers), regional economic community organizations and platforms, and international organizations.

277. Increased coherence in the approach to agricultural and food systems development will be achieved along two dimensions. The first, vertical, dimension supports the formulation and adoption of i) international food safety, animal health and plant health standards; ii) multilateral and regional trade agreements including those addressing the use of tariff and non-tariff measures, subsidies, the implementation of the Port State Measures Agreement, and tackling illegal timber logging; and iii) voluntary guidelines, which include, for example the Principles for Responsible Investment in Agriculture and Food Systems, the Code of Conduct for Responsible Fisheries, and the Voluntary

Guidelines on Small-scale Fisheries. Together, such instruments contribute to strengthening the global governance of agricultural and food systems (Outcome 1), providing the frameworks within which countries design and implement national policies, standards, regulations and mechanisms affecting these systems (Outcome 2).

278. The second, horizontal dimension supports better alignment of national policies and strategies that will assist improved design and implementation of coherent interventions. In supporting national processes of alignment, assessments will clarify priorities for support, whether in terms of strengthening facets of the value chain, the enabling environment, or both. This prioritization will in turn help countries determine requirements for support from FAO in terms of changes to institutional and governance structures (Outcome 2) and/or to strengthen value chain capacities and increased mobilization of investments (Outcome 3) that are needed to resolve constraints to improved food and nutrition security (with SP1), sustainable intensification of production (with SP2), poverty reduction (with SP3) and/or increased resilience (with SP5).

279. The nature of agricultural and food systems, involving multiple individuals, institutions and enterprises and the linkages between them, creates opportunities for partnerships at different levels. In shaping the international regulatory frameworks and agreements that guide national policy, established partnerships with international organizations including WHO, OIE, WTO, UNCTAD³⁶ and relevant regional bodies (e.g. UNECA, UNESCAP)³⁷ will need to be strengthened in supporting countries' effective participation in standard setting and in the formulation and implementation of trade agreements. Global and regional level dialogue on priorities for agricultural and food systems development and in pursuit of coordinated actions on common objectives, will need to be supported in partnership with non-governmental organizations, and through platforms such as the Global Donor Platform on Agriculture and Rural Development and the Global Agenda for Sustainable Livestock.

280. At the country level, multi-stakeholder partnerships involving the public sector (working with multiple ministries, including trade and commerce, industry, and health in addition to the traditional counterparts of agriculture, forestry and fisheries), the domestic and transnational private sector, and associated chambers of commerce, consumers and civil society organizations will need to be encouraged and supported in the alignment of national strategies and policies. Partnership with the World Bank and other international finance institutions will need to be further developed in the mobilization of public sector investment in agricultural and food systems development. South-South Cooperation will need to be leveraged in the transfer of knowledge and experience on good practices. The nature of FAO's interventions needs to be determined by the specific situation and needs of each country and their involved stakeholders. Given the diversity in context, the positioning of FAO *vis-à-vis* agriculture and food systems development will differ across regions and countries.

281. Partnerships with (and within) the private sector are particularly important to ensure coordinated investments in agricultural and food system development. FAO can facilitate the strengthening of these partnerships to support the achievement of its identified outcomes, including for example, through implementing and supporting industry association platforms, facilitating better dialogue on policy development and implementation, informing the design of public-private partnerships in the provision of market infrastructure, and by creating innovative public and private systems for the provision of finance.

282. The work on governance will be further integrated through the development of international standards, norms and agreements; support to the alignment of national strategies, and importantly, in the strengthening of structures such as multi-stakeholder platforms to ensure that the needs and concerns of diverse sets of actors are recognized. The links to nutrition are strengthened through a more holistic and demand-driven approach to supporting food systems development which recognize the double burden of malnutrition and through greater attention to access of the urban poor to food systems. Finally, attention will continue to be given to social inclusiveness (including youth and

³⁶ World Organisation for Animal Health (OIE); United Nations Conference on Trade and Development (UNCTAD)




³⁷ United Nations Economic Commission for Africa (UNECA); United Nations Economic Commission for Asia and the Pacific (UNESCAP)

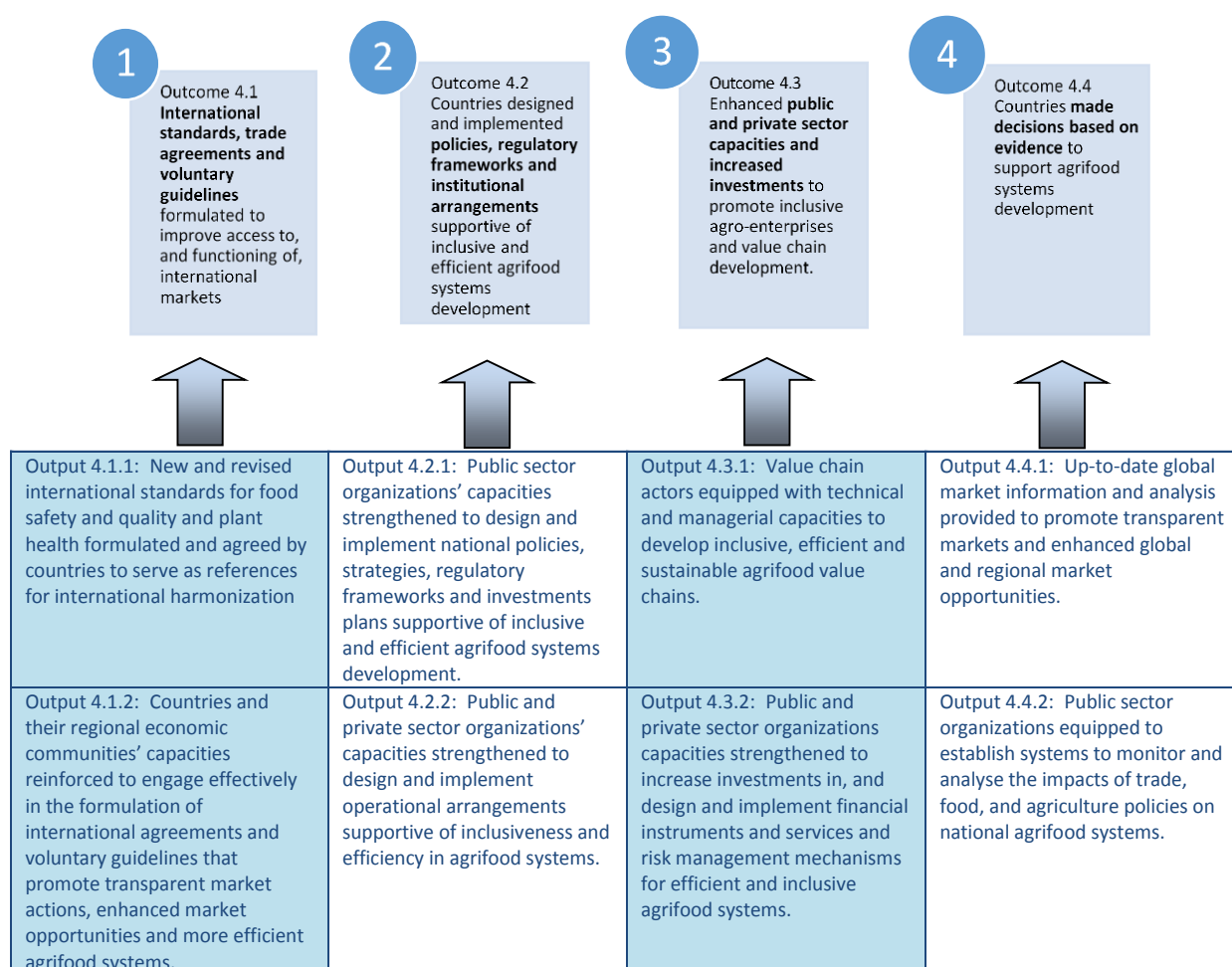
indigenous peoples), gender equality and women's economic empowerment. The main aim is to provide women and men with equal opportunities to benefit from higher levels of efficiency and competitiveness along the agrifood value chains and in food systems more broadly. Gender mainstreaming is therefore facilitated by separating the actions that are global and gender-neutral from those where gender considerations may find more natural entry points especially on work around the design and implementation of policies, regulatory frameworks and institutional arrangements, and the actions to promote capacities for inclusive agro-enterprises and value chain development. With regards to climate change, the theory of change allows for better integration of aspects critical to mitigation and adaptation including the alignment of climate change strategies, the greening of value chains and a greater focus on the bioeconomy.

283. The work of SP4 will contribute directly to targets under SDGs 2, 8, 9, 10, 12, 14 and 17 through the set of SDG indicators incorporated as part of the SO4 results framework.

Outcomes and Outputs

284. FAO will enable the development of more inclusive and efficient agricultural and food systems by supporting countries, in partnership with the development community and with relevant stakeholders, through four interconnected Outcomes and eight Outputs (*Figure SO4 and Annex 1*).

SO 4: ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS					
<div>2</div> <div>ZERO HUNGER</div> <div></div>	Targets -By 2030, double the agricultural productivity and incomes of small-scale food producers (2.3) -Adopt measures to ensure the proper functioning of food commodity markets to help limit extreme food price volatility (2.c)	<div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div></div>	Targets -By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses (12.3)	<div>17</div> <div>PARTNERSHIPS FOR THE GOALS</div> <div></div>	Targets -Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020 (17.11)
	Indicators -Volume of production per labour unit by classes of farming/pastors/forestry enterprise size (2.3.1) -Indicator of food price anomalies (2.c.1)		Indicators -Global food loss index (12.3.1)		Indicators -Developing countries' and least developed countries' share of global exports (17.11.1)



Outcome 4.1 - *International standards, trade agreements and voluntary guidelines formulated to improve access to, and functioning of, international markets*

285. This Outcome ensures that the international standards, norms and trade agreements that contribute to the global governance of food systems, hence providing the framework within which countries design their national strategies and policies are formulated in a way that provides adequate flexibility for countries to pursue their societal objectives. It comprises two Outputs, supporting the effective participation of countries in the formulation of international standards, and in trade agreements and voluntary guidelines respectively.

Output 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

Output 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 agrifood systems

Outcome 4.2 - *Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development*

286. This Outcome seeks improvements in the alignment, design and implementation of national policies, regulations and institutional arrangements that comprise the national business environment. Working with relevant ministries to coordinate actions across government, FAO will assist countries in aligning and ensuring greater coherence in their national strategies and policies within the frameworks created by international standards, norms and trade agreements. It is through work under this Outcome and related Outputs that the identification of constraints to the development of the agricultural and food systems in a particular country will be identified, allowing interventions to become more focused and effective. Specific interventions supporting the implementation of policies and regulatory frameworks for standards, trade promotion, food loss and waste; the design and implementation of improved operational arrangements (e.g. contract farming, institutional/public procurement, contractual arrangements, warehouse receipt systems, etc.); and governance structures (e.g. industry associations, consumer organizations, cross-ministerial coordination platforms and multi-stakeholder platforms, and parliamentarians' fronts) will also be addressed.

Output 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 agrifood systems development

Output 4.2.2: Public and private sector organizations' capacities strengthened to design and implement operational arrangements supportive of inclusiveness and efficiency in agrifood systems

Outcome 4.3 - *Enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development*

287. Work under this Outcome will support capacities of value chain actors to improve the implementation of business strategies, support services and investments relevant to agricultural and food systems development. Based on value chain analyses and good practices, actions will be supported to: i) upgrade technical and managerial capacities of agribusinesses, enterprises and other value chain actors; ii) improve the level and quality of public and private investments in transformation, processing and marketing activities, thereby contributing to stem the decline in global investment in food and agriculture; iii) extend accessibility to financial services and risk management tools; and iv) help them to operate in a climate-sensitive, environmentally-friendly way, thereby assisting member countries in meeting their Nationally Determined Contributions. This Outcome will build on both the existing work on upgrading agribusinesses and value chains and improvements in investment, financial systems and risk management tools.

288. In recognition of the fact that it is now part of the SDG monitoring framework, food loss and waste reduction has been made a result at SO level, addressed through the inclusion of SDG indicator 12.3.1 *Global food loss index* for which FAO is custodian agency together with the United Nations Environment Programme (UNEP). Progress towards its achievement will require improvements in the enabling environment (Outcome 4.2), as well as support to agribusiness on technical and managerial upgrading and access to finance (Outcome 4.3).

Output 4.3.1: Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agrifood value chains

Output 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 mechanisms for efficient and inclusive agrifood systems

Outcome 4.4 - Countries *made decisions based on evidence* to support agrifood systems development

289. Under this Outcome, FAO will support the development and use of international trade and market data and analysis; and regional and national level systems of information and policy monitoring that provide data and analysis to inform policy changes that foster the emergence of safer, stronger, more competitive agrifood sectors. In doing so, FAO will provide evidence to address decision-makers' demand for evidence in support of the design and implementation of appropriate and coherent policies and adequate public spending to close the gaps in efficiency and inclusiveness that many agricultural and food systems face.

Output 4.4.1: Up-to-date global market information and analysis provided to promote transparent markets and enhanced global and regional market opportunities

Output 4.4.2: Public sector organizations equipped to establish systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agrifood systems

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

Context

290. The contribution of Strategic Objective 5 is to increase the resilience of agriculture-based livelihoods to the main threats and crises that erode hard-won development gains, as well as progress made towards food security. Besides the triple challenge faced in developing countries to produce more food, provide more jobs and manage the natural resources in a sustainable way, the magnitude, frequency and impact of crises and disasters is on the rise, in particular those related to climate change, food chain security threats and conflicts.

291. Countries and communities are struck by recurring natural hazards, including climate extreme events. Between 2003 and 2013, the agriculture sector accounted for some 22 percent of damages caused by natural hazards and disasters in developing countries (25 percent for agriculture, if considering only extreme climate and weather events).³⁸ With climate change, the magnitude, intensity and frequency of climate extremes such as droughts, floods, cyclones and wildfires will increase and cause significant damages and losses. The Paris Agreement on climate change also reinforces the need to strengthen the ability of most vulnerable countries to anticipate hazards, absorb shocks, and reshape development to reduce climate risks.³⁹

292. Concurrently, the globalization of trade, intensive food production systems and climate change have contributed to increased food chain emergencies resulting from high-impact transboundary animal (including aquatic), plant (including forests) pests and diseases and food safety events. Epidemic threats are on the rise and are anticipated to continue unless more effective actions are taken to address the variety of underlying causes.

293. Finally, levels of stunting and under-five mortality rates are of particular concern for the nearly 500 million people living in protracted crisis situations, which are frequently conflict-affected. Protracted crises are characterized by a combination of recurring causes such as conflicts, natural hazards, socio-economic shocks, food chain threats, fragile governance and weak institutional capacity. Severe food insecurity is a common feature of protracted crises situation with undernourishment almost three times more prevalent than in other developing countries; situations where women are often disproportionately affected and subject to gender-based violence and abuse.

Strategic Programme to increase resilience of livelihoods to threats and crises (SP5)

294. SP5 is guided by the recent global policy processes to which FAO actively contributed. In particular, the programme is well aligned with the goals and policy commitments of the World Humanitarian Summit. In this context, additional focus in 2018-21 will be given to climate change and induced extreme weather events; food chain threats and One Health; and conflict prevention and human displacements.

295. SP5 will also strengthen its focus on climate change and the related extreme events, using the recently signed Paris Agreement and the Sendai Framework for Disaster Risk Reduction (DRR) as the basis for supporting countries and communities on sectoral aspects of climate change adaptation and disaster risk reduction for climate resilience.

296. As part of the Food Chain Crisis area of work, greater emphasis will be placed on the “One Health” approach in its broader perspective, which contributes to cross-sectoral collaborations to improve food security and nutrition, health and wellbeing by preventing and mitigating the effects of crises originating at the interface between humans, animals and their environments. The “One Health” thinking also encompasses the Organization’s multisectoral work on the risks related to antimicrobial resistance and antimicrobial use, issues of global and local concern and one of the greatest threats to public health worldwide. On animal health, reinforcing capacities of veterinary extension services is a priority. Similarly, more attention will be given to poverty associated endemic diseases and trade limiting diseases particularly the peste des petits ruminants (PPR). More emphasize will be given to the nexus of climate change and animal and plant diseases and pests using comprehensive and

³⁸ FAO, 2015, [The impacts of disasters on agriculture and food security](#)

³⁹ Anticipate, Absorb, Reshape (A2R) initiative launched at COP21

integrated approaches combined with modelling tools to better prepare countries at risk, understand the impacts, and protect the most vulnerable.

297. In this regard, FAO will also pursue work to document and understand how addressing the specific priorities of men and women in nutrition and food interventions in conflict-affected contexts may shape peacebuilding processes and improve gender equality in the aftermath of violent conflicts. A focus will be to develop gender-sensitive programmes that seek to address, not only existing inequalities, but also to secure and build assets in ways that empower the victims (e.g. through the provision of safe and secure access to land, cash and other productive resources for women and youth).

298. Under the protracted crisis area of work, including violent conflicts, and guided by the CFS-FFA,⁴⁰ there will be emphasis on the linkages between food security, peace and stability, while emerging priorities such as migration, displacement and durable solutions will also be addressed. Therefore, over 2018-2021, the focus of this area of action will be to showcase the role of agriculture and food security in sustaining peace and stability and in contributing to the prevention of conflict, including the linkages with displacements and migration.

299. Complementarities and synergies will be further reinforced internally with the other Strategic Programmes and externally with key technical, operational and resource partners, especially on resilience in the context of sustainable food security and nutrition policies and enabling environment; risk resilient, climate smart and sustainable agro-food-ecosystems; shock-responsive social protection and rural employment; and resilience of viable food value chains. On climate change, FAO and UNEP have reinforced their collaboration through the UN Secretary-General Climate Resilience (A2R) Initiative to support most climate vulnerable countries and communities, and on conflict prevention and peace building. FAO and WFP have committed to regularly brief the UN Security Council on the food security situation of countries in crisis. FAO will continue its engagement and its collaboration at the interagency level, for instance with the Inter-Agency Standing Committee (IASC) on humanitarian affairs and the UNDG/ECHA⁴¹ mechanisms, to find solutions to prevent conflicts and contribute to peacebuilding.

300. Overall, the finetuning of the Outcome rationale will further emphasize efforts on climate change and extreme events, the One Health approach, the sustaining peace and stability agenda, and forced displacements. Special attention will be given to commitments made by FAO at the World Humanitarian Summit in support of the Secretary-General's agenda for humanity, where building resilience is at the core. Given the active role of FAO in shaping these recent global policy agreements, the priorities of these agreements are fully reflected under the SO5 result chain.







301. The work of FAO will contribute directly to targets under SDGs 1, 2, 10, 11, 13, 15 and 16 through the set of SDG indicators incorporated as part of the SO5 results framework.

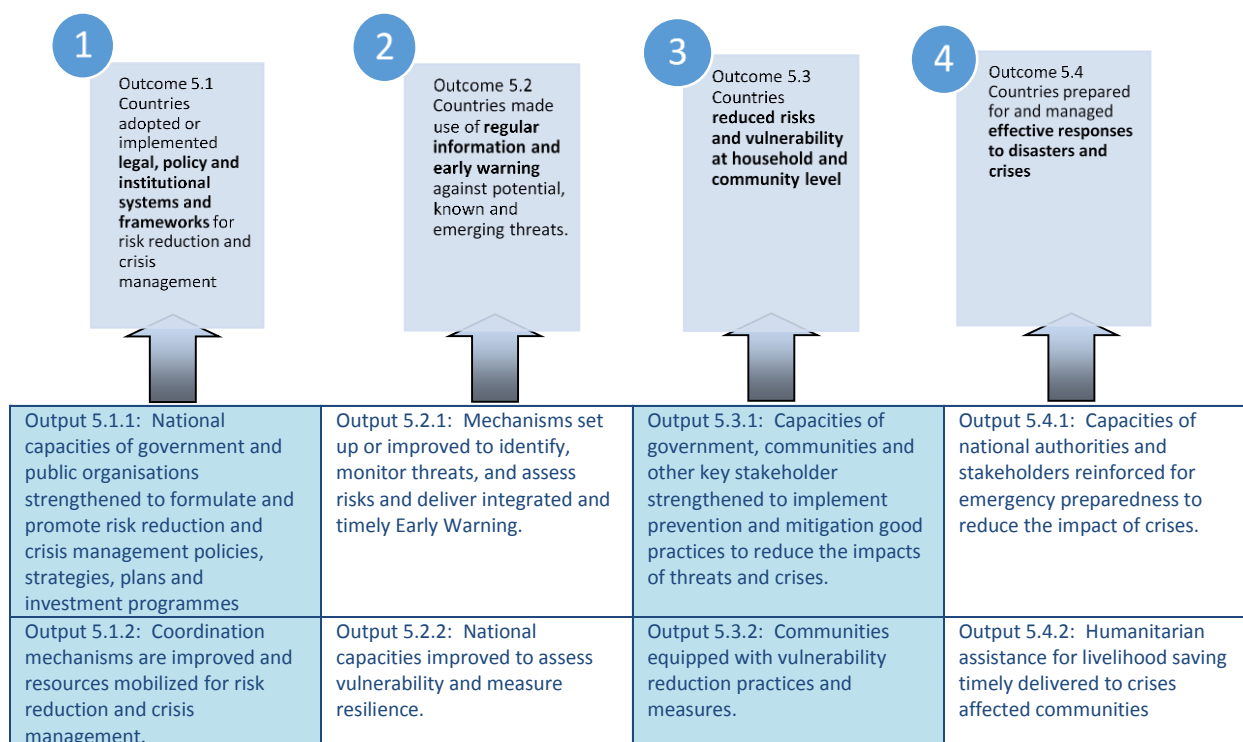
Outcomes and Outputs

302. FAO will contribute to increasing resilience of livelihoods to threats and crises through four interconnected Outcomes and eight Outputs (*Figure SO5 and Annex 1*).

⁴⁰ CFS Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA)

⁴¹ UN Development Group (UNDG) / Executive Committee for Humanitarian Affairs (ECHA)

SO 5: INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES			
	Targets -By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure to climate-related extreme events and other economic, social and environmental shocks and disasters (1.5)		Targets -By 2030, end hunger and ensure access by all people, to safe, nutritious and sufficient food all year around (2.1) -By 2030, end all forms of malnutrition (2.2) -By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production (2.4) -Adopt measures to ensure the proper functioning of food commodity markets to help limit extreme food price volatility (2.c)
	Indicators -Number of deaths, missing persons and persons affected by disaster per 100,000 people (1.5.1 = 13.1.2)		Indicators -Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (2.1.2) -Prevalence of malnutrition (wasting) (2.2.2) -Proportion of agricultural area under productive and sustainable agriculture (2.4.1) -Indicator of food price anomalies (2.c.1)
	Targets -By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters (11.5)		Targets -Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries (13.1)
	Indicators -Direct disaster economic loss in relation to global gross domestic product (GDP) (11.5.2)		Indicators -Number of deaths, missing persons and persons affected by disaster per 100,000 people (13.1.2 = 1.5.1)
	Targets -By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world (15.3)		Targets -Significantly reduce all forms of violence and related death rates (16.1)
	Indicators Proportion of land that is degraded over total land area (15.3.1)		Indicators -Conflict-related deaths per 100,000 population, by sex, age and cause (16.1.2)



Outcome 5.1 - Countries adopted or implemented *legal, policy and institutional systems and frameworks* for risk reduction and crisis management

303. Under this Outcome, three priority areas for strategic adjustments have been identified for 2018-2021. Building on disaster risk reduction for natural and climate related hazard, the first priority is to put more emphasis on, and to better include Food Chain Crises (including One Health) and Protracted Crises (including conflict prevention and peace building) into national disaster risk and crisis strategies and sectoral policies. This includes for instance supporting countries in aligning the different sectors' policies and programmes related to One Health (institutional support to national multi-sector One Health platforms) and development of corporate policy on conflict prevention, sustaining peace and stability.

304. The second priority will be the continued thrust of FAO to integrate and mainstream disaster risk reduction and climate change adaptation in a consistent way into agricultural policies and strategies. This demand was reinforced by the Sendai Framework for Disaster Risk Reduction (SFDRR) and the Paris Agreement. In addition, concrete actions will be fostered through the multi-stakeholders partnership under the UN Secretary General's climate resilience initiative (A2R), as well as in support of the development of specific resilience building strategies.

305. The third priority is to put more emphasis on risk informed investments and other resilience funding, bridging humanitarian and development finance, maximizing related policy coherence and coordinating mechanisms. It includes, among others, coordination and improved investment programming for *ex ante* risk reduction and prevention and crisis management with actors across humanitarian, development, peace building and climate communities.

Output 5.1.1: National capacities of government and public organizations strengthened to formulate and promote risk reduction and crisis management policies, strategies, plans and investment programmes

Output 5.1.2: Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management

Outcome 5.2 - Countries *made use of regular information and early warning* against potential, known and emerging threats

306. Two priorities are identified to strengthen the links between monitoring of risks, triggering of alerts and prevention, preparedness and early action work in case of acute alerts while better understanding the determinant of vulnerability and propose related action, with special focus given to climate extreme events, high-impact transboundary animal and plant diseases and protracted crises including conflicts: i) enhance the link between Early Warning and Early Action, i.e. developing an Early Warning – Early Action System to translate warnings into preparedness anticipatory actions that reduce anticipated disaster impacts; ii) enhance capacities in data gathering, analysis and resilience measurement of agriculture, food security and nutrition for risk-sensitive policy and programming, in particular for the estimation and reporting of damages and losses⁴² for the agriculture sector.

Output 5.2.1: Mechanisms set up or improved to identify, monitor threats, and assess risks and deliver integrated and timely Early Warning

Output 5.2.2: National capacities improved to assess vulnerability and measure resilience

Outcome 5.3 - Countries reduced risks and vulnerability at household and community level

307. The work will be organized under three priorities: i) advise on and strengthen communities' risk reduction tools and practices for agriculture-based livelihoods with specific focus on climate related extreme events, food chain crises, including One Health and conflict situations; ii) strengthen social protection and risk transfer tools, in particular in fragile contexts and in disaster prone areas, as well as the empowerment of women and their organizations in line with the principles of the CFS-FFA and gender-responsive approaches; and iii) support access and tenure to land and natural resources to

⁴² Linking to the Damages and Losses for the Sendai framework for DRR and for the Warsaw International Mechanism for Loss and Damages of the Climate Change Agreement

reduce vulnerabilities of communities, especially in conflict and protracted crises situations, with particular focus on gender, applying the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT).

Output 5.3.1: Capacities of government, communities and other key stakeholder strengthened to implement prevention and mitigation good practices to reduce the impacts of threats and crises

Output 5.3.2: Communities equipped with vulnerability reduction practices and measures

Outcome 5.4 - Countries prepared for and managed effective responses to disasters and crises

308. Three priority areas have been identified: i) reinforcing capacities of countries and communities in preparedness for early action in response to early warnings on climate shocks (mainly drought, flood and storm), high-impact diseases emerging health threats and conflicts to better protect agriculture livelihoods; ii) focus on forced displacements and especially to the situation of refugees and internally displaced persons (IDPs). SP5 will support solutions for displaced persons that ensure systematic application of gender-sensitive and youth inclusive measures, and partnerships to encourage innovative approaches to support self-reliance of refugees and IDPs with agriculture based livelihoods; iii) increasing cash-based interventions in the context of shock-responsive social protection systems underpinned by increased coordination to support multi-year humanitarian planning and programming and flexible and unearmarked funding mechanisms.

Output 5.4.1: Capacities of national authorities and stakeholders reinforced for emergency preparedness to reduce the impact of crises

Output 5.4.2: Humanitarian assistance for livelihood saving timely delivered to crises affected communities

Annex 1: Strategic Objective Results Framework – 2018-21

STRATEGIC OBJECTIVE 1	
CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION	
Indicators (SDG indicator reference in parentheses) Hunger: <ul style="list-style-type: none"> - Prevalence of undernourishment (SDG 2.1.1) Food insecurity: <ul style="list-style-type: none"> - Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (SDG 2.1.2) Malnutrition in all its forms: <ul style="list-style-type: none"> - Prevalence of stunting among children under 5 years of age (SDG 2.2.1) - Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) (SDG 2.2.2) - Mortality rate attributed to non-communicable diseases (SDG 3.4.1) 	
OUTCOME 1.1: Countries made explicit political commitment to eradicate hunger, food insecurity and malnutrition by 2030	1.1.A: Number of countries that have adopted comprehensive sectoral and/or cross-sectoral policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030, that are supported by a legal framework
OUTPUT 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	
OUTPUT 1.1.2: Capacities of governments and stakeholders are improved to develop and implement legal frameworks to realize the right to adequate food	
OUTCOME 1.2: Countries implemented inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030	1.2.A: Number of countries that have inclusive governance, coordination and accountability mechanisms in place
OUTPUT 1.2.1: Capacities of governments and stakeholders are improved for food security and nutrition governance	
OUTCOME 1.3: Countries made decisions based on evidence for the eradication of hunger, food insecurity and all forms of malnutrition by 2030	1.3.A: Number of countries that use evidence derived from comprehensive, cross-sectorial analysis to inform their policy and programming decisions for the response to food insecurity and all forms of malnutrition
OUTPUT 1.3.1: Capacities of governments and stakeholders are improved to analyse food insecurity and all forms of malnutrition trends and the contribution of sectors and stakeholders to the eradication of hunger, food insecurity and all forms of malnutrition by 2030	
OUTPUT 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	
OUTCOME 1.4: Countries implemented effective policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030	1.4.A: Number of countries that effectively implement their policies, strategies and investment programmes 1.4.B: The agriculture orientation index for government expenditures (SDG 2.a.1) 1.4.C: Total official flows (official development assistance plus other official flows) to the agriculture sector (SDG 2.a.2)
OUTPUT 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	
OUTPUT 1.4.2: Capacities of governments and stakeholders are improved for human resource and organizational development in the food security and nutrition domain	

STRATEGIC OBJECTIVE 2	
INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER	
Indicators (SDG indicator reference in parentheses) Land degradation and productivity <ul style="list-style-type: none"> - Proportion of land that is degraded over total land area (SDG 15.3.1) - Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size (SDG 2.3.1) Genetic Resources <ul style="list-style-type: none"> - Number of plant and animal genetic resources for food and agriculture secured in either medium or long-term conservation facilities (SDG 2.5.1) - Proportion of local breeds classified as being at risk, not-at-risk or at unknown level or risk of extinction (SDG 2.5.2) Water <ul style="list-style-type: none"> - Change in water-use efficiency over time (SDG 6.4.1) - Level of water stress: freshwater withdrawal as a proportion of available freshwater resources (SDG 6.4.2) Fisheries <ul style="list-style-type: none"> - Proportion of fish stocks within biologically sustainable levels (SDG 14.4.1) - Coverage of protected areas in relation to marine areas (SDG 14.5.1) Forests and Mountains <ul style="list-style-type: none"> - Forest area as a proportion of total land area (SDG 15.1.1) - Mountain Green Cover Index (SDG 15.4.2) - Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems (SDG 15.a.1) 	
OUTCOME 2.1: Countries increased productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries	2.1.A: Proportion of agricultural area under productive and sustainable agriculture (Tier III) (SDG 2.4.1) 2.1.B: Number of countries reporting an increase in proportion of fish stocks within biologically sustainable levels (Tier I) (SDG 14.4.1) 2.1.C: Progress towards sustainable forest management (SDG 15.2.1)
OUTPUT 2.1.1: Practices piloted, tested or scaled up by producers, to sustainably increase productivity, address climate change and environmental degradation	
OUTPUT 2.1.2: Capacities of institutions are strengthened to promote the adoption of more integrated and cross-sectoral practices that sustainably increase production, address climate change and environmental degradation	
OUTCOME 2.2: Countries developed or improved policies and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry	2.2.A: Number of countries which have policies and associated investment programmes that foster sustainable agriculture, forestry and fisheries and that explicitly address productivity and income, climate change adaptation and mitigation, and environmental degradation 2.2.B: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (Tier III) (linked to SDG 13.2.1)
OUTPUT 2.2.1: Policies and programmes formulated, aiming to strengthen sustainable agriculture, forestry and fisheries, and address climate change and environmental degradation	
OUTPUT 2.2.2: Government and stakeholders' capacities improved to facilitate cross-sectorial policy dialogue for more integrated strategies in sustainable agriculture, forestry and fisheries, address climate change and environmental degradation	

OUTCOME 2.3: Improved implementation of policies and international instruments for sustainable agriculture, fisheries and forestry	2.3.A: Number of countries that have committed to and supported selected FAO international instruments 2.3.B: Number of countries with improved public service organizations and inter-organizational mechanisms for the implementation of national policies, strategies and legislation that foster sustainable agriculture, forestry and fisheries 2.3.C: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (SDG 14.6.1) 2.3.D: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type (SDG 15.1.2)
OUTPUT 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 (COPs), biodiversity and environmental agendas and instruments under FAO's responsibility	
OUTPUT 2.3.2: Capacities of institutions strengthened to implement policies and international instruments that foster sustainable production and address climate change and environmental degradation	
OUTCOME 2.4: Countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation.	2.4.A: Number of countries by level of the availability, accessibility, quality and usage of sector/cross sectoral data and analytical tools/products in policy making processes pertaining to agriculture, fisheries and forestry
OUTPUT 2.4.1: Strategic knowledge products developed addressing regional or global issues that integrate information on sustainable production, climate change and environmental degradation	
OUTPUT 2.4.2: Capacities of institutions are strengthened to collect data and produce evidence for decision making on sustainable production, climate change and environmental degradation, including relevant SDGs	

STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY	
Indicators (SDG indicator reference in parentheses) Poverty and access to productive resources <ul style="list-style-type: none"> - Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) (SDG 1.1.1) - Proportion of population living below the national poverty line, by sex and age (SDG 1.2.1) - Proportion of population living in households with access to basic services (SDG 1.4.1) - Proportion of total adult population with secure tenure rights to land, with legally recognized documentation, by sex and type of tenure (SDG 1.4.2) Income and decent employment <ul style="list-style-type: none"> - Average income of small-scale food producers, by sex and indigenous status (SDG 2.3.2) - Proportion of youth (aged 15-24 years) not in education, employment or training (SDG 8.6.1) - Proportion and number of children aged 5-17 years engaged in child labour, by sex and age (SDG 8.7.1) - Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population (SDG 10.1.1) 	
OUTCOME 3.1: Rural poor and rural poor organizations empowered to access productive resources, services and markets	3.1.A: Number of countries by adequacy/quality of strategies - including policies, guidelines, regulations and tools and programmes - aiming to empower the rural poor and remove barriers to access by poor men and women to productive resources, services, technologies and markets 3.1.B: Number of countries in which rural organizations, government institutions and other relevant stakeholders have enhanced their capacities for rural poor empowerment and to improve equitable access by poor men and women to productive resources, services, technologies and markets 3.1.C: Progress by countries in the degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries (SDG 14.b.1) 3.1.D: (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure (SDG 5.a.1) 3.1.E: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control (SDG 5.a.2)
OUTPUT 3.1.1: Rural organizations and institutions strengthened and collective action of the rural poor facilitated	
OUTPUT 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	
OUTPUT 3.1.3: Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment	
OUTCOME 3.2: Enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women	3.2.A: Number of countries with an improved set of institutions and strategies - including policies, guidelines, regulations and tools and programmes - aiming to generate decent rural employment, including for women and youth
OUTPUT 3.2.1: Policy support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes for enhanced decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women	
OUTPUT 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	

<p>OUTCOME 3.3: Enhanced access of the rural poor to social protection systems</p>	<p>3.3.A: Number of countries with improved social protection systems that link social protection with rural poverty reduction, food security and nutrition, and sustainable management of natural resources</p> <p>3.3.B: Proportion of population covered by social protection floors/systems (SDG 1.3.1)</p> <p>3.3.C: Proportion of total government spending on essential services (education, health and social protection) (SDG 1.a.2)</p> <p>3.3.D: Total government spending in social protection and employment programmes as a proportion of the national budgets and GDP (SDG 8.b.1)</p>
<p>OUTPUT 3.3.1: Policy support, knowledge generation and capacity development provided, and advocacy strengthened, for expanding coverage of social protection to the rural poor, including in fragile and humanitarian contexts</p>	
<p>OUTPUT 3.3.2: Policy support, knowledge generation and capacity development provided, and advocacy strengthened, for enhancing synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change</p>	
<p>OUTCOME 3.4: Strengthened capacities to design, implement and evaluate gender equitable multi-sectoral policies, strategies and programmes to contribute to the achievement of SDG 1</p>	<p>3.4.A: Number of countries with enhanced capacities to put in place comprehensive, multi-sectoral development policies, strategies and programmes directed towards rural poverty reduction</p> <p>3.4.B: Proportion of resources allocated by the government directly to poverty reduction programmes (SDG 1.a.1)</p>
<p>OUTPUT 3.4.1: Strengthened national capacities to design and implement comprehensive, multi-sectoral poverty reduction policies, strategies and programmes, including in the context of migration and climate change</p>	
<p>OUTPUT 3.4.2: Data, knowledge and tools provided to promote and evaluate comprehensive, multi-sectoral poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction</p>	

STRATEGIC OBJECTIVE 4	
ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS	
Indicators (SDG indicator reference in parentheses) <ul style="list-style-type: none"> - Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size (SDG 2.3.1) - Indicator of food price anomalies (SDG 2.c.1) - Global food loss index (SDG 12.3.1) - Developing countries' and least developed countries' share of global exports (SDG 17.11.1) 	
OUTCOME 4.1: International standards, trade agreements and voluntary guidelines formulated to improve access to, and functioning of, international markets	4.1.A: Percent of low income and lower-middle income countries effectively participating in international standard setting under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC) or Codex standards development which were received from LDCs 4.1.B: Number of trade related agreements which improve developing country access to international markets. 4.1.C: Number of countries whose access to international markets has been improved due to voluntary guidelines 4.1.D: Agricultural export subsidies (SDG 2.b.2) 4.1.E: Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff (SDG 10.a.1)
OUTPUT 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	
OUTPUT 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 agrifood systems	
OUTCOME 4.2: Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development	4.2.A: Number of countries in which elements of an enabling environment that support more inclusive agricultural and food system development have been operationalised. 4.2.B: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (SDG 14.6.1) 4.2.C: Aid for Trade commitments and disbursements (SDG 8.a.1)
OUTPUT 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 agrifood systems development	
OUTPUT 4.2.2: Public and private sector organizations' capacities strengthened to design and implement operational arrangements supportive of inclusiveness and efficiency in agrifood systems	
OUTCOME 4.3: Enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development	4.3.A: Number of countries with increased technical and managerial capacities of value chain actors 4.3.B: Number of countries in which credit to agriculture has increased in real terms (inflation-adjusted). 4.3.C: Number of countries in which investment in agriculture has increased 4.3.D: The agriculture orientation index for government expenditures (SDG 2.a.1) 4.3.E: Total official flows (official development assistance plus other official flows) to the agriculture sector (SDG 2.a.2) 4.3.F: Proportion of small-scale industries with a loan or line of credit (SDG 9.3.2)
OUTPUT 4.3.1: Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agrifood value chains	
OUTPUT 4.3.2: Public and private sector organizations capacities strengthened to increase investments in, and design and implement financial instruments and services and risk management mechanism for efficient and inclusive agrifood systems	

OUTCOME 4.4: Countries made decisions based on evidence to support agrifood systems development	4.4.A: Number of countries by level of the availability, accessibility, quality and usage of data and analytical tools/products in policy making processes pertaining to inclusive and efficient agricultural and food systems
OUTPUT 4.4.1: Up-to-date global <i>market</i> information and analysis provided to promote transparent markets and enhanced global and regional market opportunities	
OUTPUT 4.4.2: Public sector organizations equipped to establish systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agrifood systems	

STRATEGIC OBJECTIVE 5	
INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES	
Indicators (SDG indicator reference in parentheses) Food Insecurity and Malnutrition: <ul style="list-style-type: none"> - Prevalence of malnutrition (wasting) (SDG 2.2.2) - Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (SDG 2.1.2) Risks to Ecosystem health <ul style="list-style-type: none"> - Proportion of agricultural area under productive and sustainable agriculture (SDG 2.4.1) - Proportion of land that is degraded over total land area (SDG 15.3.1) - Indicator of food price anomalies (SDG 2.c.1) Damage and Losses <ul style="list-style-type: none"> - Number of deaths, missing persons and persons affected by disaster per 100,000 people (SDG 1.5.1 = 13.1.2) - Direct disaster economic loss in relation to global gross domestic product (GDP) (SDG 11.5.2) - Conflict-related deaths per 100,000 population, by sex, age and cause (SDG 16.1.2) 	
OUTCOME 5.1: Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management	5.1.A: Number of countries by level of commitment and capacity for disaster and crisis risk reduction/management for agriculture, food and nutrition in the form of policies, legislation and institutional systems (SDG 1.5.3 = 13.1.1) 5.1.B: Number of countries that have implemented well-managed migration policies (SDG 10.7.2) 5.1.C: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (SDG 13.2.1) 5.1.D: Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula (SDG 13.3.1)
OUTPUT 5.1.1: National capacities of government and public organisations strengthened to formulate and promote risk reduction and crisis management policies, strategies, plans and investment programmes	
OUTPUT 5.1.2: Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management	
OUTCOME 5.2: Countries made use of regular information and early warning against potential, known and emerging threats	5.2.A: Number of countries that have improved their capacities by level of the availability, accessibility, quality and usage of data and analytical tools/products in response mechanisms and related policy framework pertaining to potential, known and emerging threats to agriculture, food and nutrition
OUTPUT 5.2.1: Mechanisms set up or improved to identify, monitor threats, and assess risks and deliver integrated and timely Early Warning	
OUTPUT 5.2.2: National capacities improved to assess vulnerability and measure resilience	
OUTCOME 5.3: Countries reduced risks and vulnerability at household and community level	5.3.A: (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure (SDG 5.a.1) 5.3.B: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control (SDG 5.a.2)
OUTPUT 5.3.1: Capacities of government, communities and other key stakeholder strengthened to implement prevention and mitigation good practices to reduce the impacts of threats and crises	
OUTPUT 5.3.2: Communities equipped with vulnerability reduction practices and measures	

OUTCOME 5.4: Countries prepared for and managed effective responses to disasters and crises	5.4.A: Level of preparedness and response management capacity
OUTPUT 5.4.1: Capacities of national authorities and stakeholders reinforced for emergency preparedness to reduce the impact of crises	
OUTPUT 5.4.2: Humanitarian assistance for livelihood saving timely delivered to crises affected communities	

OBJECTIVE 6: TECHNICAL QUALITY, KNOWLEDGE AND SERVICES	
Outcome statement - Technical quality, knowledge and services, quality and integrity of data produced and disseminated by FAO, and quality services for work on Gender, Governance, Nutrition and Climate Change achieved	
6.1: Quality and integrity of the technical and normative work of the Organization	Key performance indicators
	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 as: ensuring 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>
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 adequate technical expertise to the corporate programmes	
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	
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 of FAO Statistics to support evidence-based decision making at all levels	Key performance indicators
	6.2.A: Level of availability, accessibility and quality of Statistics for evidence-based policy-making in the fields of the five Strategic Objectives (source: FAO corporate survey) 6.2.B: Quality and effectiveness of FAO data and methods <i>measured by: FAO internal assessment system</i>
OUTPUT 6.2.1: Methods and standards for the collection, processing, dissemination, and use of system-wide agriculture and food statistics and 25 SDG indicators for which FAO is custodian or partner developed and shared	
OUTPUT 6.2.2: Support provided to strengthen national statistical systems and institutions to improve the competencies of national statisticians in collecting, analysing and disseminating agriculture and food statistics, including for relevant SDG indicators	
OUTPUT 6.2.3: High quality and internationally comparable agriculture and food statistics, including for relevant SDG indicators, produced and disseminated by FAO and accessed by countries	
OUTPUT 6.2.4: FAO statistics governance and coordination (Chief Statistician and IDWG on Statistics) strengthened and improved internal capacity on data production, dissemination, and use.	
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
	6.3.A: Number of the gender mainstreaming minimum standards systematically implemented by the relevant divisions 6.3.B: Level of progress in performance standards of the revised UN SWAP 2.0 on gender achieved by FAO, <i>measured by:</i> <i>- rating of the UN SWAP 2.0 performance indicators</i>
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
	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
	6.4.B: Number of governance issues where FAO's contribution has promoted progress in relation to the five Strategic Objectives at national and regional level, <i>measured by:</i> - uptake of FAO governance approach by FAO staff working in SO teams
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 across the Strategic Objective programmes and strengthening FAO's contribution in the international nutrition architecture	Key performance indicators
	6.5.A: Number of countries supported by FAO that report progress in implementing ICN2 Rome Declaration on Nutrition and Framework for Action commitments (Source: joint FAO/WHO monitoring system)
	6.5.B: Number of FAO units/employees applying the minimum standards and corporate approach for mainstreaming nutrition across the Strategic Framework (Source: post-training follow-up assessment)
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 in the Strategic Framework 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 Objective programmes and strengthening FAO's contribution to the national, regional and international climate change architecture	Key performance indicators
	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)
	6.6.B: Number of policy financing and/or technical dialogues related to climate action at global and regional levels where FAO takes the lead in promoting the integration of food and agricultural perspectives (e.g. Green Climate Fund, UNFCCC, Agenda 2030)
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	