Web Annex 1: Results framework - MTP 2014-17 and PWB 2014-15
(updated May 2014)

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

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

Strategic Objective 3: Reduce rural poverty

Strategic Objective 4: Enable more inclusive and efficient agricultural and food systems at local, national and international levels

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

Objective 6: Technical quality, knowledge and services

Chapter 7: Technical Cooperation Programme

Functional Objective 8: Outreach

Functional Objective 9: Information Technology

Functional Objective 10: FAO governance, oversight and direction

Functional Objective 11: Efficient and effective administration

Chapter 13: Capital Expenditure

Chapter 14: Security Expenditure

STRATEGIC OBJECTIVE 1		
CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION		

Indicators (and *source*) of achieving Objective

    Hunger - Prevalence of undernourishment (percent) (source: FAO)

    Food Insecurity - Prevalence of mild, moderate and severe food insecurity (percent) *(source: FAO, Voices of the Hungry Score – to be developed)*

    Malnutrition - Percentage of children under 5 years of age who are stunted (percent) (source: WHO)

OUTCOME 1.1: Member countries and their development partners make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition.

Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
1.1.A	Number of countries with improved comprehensive sectoral and/or cross-sectoral policies/strategies and investment programmes, that are supported by a legal framework, *measured by:*	6	15
	− *existence of a current national cross- or multiple sectoral policies/strategies, which includes an explicit objective to improve food security and/or nutrition* − *existence of a national government cross-or multiple sectoral investment programmes that addresses food security and/or nutrition* − *level of comprehensive government policy and programming response to hunger, food insecurity and malnutrition* − *existence of legal protection of the Right to Adequate Food*		
1.1.B	Number of countries with improved resource allocation (in terms of adequacy, efficiency and effectiveness) to eradicate hunger, food insecurity and malnutrition, *measured by:*	8	24
	− *adequacy of public expenditure to achieve food security and nutrition targets* − *adequacy of government human resources to achieve food security and nutrition targets* − *adequacy of food security/nutrition knowledge enhancement efforts* − *effective and efficient resource use*		

Outputs	
1.1.1	Improving capacities of governments and stakeholders for developing sectoral and cross-sectoral policy frameworks and investment plans and programmes for food security and nutrition.
1.1.2	Improving capacities of governments and stakeholders to develop and implement legal frameworks and accountability mechanisms to realize the right to adequate food and to promote secure and equitable access to resources and assets.
1.1.3	Improving capacities in governments and stakeholders for human resource and organizational development in the food security and nutrition domain.
1.1.4	Improving capacity of governments and other stakeholders to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for food security and nutrition.

OUTCOME 1.2: Member countries and their development partners adopt inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition.

Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
1.2.A	Number of countries with improved governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition, *measured by:*	8	24
	− *existence of high-level food security and nutrition policy setting mechanism involving relevant ministries and public institutions* − *existence of national accountability mechanism (including independent national human rights institutions addressing violations of Right to Food)* − *existence of well-functioning governmental coordination mechanisms to address food security and nutrition* − *level of multistakeholder participation and civil society engagement.*		

STRATEGIC OBJECTIVE 1 CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION			
Outputs			
1.2.1	Improving capacities of governments and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition.		
OUTCOME 1.3: The decisions of member countries and their development partners regarding food security and nutrition are based on evidence and high-quality, timely and comprehensive food security and nutrition analysis that draws on data and information available in the network of existing sector and stakeholder information systems.			
Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
1.3.A	Number of countries with improved evidence and high quality analytical products generated through functional information systems in support of food security and nutrition policy and programming processes, *measured by:*	10	24
	− *existence of a well-functioning and comprehensive national food security and nutrition information system* − *existence of well-functioning mapping system of food security and nutrition action* − *existence of well-functioning government structure for regular monitoring and evaluating of food security and nutrition policies/strategies and national programmes* − *uptake of relevant information and analysis for decision-making for designing/updating policies and programmes for food security and nutrition*		
Outputs			
1.3.1	Improving capacities of governments and stakeholders to monitor trends and analyse the contribution of sectors and stakeholders to food security and nutrition.		
1.3.2	Improving capacities of governments and stakeholders to map, monitor and evaluate policies, programmes and legislation relevant to food security and nutrition for informed decision-making.		

STRATEGIC OBJECTIVE 2 INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER		

Indicators (and *source*) of achieving Objective

Production and productivity - Crops net per capita production index number (2004-2006 = 100), including fibre; Livestock net per capita production index number, including wool (2004-2006 = 100); Fish production per capita (tonne/cap) (both capture and aquaculture); Roundwood production per capita (m3/cap); Agriculture value added per worker (constant 2,000 USD); Total factor productivity (TFP) growth in agriculture has remained stable or increased, since the last reporting period (source of all above: FAOSTAT); Area with improved agricultural productivity and crop suitability in agriculture (Source: Global Agro-Ecological Zones – GAEZ)

Environment – Area of moderately and severely degraded land, as share (%) of total agricultural land and forest cover (source: FAO Global Land Degradation Information System [GLADIS/LADA]); Soil nutrient balances (source: FAOSTAT); Percentage of fish stocks in safe biological limits (source: FAO); Forest area p.a. growth (percentage) (source: FAOSTAT); Forest area primarily designated for provision of environmental and social services (source: FRA); GEF benefits index (GBI) for biodiversity (source: World Bank)

OUTCOME 2.1: Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.

Indicators of Outcomes		Target (end 2015)	Target(end 2017)
2.1.A	Number of countries reporting an increase in area under Sustainable Land Management (SLM), as a share (%) of total agricultural and forest area, since the last reporting period. *– Indicator to be developed during the biennium*		
2.1.B	Number of countries where the crop yield gap has decreased since the last reporting period.	15	22
2.1.C	Number of countries where the human-edible protein balance in livestock production (output/input ratio) increased or remained stable, since the last reporting period.	124	85
2.1.D	Number of countries with an increase in area of forests under Forest Management Plans, as share (%) of total forest area, since the last reporting period.	40	N/A
2.1E	Number of countries that have improved sustainable fisheries/aquaculture practices [as reported in the Code of Conduct of Responsible Fisheries (CCRF) questionnaire].	9	15
2.1.F	Number of countries where the area of natural vegetation and protected ecosystems lost to agricultural expansion has decreased since the last reporting period.	15	22

Outputs	
2.1.1	Innovative practices for sustainable agricultural production (including traditional practices that improve sustainability, such as those listed as Globally Important Agricultural Heritage Systems) are identified, assessed and disseminated and their adoption by stakeholders is facilitated.
2.1.2	Integrated and multi-sectoral approaches for ecosystems valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated.
2.1.3	Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.

STRATEGIC OBJECTIVE 2 INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER		
OUTCOME 2.2: Stakeholders in member countries strengthen governance – the policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems.		
Indicators of Outcomes	**Target (end 2015)**	**Target (end 2017)**
2.2.A Number of countries with high-level strategic planning/policy documents that foster sustainable, agricultural production and natural resources management, *measured by:* − *extent to which the main national development programme addresses agricultural sector production systems in an integrated and balanced way across the related sub-sectors or disciplines* − *extent to which the main national development programme promotes increased agricultural production in an environmentally sustainable and socially equitable manner* − *extent to which a specific national policy, plan or framework on gender equity, equality and/or mainstreaming exists and considers gender within agricultural production intensification strategies (i.e. crops, livestock, fisheries and aquaculture, forestry, other natural resources).*	7	18
2.2.B Number of countries with improved public service organizations and inter-organizational mechanisms for the formulation and implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management, *measured by:* − *extent to which political will and finances are adequate for increased agricultural production in a sustainable manner* − *extent to which adequate mechanisms exist at national level for coordination, management and monitoring of the implementation of national strategic plans, policies and laws related to sustainable, integrated and equitable agricultural sector production systems* − *extent to which national agricultural sector policies/strategies that were developed or revised during the last 2 years were done so in a transparent, participatory, and evidence-based manner*	4	11
Outputs		
2.2.1 Countries are supported to analyse governance issues and options for sustainable agricultural production and natural resources management.		
2.2.2 Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management.		
2.2.3 Public service organizations and inter-organizational mechanisms are supported for the implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management.		
OUTCOME 2.3: Stakeholders endorse/adopt international (including regional) instruments and support related governance mechanisms for sustainable agricultural production systems.		
Indicators of Outcomes	**Target (end 2015)**	**Target (end 2017)**
2.3.A Number of countries that have demonstrated a strong level of commitment/support to selected FAO international instruments, *measured by:* − *whether the country has issued a formal ratification, accession, acceptance, or signature of the FAO binding instruments* − *whether the country has made any official declarations to endorse implementation of the FAO non-binding instruments*	119	131
2.3.B Number of countries that demonstrate a strong level of support/commitment to selected FAO governance mechanisms, *measured by:* − *number of countries or contracting parties that met mandatory contributions of the mechanisms*	84	121
2.3.C Number of countries that have enhanced their national legal frameworks by integrating provisions of selected FAO international (binding and non-binding) instruments.	27	29

STRATEGIC OBJECTIVE 2 INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER		
Outputs		
2.3.1	Stakeholders are supported to participate in, update existing and develop new international (including regional) instruments and mechanisms under the auspices of FAO.	
2.3.2	Stakeholders are supported to enhance recognition and consideration of the agriculture sectors in international instruments, governance mechanisms, processes and partnerships that are relevant to FAO's mandate, yet not under the auspices of FAO.	
2.3.3	Stakeholders are supported to facilitate implementation and application of international (including regional) instruments and the recommendations/requirements of related governance mechanisms.	
OUTCOME 2.4: Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis.		
Indicators of Outcomes	**Target (end 2015)**	**Target (end 2017)**
2.4.A	Number of countries with improved response rates and/or quality of contributions to the global collection of data on agriculture and natural resources, during the reporting period, *measured by:* − *average response rates to a defined set of global data collection exercises on agriculture (crops, livestock, fisheries/aquaculture and forestry) and natural resources that were conducted during the reporting period (selected annual and data questionnaires issued by FAO)* − *average quality ratings for the data sets submitted as part of a defined set of global data collection exercises on agriculture (crops, livestock, fisheries/aquaculture and forestry) and natural resources that were conducted during the reporting period (selected annual data questionnaires issued by FAO)*	4	4
2.4.B	Number of countries that produce Environmental-Economic Accounts related to the assessment of agriculture, fisheries and forestry activities (conforming to SEEA-AGRI standards.	5	15
2.4.C	Number of countries that use statistics moderately or extensively in policy-making processes pertaining to agriculture and natural resources management since the last reporting period, according to expert opinion.	71	79
Outputs		
2.4.1	Relevant data and information is assembled, aggregated, integrated and disseminated, and new data is generated through analyses and modelling, jointly with partners.	
2.4.2	Methodologies, norms, standards, definitions and other tools for the collection, management, aggregation and analysis of data are formulated and disseminated.	
2.4.3	Capacity development support is provided to institutions at national and regional levels to plan for and conduct data collection, analyses, application and dissemination.	

STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY		
Indicators (and *source*) of achieving Objective		
Rural poverty - Poverty headcount ratio at rural poverty line (percentage of rural population); Poverty gap at rural poverty line (percent); Absolute number of rural poor (source: all World Bank) **Rural malnutrition** - Malnutrition prevalence, weight for age (percentage of children under 5); Percentage of children under 5 years of age who are stunted (source: WHO); Depth of the food deficit (kcal/cap/day) (source: FAO) **Rural health** - Mortality rate, under-5 (per 1,000 live births) (source: WHO); Maternal mortality ratio (national estimate, per 100,000 live births) (source: UN Inter-Agency Group); Community health workers (per 1,000 people) (source: WHO)		
OUTCOME 3.1: The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably.		
Indicators of Outcomes	**Target (end 2015)**	**Target (end 2017)**
3.1.A	Number of countries using an improved set of strategies, policies, guidelines, regulations and tools aiming to improve access by poor rural men and women to productive resources, appropriate services and markets, and promote the sustainable management of the natural resource base, *measured by:* − *existence of policies for holistic rural poverty and gender inequality reduction strategies* − *existence of enabling policy framework for peoples' empowerment through collective action and participatory policy processes* − *existence of policies, legislation and institutions promoting secure tenure, equitable use and sustainable management of natural resources by poor rural men and women and other marginalized groups* − *existence of policies, regulations and approaches for the development of pro-poor technologies, rural services, and marketing support*	9	17
3.1.B	Number of countries in which relevant rural organizations, Government institutions and other relevant stakeholders have enhanced their capacities to improve equitable access by rural men and women to productive resources, appropriate services, organizations and markets, and to promote the sustainable management of the natural resource base, *measured by:* − *level of capacities of rural organizations and pro-poor institutions to engage in community governance, policy processes and service provision* − *level of capacities for secure tenure, sustainable management and equitable use of natural resources* − *level of capacities to improved access by poor rural men and woman to pro-poor technologies, rural services and marketing support* − *level of capacities for evidence-based, consultative policy-making and rural poverty monitoring*	9	17
Outputs		
3.1.1	Support to strengthen rural organizations and institutions and facilitate empowerment of rural poor.	
3.1.2	Support to the promotion and implementation of pro-poor approaches to policies and programmes which improve access to and sustainable management of natural resources.	
3.1.3	Support to improve access of poor rural producers and household to appropriate technologies and knowledge, inputs and markets.	
3.1.4	Support to innovations in rural services provision and infrastructure development accessible to the rural poor.	
3.1.5	Cross-sectoral policy advice and capacity development for the definition of gender equitable and sustainable rural development and poverty reduction strategies.	

STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY		
OUTCOME 3.2: The rural poor have greater opportunities to access decent farm and non-farm employment.		
Indicators of Outcomes	**Target (end 2015)**	**Target (end 2017)**
3.2.A Number of countries with an improved set of policies, institutions and interventions aiming to generate decent rural employment, including for women and the youth, *measured by:* − *adequacy of policies, strategies and programmes for the generation of decent rural employment* − *level of institutional capacities to support the promotion of decent rural employment* − *level of capacities to analyse and monitor rural labour markets and support evidence-based decision-making policy processes*	9	18
Outputs		
3.2.1 Evidence-based policy support and capacity development in the formulation and implementation of policies, strategies and programmes that generate decent rural employment with particular focus on fostering youth and rural women's economic and social empowerment.		
3.2.2 Policy support to extend the application of International Labour Standards (ILS) to rural areas.		
3.2.3 Technical support to establish information systems and generate data and knowledge on decent rural employment at national, regional and global levels.		
OUTCOME 3.3: Social protection systems are strengthened in support of sustainable rural poverty reduction.		
Indicators of Outcomes	**Target(end 2015)**	**Target (end 2017)**
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, *measured by:* − *multistakeholders commitment for cross-sectoral policies and strategies for expanding the outreach and increasing responsiveness of social protection systems in rural areas* − *level of institutional capacities to implement effective social protection programmes in rural areas* − *level of capacities to analyse, monitor and evaluate social protection policies and programmes in rural areas*	4	8
Outputs		
3.3.1 Policy advice, capacity development and advocacy are provided for improving social protection systems to foster sustainable and equitable rural development, poverty reduction, and food security and nutrition.		
3.3.2 Information systems and evidence-based knowledge instruments are improved to assess the impact of social protection mechanisms on reducing inequalities, improving rural livelihoods and strengthening ability of the rural poor to manage risks.		

STRATEGIC OBJECTIVE 4 ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS AT LOCAL, NATIONAL AND INTERNATIONAL LEVELS			
Indicators (and *source*) of achieving Objective			
Increase in the value of global agricultural trade relative to the value of global agricultural production (source: FAOSTAT); Extent to which growth in global value added agro-industry is greater than growth in agricultural value added (source: UNIDO); Global growth of labour productivity in the agriculture and agribusiness sectors (source: ILO)			
OUTCOME 4.1: International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.			
Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
4.1.A	Number of countries that have aligned national trade policies, regulations and mechanisms (related to international trade in agriculture, forestry, food, products) to conform to agreements, *measured by:*	5	15
	− *identifying the number of countries that have changed national policies, regulations and mechanisms related to international trade to conform to international trade agreements (source: WTO trade policy review; monitored by FAO)*		
4.1.B	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, *measured by:*	15.12%	15.84%
	− *number of comments received from-low income and lower-middle income countries at all phases of IPPC or Codex standards development as a proportion of the number of comments received by all member countries (source: data from Codex and IPPC Secretariats on-line commenting systems)*		
4.1.C	Number of developing countries in which the FAO Regulatory Systems Index has increased, *measured by:*	8	15
	− *Index to be developed in 2014-15*		
Outputs			
4.1.1	New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization.		
4.1.2	Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities.		
4.1.3	Governments and national stakeholders are provided with up-to-date information and analysis to design and implement efficient and inclusive market and trade strategies.		
4.1.4	Public sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.		
OUTCOME 4.2: Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors.			
Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
4.2.A	Number of countries in which agro-industry value added has grown faster than agricultural value added, *measured by:*	10	12
	− *value added in agro-industry (source: UNIDO industrial statistics) compared to value added in agriculture (including forestry, fishing and aquaculture) (source: World Development Indicators)*		
4.2.B	Number of countries in which the FAO food loss index has decreased, *measured by:*	20	40
	− *index to be developed by 2015*		
Outputs			
4.2.1	Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agrifood chains.		
4.2.2	Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.		

	STRATEGIC OBJECTIVE 4 ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS AT LOCAL, NATIONAL AND INTERNATIONAL LEVELS		
4.2.3	Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains.		
OUTCOME 4.3: Policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems are developed and implemented by the public and private sectors.			
Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
4.3.A	Number of countries in which credit to agriculture has increased in real terms (inflation-adjusted), *measured by:* − *real level credit provided to the agricultural sector as measured in Central Statistics Reports (at least 50 countries)*	13	15
4.3.B	Number of countries in which the agricultural investment ratio has increased, *measured by:* − *Gross fixed capital formation (GFCF) agriculture/agricultural value added, where: (i) the GFCF is the value of net acquisitions of new or existing fixed assets (land development, fixed assets and inventory in livestock, plantation crops, structures for livestock, machinery); and (ii) agriculture refers to agriculture, fishery and forestry*	7	10
4.3.C	Number of countries that have reduced the level of disincentives affecting the agriculture and food sector through policy distortions, *measured by:* − *indices of nominal rate of protection (source: OECD and World bank data, FAO data)*	N/A	N/A
Outputs			
4.3.1	Public and private sector institutions are supported to design and implement financial instruments and services that improve access to capital for efficient and inclusive agrifood systems.		
4.3.2	Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agrifood systems.		
4.3.3	Systems are established and countries are supported to monitor, analyse and manage the impacts of trade, food and agriculture policies on food systems.		

STRATEGIC OBJECTIVE 5 INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES		
Indicators (and source) of achieving Objective		
Exposure to risk - Exposure to risk index (to be developed based on OCHA-ECHO data) **Dependence on food aid** - Cereal food aid shipments per capita (source: WFP-FAO) **Ecosystem health** - Nutrient balances (source: FAOSTAT); Terrestrial protected areas (source: World Bank); forest area primarily designated for provision of environmental and social services (source: Global Forest Resources Assessment, FAO); forest area p.a. growth (percentage) (source: FAOSTAT); GEF benefits index (GBI) for biodiversity (source: World Bank) **Malnutrition** - Global Acute Malnutrition Index (median rates) (source: CE DAT)		
OUTCOME 5.1: Countries and regions adopt and implement legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management.		
Indicators of Outcomes	**Target (end 2015)**	**Target (end 2017)**
5.1.A	Number of countries that have improved their commitment and capacity for disaster and crisis risk management for agriculture, food and nutrition in the form of policies, legislation and institutional systems, *measured by:* − *existence of national policy or strategy for disaster risk reduction and/or management with an explicit and comprehensive inclusion of agriculture, food, nutrition and/or related sectors* − *disaster risk reduction is an integral part of national agriculture, food and nutrition related policies and plans* − *existence of a well-functioning disaster risk reduction/management structure within agriculture, food and nutrition and related sectoral agencies* − *existence of a national multi-stakeholder and multi-sectoral coordination mechanism for disaster risk reduction and management and including a focus on DRR for agriculture, food and nutrition interventions* − *adequate levels of human and financial resources allocated towards risk reduction for agriculture, food and nutrition*	10	16
Outputs		
5.1.1	Improving capacities to formulate and promote risk reduction and crisis management policies, strategies and plans.	
5.1.2	Enhancing coordination and improved investment programming and resource mobilization strategies for risk reduction and crises management.	
OUTCOME 5.2: Countries and regions provide regular information and early warning against potential, known and emerging threats.		
Indicators of Outcomes	**Target (end 2015)**	**Target (end 2017)**
5.2.A	Number of countries that have improved their capacity to deliver regular information and trigger timely actions against potential, known and emerging threats to agriculture, food and nutrition, *measured by:* − *systems are in place to collect, monitor and share data and analysis on key hazards and vulnerabilities for risks affecting agriculture, food and nutrition* − *national early warning systems are in place for all major risks affecting agriculture, food and nutrition with outreach to communities* − *evidence of use of hazard, vulnerability and/or resilience-related data to inform decisions on gender-sensitive programming and implementation for agriculture, food and nutrition* − *systems are in place to collect, monitor and share data and analysis on resilience mechanisms of communities/livelihoods groups*	22	30
Outputs		
5.2.1	Mechanisms are set up/improved to identify and monitor threats and assess risks to deliver integrated and timely early warning.	
5.2.2	Improving capacities to undertake vulnerability/ resilience analysis.	

STRATEGIC OBJECTIVE 5 INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES			
OUTCOME 5.3: Countries reduce risks and vulnerability at household and community level.			
Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
5.3.A	Number of countries that have improved their capacity to apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition, *measured by:*	15	20
	− *countries prone to disasters and crises with impact on agriculture, food and nutrition have capacities to apply prevention and mitigation measures at all administrative levels* − *countries prone to disasters and crises with impact on agriculture, food and nutrition provide social and economic support and services to communities at risk to reduce their vulnerability*		
Outputs			
5.3.1	Improving capacities of countries, communities and key stakeholders to implement prevention and mitigation good practices to reduce the impacts of threats and crises.		
5.3.2	Improving access of most vulnerable groups to services which reduce the impact of disasters and crises.		
OUTCOME 5.4: Countries and regions affected by disasters and crises prepare for, and manage effective responses.			
Indicators of Outcomes		**Target (end 2015)**	**Target (end 2017)**
5.4.A	Number of countries that have improved their preparedness and response management capacity, *measured by:*	20	27
	− *multi-hazards disaster preparedness and/or contingency plans for agriculture, food, nutrition and/or related sectors are in place and effective for DRR at all administrative levels* − *existence of an effective and accountable technical and institutional coordination mechanism for disaster/crisis management for agriculture, food and nutrition* − *countries affected by disasters and crises with impact on agriculture, food and nutrition have capacity to manage effective responses*		
Outputs			
5.4.1	Improving capacities of national authorities and stakeholders for emergency preparedness to reduce the impact of crisis.		
5.4.2	Strengthening coordination capacities for better preparedness and response to crises.		
5.4.3	Strengthening capacities of national authorities and stakeholders in crisis response.		

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 governance and gender achieved			
6.1: Quality and integrity of the technical and normative work of the Organization			
Key performance indicators	**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
6.1.A Quality of technical leadership, *measured by:* − *a methodology is being finalized for this indicator, taking into account elements of technical leadership, such as: ensuring the excellence of technical knowledge, compliance with technical policies, technical integrity and capacity to respond to emerging issues*			
Outputs			
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.			
6.1.2 Ensure compliance with technical policies, technical integrity and coherence of FAO's interventions across geographical boundaries.			
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.			
6.1.4 Advance fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees (COFI, COFO, COAG, CCP).			
6.1.5 Ensure preparation of flagship publications on the "State of" food insecurity, agriculture, fisheries and aquaculture, forestry.			
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: Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization			
Key performance indicators	**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
6.2.A Use of statistics for evidence-based policy-making in the fields of the five Strategic Objectives (food security and nutrition, sustainable agriculture, rural poverty and resilience to threats and crises), *measured by:* − *number of countries in which statistics exist and are used for such policy-making processes* − *(source: FAO corporate survey)*		12	30
6.2.B FAO assessment system for statistical capacity, *measured by:* − *number of countries having shown significant progress in statistical capacity in the results of country assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics*		18	45
Outputs			
6.2.1 Methods for the collection, compilation, dissemination, analysis and use of data under different data domains are developed and shared.			
6.2.2 Support provided to strengthen national statistical institutions and to improve the competencies of national statisticians in collecting, analysing and disseminating data (e.g. through work on the Global Strategy and CountryStat).			
6.2.3 High quality and internationally comparable data are produced and accessed by all countries.			
6.2.4 Strengthened FAO statistics governance and coordination (Chief Statistician and IDWG on Statistics) and improved internal capacity to analyse political and development challenges and to evaluate the corporate monitoring framework.			

OBJECTIVE 6: TECHNICAL QUALITY, KNOWLEDGE AND SERVICES				
6.3: Quality services, coherent strategy and approaches to work on gender equality and women's empowerment in the Strategic Objective programmes that result in strengthened capacities of member countries to formulate, implement, monitor and evaluate policies, strategies, programmes and investments that provide equal opportunities for women and men in agriculture and food security				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
6.3.A	Number of the gender mainstreaming minimum standards and women-specific targeted interventions adopted, *measured by:*	0	6	10
	– identifying and monitoring a set of key interventions related to minimum standards			
6.3.B	Number of performance standards of the UN SWAP on gender achieved by FAO, *measured by:*	4	8	10
	– identifying and monitoring a set of key interventions related to UN SWAP			
Outputs				
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.			
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		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
6.4.A	Number of global governance mechanisms or processes where FAO exercises a leadership role that have promoted progress on issues related to the five Strategic Objectives	2	3	3
6.4.B	Number of national and regional governance issues where FAO's contribution has promoted progress in relation to the five Strategic Objectives, *measured by:*	0	4	8
	– number of national or regional governance issues for which options for solutions where elaborated with key stakeholders.			
Outputs				
6.4.1	FAO's contribution to selected global governance mechanisms is improved in quality and consistency.			
6.4.2	Key national and regional governance issues are identified and options for appropriate targeted advice are formulated.			

CHAPTER 7: TECHNICAL COOPERATION PROGRAMME			
Outcome statement – TCP delivered effectively, in full alignment with SOs, and support the implementation of the CPF results			
7.1: TCP management and support			
Key performance indicators	**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
7.1.A Approval and delivery rates of TCP resources, *measured by:* − *approvals against 2014-15 appropriation* − *Delivery rate of TCP projects*	0	100%	100%

FUNCTIONAL OBJECTIVE 8: OUTREACH				
Outcome statement - Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management				
8.1: Partnerships, advocacy and capacity development				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
8.1.A	Number of critical partnership engagements brokered and/or advocacy initiatives on corporate priorities undertaken	20	15	30
8.1.B	Number of Strategic Objectives where FAO's approach to measuring results of capacity development support is implemented	0	1	4
Outputs				
8.1.1	Key partnerships promoted and strengthened.			
8.1.2	Advocacy support provided to FAO's corporate priorities and Strategic Objectives.			
8.1.3	Advice and support provided to SO Teams to mainstream capacity development in FAO's work.			
8.2: Communications				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
8.2.A	User visits to the FAO Open Archive (number of downloads based on Web access statistics)	6 million downloads per month	6.5 million downloads per month	7 million downloads per month
8.2.B	Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service	12,500 news hits per month	13,200 news hits per month	14,000 news hits per month
Outputs				
8.2.1	New relationships with global, regional and national media forged.			
8.2.2	Overhaul of the Organization's worldwide Web and social media presence to align them to its Strategic Objectives.			
8.2.3	Development and promotion of corporate approaches, tools and methodologies in knowledge dissemination and improved management of information.			
8.3: Resource Mobilization and South-South Cooperation				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
8.3.A	Biennial level of voluntary contributions mobilized (2014-15)	USD 1.6 billion (2010-13 average)	USD 1.6 billion (2014-15)	USD 1.6 billion (2016-17)
8.3.B	Number of countries with a realistic Resource Mobilization target	17	50	All countries with CPFs in place
Outputs				
8.3.1	Expanded and diversified base of partners with which FAO works, including through South-South Cooperation.			
8.3.2	Organization-wide culture and capacity for resource mobilization and South-South Cooperation, in particular through staff training in decentralized offices created or improved.			
8.3.3	Resource mobilization and South-South Cooperation integrated in new or revised CPFs.			
8.3.4	Voluntary contributions are aligned with the agreed priorities of the work of the Organization, consistent with FAO policies, monitored and accounted for.			

FUNCTIONAL OBJECTIVE 9: INFORMATION TECHNOLOGY				
Outcome statement - FAO business needs are addressed in timely manner in all geographical locations through timely, quality, effective and cost-efficient customer-oriented IT solutions and services				
Key performance indicators		Baselines	Targets (end 2015)	Targets (end 2017)
9.1.A	Level of client satisfaction with IT at FAO by main area of work, *measured by:* – *percentage of clients fully satisfied (source: annual client survey)*	n/a	60%	70%
9.1.B	Percentage of Service Level Agreements (SLA) whose targets are met, *measured by:* – *annual service performance reviews*	n/a	70%	80%
9.1.C	Percentage of FAO projects with IT components that are delivered on time, quality and within budget, *measured by:* – *IT Project Portfolio*	n/a	70%	80%
Outputs				
9.1.1	Cost effective, timely and quality services are provided.			
9.1.2	Efficient, effective and secure information systems, able to evolve to meet the changing business needs, support FAO's operations, administration and substantive work.			
9.1.3	A corporate data repository that offers a "single version of the truth", and a portfolio of business intelligence tools is developed and provided.			
9.1.4	A comprehensive set of IT tools which satisfy the needs for collaboration and communication is provided.			
9.1.5	FAO IT policies, architecture and standards that enable effective delivery of sustainable IT business solutions under increasing budgetary pressure defined, and applied throughout the Organization.			
9.1.6	An IT project portfolio prioritizing, monitoring and controlling initiatives with IT components at FAO is provided.			

FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION				
Outcome statement - Effective direction or the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight				
10.1: FAO Governance				
Ket performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
10.1.A	Governing body documents delivered according to deadlines and language requirements.	70%	90%	100%
10.1.B	Implementation of governing body decisions within prescribed deadlines.	80%	85%	90%
Outputs				
10.1.1	Governing and Statutory Bodies serviced effectively with improved language services and decisions implemented transparently.			
10.2: Oversight				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
10.2.A	Percentage of recommendations where the agreed management response has been completed by the due date.	90%	93%	95%
Outputs				
10.2.1	Evaluations carried out with quality and timely in the priority areas identified by governing bodies.			
10.2.2	Investigations and risk based audit plan prepared and delivered.			
10.2.3	Strengthened elements of FAO's accountability, internal controls and fiduciary frameworks delivered.			
10.3: Direction				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
10.3.A	Organizational Outcomes targets met.	76%	78%	80%
Outputs				
10.3.1	Executive direction provided.			
10.3.2	Strategic direction, monitoring and reporting delivered.			
10.3.3	Legal advice timely provided for internal and technical matters of the Organization.			
10.3.4	Quality support delivered to decentralized offices and guidance provided on country programming and project cycle.			

FUNCTIONAL OBJECTIVE 11: EFFICIENT AND EFFECTIVE ADMINISTRATION				
Outcome statement - Maximize effectiveness and work towards ensuring value-for-money in fulfilling fiduciary, policy setting and monitoring and control functions				
11.1: Efficient and effective management of human resources				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
11.1.A	Time required to recruit staff.	(2012) 303 days	120 days	120 days
11.1.B	Percentage of member countries that are equitably represented.	(Jan 2013) 71%	75%	75%
11.1.C	Geographic mobility.	(2010-11) 15	75 per biennium	75 per biennium
11.1.D	Number of jobs with generic job profiles.	0%	60%	70%
Outputs				
11.1.1	Human resources strategies, policies, procedures and services are effective and efficient and support the attraction, development and retention of a diverse, skilled and motivated workforce.			
11.2: Efficient and effective management of financial resources				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
11.2.A	FAO receives an unqualified opinion on its financial statements from the External Auditor.	Unqualified external audit opinion (biennial)	Unqualified external audit opinion (annual)	Unqualified external audit opinion (annual)
Outputs				
11.2.1	Accurate, relevant and timely financial reporting and efficient, effective and well controlled financial services are provided in support of governing bodies, Member Nations, management, resource partners and staff.			
11.3: Efficient and effective administration of human, physical and financial resources				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
11.3.A	Level of client satisfaction with quality of service provided (by area of work).	2011 average for CS services: 62%; 2011 average for CSS services: 74%	5% improvement in each area	10% improvement in each area
Outputs				
11.3.1	Administrative services and support functions are effective, efficient, streamlined and meet Organizational requirements.			
11.3.2	Health and productivity of FAO's workforce are actively promoted by providing streamlined and effective health services to all employees at headquarters and in decentralized offices.			

CHAPTER 13: CAPITAL EXPENDITURE				
Outcome statement - FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and Strategic Objectives delivery				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
13.1.A	Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, *measured by:* − *annual review*	n/a	80%	100%
13.1.B	Percentage of CAPEX projects that are delivered on time, quality and within budget, *measured by:* − *Project Portfolio*	n/a	70%	80%
Outputs				
13.1.1	Platforms for knowledge sharing and to manage FAO's institutional memory and e-learning enhanced.			
13.1.2	Operational and administrative systems adapted to new business processes to remain fit-for-purpose.			
13.1.3	IT infrastructure and services, headquarters meeting rooms facilities, data centre and network communication improved.			

CHAPTER 14: SECURITY EXPENDITURE				
Outcome statement - FAO employees are able to carry out their functions safely and securely in all locations where the Organization operates				
14.1: Safe and secure operating environment for headquarters programme delivery				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
14.1.A	Percentage of staff having completed Basic Security Training	%	100%	100%
Outputs				
14.1.1	Safe and secure operating environment for headquarters programme delivery is ensured.			
14.2: Safe and secure operating environment for worldwide programme delivery				
Key performance indicators		**Baselines**	**Targets (end 2015)**	**Targets (end 2017)**
14.2.A	Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS)	88%	91-100%	100%
14.2.B	Percentage of international staff at decentralized offices that comply with Minimum Operating Residential Security Standards (MORSS)	95%	91-100%	100%
14.2.C	Percentage of reported security-related incidents at decentralized offices with prompt follow-up	100%	91-100%	100%
14.2.D	Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required	90%	90%	90%
Outputs				
14.2.1	Safe and secure operating environment for worldwide programme delivery is ensured.			