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Overview of FAO's Strategic Objectives Programme

1. This note provides an outline of FAO's Results Framework, describes key developments which could impact on the achievement of current and future Results Framework, shows the alignment of the Strategic Objectives to the Sustainable Development Goals (SDGs) and provides an overview of the Strategic Programmes.

FAO Results Framework

2. In accordance with 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 and reviewed every four years. The Strategic Framework frames the Strategic Objectives and Outcomes for achievement by Members and the international community with support from FAO, contributing towards the three Global Goals of Members:
 - a. 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.
 - b. Elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods.
 - c. Sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.
3. FAO's Results Framework is based on a 'results chain' model which links objectives, outcomes and outputs.² Three levels of results contribute to the Global Goals of Members:

¹ Conference resolution 10/2009 in Basic Texts Part II.F

² See Paras 22-26 in C 2019/3

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- a. Strategic Objectives express the development outcomes in countries, regions and globally. They are expected to be achieved over a long-term time frame by Members with FAO's contributions.
 - b. Outcomes describe changes in the country, regional or global enabling environment and in capacities available to achieve a specific Strategic Objective.
 - c. 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.
4. FAO's Strategic Objectives are as follows:
- a. Strategic Objective 1: Help eliminate hunger, food insecurity and all forms of malnutrition - uses five indicators of SDG 2 and SDG 3 at the SO-level to track progress on reduction in food insecurity and malnutrition in all its forms.
 - b. Strategic Objective 2: Make agriculture, forestry and fisheries more productive and sustainable - uses 12 indicators of SDGs 2, 6, 14 and 15 to track progress in sustainable productivity, environment degradation and climate change adaptation, and genetic resources conservation. Furthermore, four indicators of SDGs 13, 14 and 15 will be tracked at Outcome-level.
 - c. Strategic Objective 3: Reduce rural poverty - uses nine indicators of SDGs 1, 2, 8, 10 and 13 at the SO-level and seven indicators (SDGs 1, 5, 8 and 14) at the Outcome-level to measure poverty and access to productive resources, income and decent employment, and gender equality.
 - d. Strategic Objective 4: Enable inclusive and efficient agricultural and food systems - uses four indicators of SDGs 2, 12 and 17 at SO-level to track improvements in the efficiency and inclusiveness of food systems, and an SDG 14 indicator related to illegal, unreported and unregulated (IUU) fishing at Outcome-level.
 - e. Strategic Objective 5: Increase the resilience of livelihoods to threats and crises - uses nine indicators of SDGs 1, 2, 11, 13, 15 and 16 at SO-level to track improvements in resilience, food security, and number of people affected by disasters, as well as four indicators of SDGs 5 and 13 at Outcome-level to track risk reduction measures at country and household level.

Key Developments

5. The Strategic Framework is reviewed every four years,³ and as such, the review for the next Strategic Framework will start in 2020 with the final document to be presented to the 42nd session of the FAO Conference in 2021.⁴ Areas of focus in reviewing the Strategic Framework will include the alignment of the Results Framework with the Agenda 2030, the strengthening of strategic synergies and partnerships through mechanisms such as the Hand-in-Hand Initiative, and the elaboration of regional and global priority areas.
6. Several initiatives for institutional strengthening of FAO have been proposed and endorsed by the Council at its 163rd Session.⁵ The adjustments and new initiatives are as follows:
 - a. FAO's Hand-in-Hand Initiative is an evidence-based, country-led and country-owned initiative aiming to reduce extreme poverty, eliminate hunger, improve nutrition, increase agricultural productivity and rural living standards, and contribute to global economic growth, representing a bold step to eradicate poverty (SDG 1) and end hunger and all forms

³ Basic Texts Volume II, Section F. "Implementation of the IPA regarding the reform of the Programming, budgeting and results-based monitoring system" para. 1.a)

⁴ CL 163/4, Information Note 1, November 2019 provides detail on the process for consultation on the development of the new Strategic Framework

⁵ CL 163/REP Paras 6-8

of malnutrition (SDG 2). Using sophisticated tools, including advanced geospatial modeling and analytics, Hand-in-Hand identifies the biggest opportunities to raise the incomes and reduce the inequities and vulnerabilities of the rural poor, who constitute the vast majority of the world's poor. The initiative prioritizes countries where national capacities and international support are most limited or where operational challenges, including natural or human-induced crises, are greatest. It works through a “matchmaking” modality, bringing donor countries and recipient countries together and helping to identify investment gaps. The initiative is built around strong partnerships across five key layers: i) intergovernmental cooperation, providing a solid foundation for multilateralism; ii) international organizations; iii) private sector; iv) academic institutions and universities; and v) civil society.⁶

- b. An Office for Small Island Developing States (SIDS), Least Developed Countries (LDCs) and Land-locked Developing Countries (LLDCs) will coordinate the operationalization of the strategic vision set out by national governments with the support of FAO to ensure global and corporate goals are achieved in SIDS, LDCs and LLDCs.
- c. A new Office for Innovation will further consolidate and strengthen FAO's innovative ethos, including innovation of mind set, innovation of cooperation models, and innovation of application by digitalization. Accelerating and scaling up properly evaluated successful innovation is fundamental for achieving the SDGs and leveraging emerging opportunities for reaching a world free from hunger, poverty and malnutrition. Through focusing on innovation, including through the establishment of the new Office for Innovation headed by a Chief Scientist, FAO aims to be a more open, inclusive and flexible organization, producing tangible results and issue-based solutions for its Members and in collaboration with its partners.
- d. A new Biodiversity Cluster will facilitate, coordinate and support the implementation of the FAO Strategy on Mainstreaming Biodiversity across Agricultural Sectors, by (1) supporting Members; (2) mainstreaming biodiversity across policies, programmes and activities; (3) advocating for the recognition of the role of biodiversity and ecosystem services for food and agriculture; and (4) strengthening coordination of FAO's work on biodiversity.

Alignment with SDGs

7. The 2030 Agenda for Sustainable Development defines the context in which FAO and its member countries will be working toward reaching the SDGs and achieving country-specific targets. As food and agriculture hold the key to realizing the 2030 Agenda, FAO is well positioned to act as a facilitator to assist all countries in realizing the goals of the 2030 Agenda, in particular SDG 1 (eradicate poverty) and SDG 2 (end hunger and all forms of malnutrition).
8. As one of the challenges of the 2030 Agenda, FAO is thinking beyond its resources to see how it can more effectively catalyse action by others and build key partnerships with development actors, 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.
9. Overall, FAO's work will contribute to 36 SDG targets measured through 45 unique SDG indicators⁷ included in the FAO Strategic Objective Results Framework for 2018-21, as summarized in Figure 1.

⁶ CL 163/6, Information Note 1, November 2019 provides further detail on the Hand-in-Hand Initiative

⁷ A total of 45 unique indicators is used across the Strategic Objectives and ten of them are used twice



Figure 1: SDG targets and indicators included in the 2018-21 Strategic Objective Results Framework

Strategic Programmes

The main areas of programmatic emphasis under each Strategic Programme are described below:

10. Strategic Programme 1 aims to better link policy, programmes and investment to accelerate improved nutrition and food security through sustainable and nutrition-sensitive agriculture and rural development. The main focus is on creating a clearer common understanding and better evidence base of the contribution of agricultural and food systems as drivers of the various forms of malnutrition, including obesity and diet-related chronic diseases, as well as the linkages with the drivers of climate change and biodiversity.
11. Strategic Programme 2 focuses on building a greater integration and stronger dialogue across sectors, engaging with stakeholders to sustainably increase production and productivity, address climate change, biodiversity, natural resources management, and environmental degradation in agriculture, forestry and fisheries in the context of gender and nutrition-sensitive food systems.
12. Strategic Programme 3 supports a broad, multisectoral approach to poverty reduction, addressing the role that agriculture, natural resources and other sectors play in development. Through continued focus on pro-poor policies and strategies at country and regional levels, FAO seeks to reach the poorest of the poor, including indigenous peoples and other marginalized groups, by targeting a diverse spectrum of livelihoods and addressing the cross-cutting factors that contribute to poverty.
13. Strategic Programme 4 supports increased coherence in the approach to agricultural and food system development through initiatives designed to target specific food system challenges, including enhanced trade and investment; strengthened urban food systems; youth employment through value chain development; reductions in food loss and waste; and using a One-Health approach to address transboundary animal pests and diseases and the growing threat of antimicrobial resistance (AMR).
14. Strategic Programme 5 anticipates and responds to the main type of shocks-natural hazards, food chain threats and conflicts and protracted crises, in line with global political commitments,

focusing on several areas to address identified gaps in vulnerability interventions and to respond better to demands from countries and communities.