*Web Annex 1: Results Framework 2018-19– Strategic and Functional Objectives*

| STRATEGIC OBJECTIVE 1 | | | |
|---|---|---|---|
| **CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION** | | | |
| | **Targets**<br>-By 2030 access by all to safe nutritious food **(2.1)**<br>-By 2030 end all forms of malnutrition **(2.2)** | | **Targets**<br>-By 2030, reduce by one third premature mortality through prevention and treatment **(3.4)** |
| | **Indicators**<br>-Prevalence of undernourishment **(2.1.1)**<br>-Prevalence of moderate or severe food insecurity based on FIES **(2.1.2)**<br>-Prevalence of stunting among children under 5 years of age **(2.2.1)**<br>-Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) **(2.2.2)** | | **Indicators**<br>-Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease **(3.4.1)** |

| STRATEGIC OBJECTIVE 1 | |
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| **CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION** | |
| **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 and accountability 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 to eradicate hunger, food insecurity and all forms of malnutrition by 2030 |
| 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 to eradicate hunger, food insecurity and all forms of malnutrition by 2030 |
| OUTPUT 1.3.1: Capacities of governments and stakeholders are improved to analyse food insecurity and all forms of malnutrition and the contribution of sectors and stakeholders to the eradication of hunger, food insecurity and all forms of malnutrition by 2030 | |
| 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 to eradicate hunger, food insecurity and all forms of malnutrition by 2030 |

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

## MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE

**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)**

**Indicators**
-Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size **(2.3.1)**
-Proportion of agricultural area under productive and sustainable agriculture **(2.4.1)**
-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)**

**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**
-Forest area as a proportion of total land area **(15.1.1)**
-Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type **(15.1.2)**
-Proportion of land that is degraded over total land area **(15.3.1)**
-Mountain Green Cover Index **(15.4.2)**

**Targets**
-By 2030 substantially increase water-use efficiency and reduce the number of people suffering from water scarcity **(6.4)**

**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)**

**Targets**
-By 2030, effectively regulate harvesting and end overfishing to restore fish stocks **(14.4)**
-By 2020, conserve at least 10 per cent of coastal and marine areas **(14.5)**

**Indicators**
-Proportion of fish stocks within biologically sustainable levels **(14.4.1)**
-Coverage of protected areas in relation to marine areas **(14.5.1)**

| STRATEGIC OBJECTIVE 2 | |
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| **MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE** | |
| **OUTCOME 2.1:** Countries adopted practices to **increase productivity sustainably** while addressing climate change and environmental degradation in agriculture, forestry and fisheries | **2.1.A:** Number of countries where producers adopted practices to increase agricultural productivity in a sustainable manner |
| | **2.1.B:** Percentage of countries with high-degree of implementation of the FAO Code of Conduct for Responsible Fisheries |
| | **2.1.C:** Number of countries reporting progress towards sustainable forest management **(SDG 15.2.1)** |
| OUTPUT 2.1.1: Innovative practices and technologies 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 productivity and 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 conservation and foster cross-sectoral coordination |
| OUTPUT 2.2.1: Policies, strategies and investment programmes formulated, in support to sustainable agriculture, forestry and fishery, and address climate change and environmental degradation | |
| OUTPUT 2.2.2: Government and stakeholders' capacities improved to facilitate cross-sectorial policy dialogue to develop more integrated strategies and programmes for sustainable agriculture, forestry and fisheries, address climate change and environmental degradation | |
| **OUTCOME 2.3:** Countries improved **implementation of policies and international instruments** for sustainable agriculture, fisheries and forestry | **2.3.A:** Number of countries that have issued national reports covering SO2 relevant SDG indicators on the implementation of the 2030 Agenda for Sustainable Development, addressing sustainable agriculture, forestry and fisheries |
| | **2.3.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) **(SDG 13.2.1)** |
| | **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:** Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems **(SDG 15.A.1)** |
| 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 , biodiversity and desertification as well as 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 with high availability, quality and use of data and information for decision-making processes pertaining to agriculture, forestry and fisheries |
| 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 analyse and report data for decision-making on sustainable production, climate change and environmental degradation, including relevant SDGs | |

| STRATEGIC OBJECTIVE 3 | |
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| **REDUCE RURAL POVERTY** | |

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**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)**

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**Targets**
-By 2030, double the agricultural productivity and incomes of small-scale food producers **(2.3)**

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**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)**

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**Indicators**
-Average income of small-scale food producers, by sex and indigenous status **(2.3.2)**

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**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)**

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**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)**

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**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)**

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**Indicators**
-Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population **(10.1.1)**

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**Targets**
13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities
**Indicators**
13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities

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| STRATEGIC OBJECTIVE 3 |
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| **REDUCE RURAL POVERTY** |

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| **OUTCOME 3.1: Rural poor and rural poor organizations** empowered to access productive resources, services and markets | **3.1.A:** Number of countries with an improved set 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

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| **OUTCOME 3.2:** Countries 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 to enhance 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

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| **OUTCOME 3.3:** Countries enhanced access of the rural poor to **social protection systems** | **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 |
| | **3.3.B:** Proportion of population covered by social protection floors/systems **(SDG 1.3.1)** |
| | **3.3.C:** Proportion of total government spending on essential services (education, health and social protection) **(SDG 1.A.2)** |
| | **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)** |

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

OUTPUT 3.3.2: Policy support, knowledge generation capacity development, and advocacy provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change

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| **OUTCOME 3.4:** Countries strengthened capacities to design, implement and evaluate **gender equitable multi-** | **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 |

| STRATEGIC OBJECTIVE 3 | |
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| **REDUCE RURAL POVERTY** | |
| **sectoral policies, strategies and programmes** to contribute to the achievement of SDG 1 | **3.4.B:** Proportion of resources allocated by the government directly to poverty reduction programmes **(SDG 1.A.1)** |
| OUTPUT 3.4.1: Strengthened national capacities to design and implement comprehensive, gender equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change | |
| OUTPUT 3.4.2: Data, knowledge and tools provided to promote and evaluate comprehensive, gender equitable, multi-sectoral rural poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction | |

## STRATEGIC OBJECTIVE 4
### ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS

| **Targets** | **Targets** | **Targets** |
|---|---|---|
| -By 2030, double the agricultural productivity and incomes of small-scale food producers **(2.3)**<br>-Adopt measures to ensure the proper functioning of food commodity markets to help limit extreme food price volatility **(2.c)** | -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)** | -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**<br>-Volume of production per labour unit by classes of farming/pastors/forestry enterprise size **(2.3.1)**<br>-Indicator of food price anomalies **(2.c.1)** | **Indicators**<br>-Global food loss index **(12.3.1)** | **Indicators**<br>-Developing countries' and least developed countries' share of global exports **(17.11.1)** |

## STRATEGIC OBJECTIVE 4

### ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS

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| **OUTCOME 4.1:** International standards, agreements and voluntary guidelines formulated to improve countries' 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<br><br>**4.1.B:** Number of countries whose access to international markets has been improved due to adoption of international voluntary guidelines and participation in trade related agreements. |

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 agricultural and food systems

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| **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 inclusive and efficient agricultural and food systems are in place**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)** |

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 agricultural and food systems development

OUTPUT 4.2.2: Public and private sector organizations' capacities strengthened to design and implement institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems

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| **OUTCOME 4.3:** Countries enhanced **public and private sector capacities and increased investments** to promote inclusive agro-enterprises and value chain development | **4.3.A:** Number of countries where value chain actors have increased technical and managerial capacities<br>**4.3.B:** Number of countries with efficient financial instruments and services and risk management mechanisms for agricultural and food chain development<br>**4.3.C:** Number of countries with high investment in the agricultural and food systems sector |

OUTPUT 4.3.1: Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value chains

| STRATEGIC OBJECTIVE 4 |
| :---: |
| **ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS** |

| 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 agricultural and food systems | |
| :--- | :--- |
| **OUTCOME 4.4:** Countries **made decisions based on evidence** to support agrifood systems development | **4.4.A:** Number of countries with high availability, quality and use of data and information for decision-making processes pertaining to inclusive and efficient agricultural and food systems. |
| OUTPUT 4.4.1: Up-to-date global market information and analysis provided to promote transparent markets and enhanced global and regional domestic trade and market opportunities | |
| 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 agricultural and food systems | |

## STRATEGIC OBJECTIVE 5

## INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES

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| **Targets**<br>-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**<br>-By 2030 access by all to safe nutritious food **(2.1)**<br>-By 2030, end all forms of malnutrition **(2.2)**<br>-By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production **(2.4)**<br>-Adopt measures to ensure the proper functioning of food commodity markets to help limit extreme food price volatility **(2.c)** |
| **Indicators**<br>- Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population  **(1.5.1 and 13.1.1)** | **Indicators**<br>-Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) **(2.1.2)**<br>-Prevalence of malnutrition (wasting and overweight) **(2.2.2)**<br>-Proportion of agricultural area under productive and sustainable agriculture **(2.4.1)**<br>-Indicator of food price anomalies **(2.c.1)** |
| **Targets**<br>-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**<br>-Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries **(13.1)** |
| **Indicators**<br>-Direct disaster economic loss in relation to global gross domestic product (GDP), including disaster damage to critical infrastructure and disruption of basic services **(11.5.2)** | **Indicators**<br>- Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population **(13.1.1 and 1.5.1)** |
| **Targets**<br>-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**<br>-Significantly reduce all forms of violence and related death rates **(16.1)** |
| **-Indicators**<br>Proportion of land that is degraded over total land area **(15.3.1)** | **Indicators**<br>-Conflict-related deaths per 100,000 population, by sex, age and cause **(16.1.2)** |

| STRATEGIC OBJECTIVE 5 |
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| **INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES** |

| **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 classified 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 |
|---|---|
| | **5.1.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) **(SDG 13.2.1)** |
| | **5.1.C:** 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 |
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| OUTPUT 5.1.2: Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management |
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| **OUTCOME 5.2:** Countries **made use of regular information and early warning** against potential, known and emerging threats | **5.2.A:** Number of countries classified by level of capacity in the generation, availability quality and use of data and information for decision-making processes related 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 |
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| OUTPUT 5.2.2: National capacities improved to assess vulnerability and measure resilience |
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| **OUTCOME 5.3:** Countries **reduced risks and vulnerability at household and community level** | **5.3.A:** Number of countries classified by level of capacity to apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition |
|---|---|
| | **5.3.B:** (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.C:** 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 stakeholders strengthened to implement prevention and mitigation good practices to reduce the impacts of threats and crises |
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| OUTPUT 5.3.2: Communities equipped with vulnerability reduction practices and measures |
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| **OUTCOME 5.4:** Countries prepared for and managed **effective responses to disasters and crises** | **5.4.A:** Number of countries classified by 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 |
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| OUTPUT 5.4.2: Humanitarian assistance for livelihood saving timely delivered to crises affected communities |
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| OBJECTIVE 6 |
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| **TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION)** |

**Outcome statement** - Technical quality, knowledge and services delivered; quality statistics produced with integrity and disseminated by FAO; and quality services for work on Gender, Governance, Nutrition and Climate Change provided to the Strategic Programmes

| **6.1: Quality and integrity of the technical and normative work** of the Organization | **Key performance indicators** | **Targets (end 2019)** | **Targets (end 2021)** |
|---|---|---|---|
| | **6.1.A** Quality of technical leadership, *measured by:*<br><br>*- a survey methodology to assess the feedback of stakeholders on elements of technical leadership, such the excellence of technical knowledge, compliance with technical policies, technical integrity, capacity to respond to emerging issues and advancing fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees* | 70% | 72% |

**OUTPUT 6.1.1:** Ensure the excellence of the technical knowledge required to achieve and support the delivery of the strategic objectives through core technical leadership of technical department ADGs; creation of technical networks and the delivery of technical expertise to the Strategic Programmes and Corporate Technical Activities

**OUTPUT 6.1.2:** Ensure compliance with technical policies, technical integrity and coherence of FAO's interventions across geographical boundaries

**OUTPUT 6.1.3:** Provide capacity to respond to emerging issues, support to exploring new approaches and innovations to adapt solutions to a changing environment, and contribute to resolving challenges through collaborative efforts using the multidisciplinary fund

**OUTPUT 6.1.4:** Advance fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees (COFI, COFO, COAG, CCP)

**OUTPUT 6.1.5:** Ensure preparation of flagship publications on the "State of" food insecurity, agriculture, fisheries and aquaculture, forestry

**OUTPUT 6.1.6:** Support and promote policy and technical dialogue at global and regional level through institutional representation by technical departments and the Chief Statistician

| **6.2**: **Quality and use of FAO Statistics** to support evidence-based decision making is improved | **Key performance indicators** | **Targets (end 2019)** | **Targets (end 2021)** |
|---|---|---|---|
| | **6.2.A**: Proportion of SDG indicators under FAO custodianship reported at national level in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1) | 40% | 50% |
| | **6.2.B**: Proportion of FAO statistical processes of good quality on the basis of the FAO Statistical Quality Assurance Framework (SQAF). | 80% | 85% |

**OUTPUT 6.2.1:** Methods and standards for the collection, processing, dissemination, and use of food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian, developed and shared.

**OUTPUT 6.2.2:** Support provided to strengthen the capacity of national statistical systems to collect, analyse and disseminate food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian.

**OUTPUT 6.2.3:** High quality and internationally comparable food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian, produced and disseminated by FAO and accessed by the international community.

**OUTPUT 6.2.4:** FAO statistics governance and coordination strengthened in order to improve harmonization, quality, and consistency of statistical activities across the organization.

| OBJECTIVE 6 TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION) | | | |
|---|---|---|---|
| **6.3: Quality services and coherent approaches to work on gender equality and women's empowerment** that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women | Key performance indicators | Targets (end 2019) | Targets (end 2021) |
| | **6.3.A**: Number of gender mainstreaming minimum standards implemented | 14 | 15 |
| | **6.3.B**: Number of performance standards of revised UN SWAP on gender met or exceeded by FAO. | 10 | 15 |

**OUTPUT 6.3.1:** Member countries are supported within the SOs by the Gender Unit to develop their capacities consistent with FAO's minimum standards for gender mainstreaming and targeted interventions

**OUTPUT 6.3.2:** Institutional mechanisms and staff capacities are established or strengthened to support countries' initiatives aimed at addressing gender equality

| **6.4: Quality services for more inclusive and effective governance** norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes | Key performance indicators | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| | **6.4.A**: Number of selected global governance mechanisms or processes where FAO exercises a leadership role that promotes progress on issues related to the five Strategic Objectives | 3 | 3 |
| | **6.4.B**: Number of instances where FAO's contribution on governance has promoted progress in relation to the five Strategic Objectives at national and regional level | 20 | 20 |

**OUTPUT 6.4.1:** FAO's contribution to selected global governance mechanisms is improved in quality and consistency

**OUTPUT 6.4.2:** Key national and regional governance issues are identified and options for appropriate targeted advice are formulated

| **6.5: Quality and coherence of FAO's work on nutrition ensured** through mainstreaming of nutrition across the Strategic Objectives and strengthening FAO's contribution in the international nutrition architecture | Key performance indicators | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| | **6.5.A**: Number of global nutrition mechanisms/processes with FAO contributions where progress on ICN2 follow-up has been reported.. | 5 | 5 |
| | **6.5.B**: Progress made in incorporating nutrition concerns, considerations and objectives into Country Programming Frameworks and in developing capacities of FAO staff to assist governments in mainstreaming nutrition (Percentage increase compared to the previous biennium). *Baseline to be determined by end 2017* | 25% | 25% |

**OUTPUT 6.5.1:** Quality and coherence of FAO support to UN System operational and policy coordination on nutrition improved

**OUTPUT 6.5.2:** FAO's capacity strengthened for supporting Member countries in implementing ICN2 Rome Declaration on Nutrition and Framework for Action

**OUTPUT 6.5.3:** Common standards and corporate approach for mainstreaming nutrition developed and implemented through the SOs

| **6.6: Quality and coherence of FAO's work on climate change ensured in line** | Key performance indicators | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|

| OBJECTIVE 6<br>TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION) | | | |
|---|---|---|---|
| **with the climate change strategy** through mainstreaming across the Strategic Objectives and strengthening FAO's contribution to the national, regional and international climate change architecture | **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**) | 40 | 50 |
| | **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) | 24 | 24 |

| |
|---|
| **OUTPUT 6.6.1:** FAO capacity is enhanced to support member countries in implementing the agricultural components of their climate change policies and plans, in particular Nationally Determined Contributions, as well as the climate components within their agricultural development policies and plans |
| **OUTPUT 6.6.2:** FAO participation in selected global and regional technical, financing and policy related dialogues on Climate action is increased in quantity and frequency |

| CHAPTER 7: TECHNICAL COOPERATION PROGRAMME | | | |
|---|---|---|---|
| **Outcome statement –** TCP delivered effectively, in full alignment with SOs, and in support of the implementation of the CPF results | | | |
| **7.1: TCP management and support** | | | |
| **Key performance indicators** | | **Targets (end 2019)** | **Targets (end 2021)** |
| **7.1.A** | Approval rate of TCP resources against 2018-19/2020-21 appropriation | 100% | 100% |
| **7.1.B** | Delivery rate of TCP projects against 2016-17/2018-19 appropriation | 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 including South-South Cooperation** | | | |
| **Key performance indicators** | | **Targets (end 2019)** | **Targets (end 2021)** |
| **8.1.A** | Number of strategic partnerships brokered and sustained. | 20 | 20 |
| **8.1.B** | Number of Advocacy initiatives implemented to support corporate activities and Strategic programmes | 8 | 11 |
| **8.1.C** | Number of capacity development methodologies applied in support of the Strategic Programmes | 10 | 10 |
| **8.1.D** | Number of ongoing South-South and Triangular Cooperation agreements and programmes | 25 | 30 |
| **Outputs** | | | |
| **8.1.1** | Key partnerships promoted and strengthened | | |
| **8.1.2** | Advice and support provided to SP teams to mainstream capacity development in FAO's work | | |
| **8.1.3** | South-South collaboration initiatives among state and non-state actors are effectively contributing to national programmes and initiatives | | |
| **8.2: Communications** | | | |
| **Key performance indicators** | | **Targets (end 2019)** | **Targets (end 2021)** |
| **8.2.A** | User traffic to FAO.org (based on Web access statistics to the FAO Document Repository) | 8.5 million | 9 million |
| **8.2.B** | Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service | 23,000 news hits per month | 24.000 news hits per month |
| **8.2.C** | Increase in aggregate number of followers of FAO's social media accounts (combined) | 2.2 million | 2.4 million |
| **Outputs** | | | |
| **8.2.1** | New relationships with global, regional and national media forged | | |
| **8.2.2** | Overhaul of the Organization's worldwide Web and social media presence to align them to its Strategic Objectives | | |
| **8.2.3** | Development and promotion of corporate approaches, tools and methodologies in knowledge dissemination and improved management of information | | |
| **8.3: Resource Mobilization** | | | |
| **Key performance indicators** | | **Targets (end 2019)** | **Targets (end 2021)** |
| **8.3.A** | Biennial level of voluntary contributions mobilized (Contribution to SDG indicator 17.9.1 Dollar value of financial and technical assistance committed to developing countries) | USD 1.7 billion | USD 1.7 billion |
| **Outputs** | | | |
| **8.3.1** | Proactive outreach and marketing of FAO priority areas of work and resource requirements, resulting in an expanded and diversified base of partners with which FAO works | | |
| **8.3.2** | Voluntary contributions mobilized, utilized and accounted consistent with FAO policies | | |
| **8.3.3** | Enhanced organizational capacities for resources mobilization, and effective project cycle management | | |

| FUNCTIONAL OBJECTIVE 9: INFORMATION TECHNOLOGY | | | |
|---|---|---|---|
| **Outcome statement** - IT at FAO provides value through improved utility of digital assets for delivering in all geographical locations through timely, quality, effective and cost-efficient innovative solutions, transformative technologies and external partnerships, underpinned by a set of FAO IT policies and standards | | | |
| **Key performance indicators** | | **Targets (end 2019)** | **Targets (end 2021)** |
| **9.1.A** | Level of satisfaction with the provision of IT solutions by strategic business clients, *measured by:*<br><br>- *percentage of strategic business clients fully satisfied (source: annual client survey)* | 70% | 80% |
| **9.1.B** | Quality of digital assets available for use by the Organization in support of its work in a secure and timely manner, *measured by:*<br><br>- *percentage of digital assets (in-house information systems, links to external data sources) that utilize the provided digital platform* | 75% | 80% |
| **Outputs** | | | |
| **9.1.1** | FAO business processes are effectively supported by the provision of cost effective and timely products and services | | |
| **9.1.2** | FAO IT policies, architecture and standards that enable effective delivery of effective and efficient IT solutions are defined, and applied throughout the Organization | | |
| **9.1.3** | Relevant and accurate information assets are secure against unauthorized access and made available to authorized FAO personnel, facilitating their work for the Organization | | |

## FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION

**Outcome statement** - Effective direction of the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight

### 10.1: FAO Governance

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **10.1.A** | Governing body documents delivered according to deadlines and language requirements | 100% | 100% |
| **10.1.B** | Implementation of governing body decisions within prescribed deadlines | 90% | 90% |

| **Outputs** | |
|---|---|
| **10.1.1** | Governing and Statutory Bodies serviced effectively, by using modern technology, with improved language services and decisions implemented transparently |

### 10.2: Oversight

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **10.2.A** | Percentage of audit coverage delivered, including high risk ones | 90% (including 100% high risk) | 90% (including 100% high risk) |
| **10.2.B** | The number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme and other major programme evaluations | 13 | 13 |

| **Outputs** | |
|---|---|
| **10.2.1** | Strategic and programme evaluations carried out and recommendations made to enhance FAO's strategic relevance and programme effectiveness |
| **10.2.2** | Investigations and risk based audit plan prepared and delivered |
| **10.2.3** | Strengthened elements of FAO's accountability, internal controls and fiduciary frameworks delivered |

### 10.3: Direction

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **10.3.A** | Share of Strategic Objective Output targets met | 85% | 85% |
| **10.3.B** | Percentage of recommendations of strategic evaluations where the agreed management response has been completed by the due date | 90% | 90% |
| **10.3.C** | Percentage of high risk audit recommendations which have been completed by due date | 80% | 80% |
| **10.3.D** | Percentage of long outstanding audit recommendations (i.e. above 24 months) | Below 10% | Below 8% |

| **Outputs** | |
|---|---|
| **10.3.1** | Executive direction provided |
| **10.3.2** | Strategic direction, monitoring and reporting delivered |
| **10.3.3** | Reliable and timely legal advice is provided to support the Organization's actions and implementation of its Programme of Work |
| **10.3.4** | Quality support delivered to decentralized offices |

## FUNCTIONAL OBJECTIVE 11: EFFICIENT AND EFFECTIVE ADMINISTRATION

**Outcome statement** - Maximize effectiveness and work towards ensuring value-for-money in fulfilling fiduciary, policy setting and monitoring and control functions

### 11.1: Efficient and effective management of human resources

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **11.1.A** | Time required to recruit staff | 120 days | 120 days |
| **11.1.B** | Percentage of member countries that are equitably represented | 75% | 75% |
| **11.1.C** | Geographic mobility (posts) | 75 | 75 |
| **11.1.D** | Vacancy rate for professional positions | 15% | 15% |

### Outputs

| | |
|---|---|
| **11.1.1** | Human resources strategies, policies, procedures and services are effective and efficient and support the attraction, development and retention of a diverse, skilled and motivated workforce |

### 11.2: Efficient and effective management of financial resources

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **11.2.A** | FAO receives an unmodified opinion on its financial statements, including on its statements of internal control | Unmodified external audit opinion (annual) | Unmodified external audit opinion (annual) |

### Outputs

| | |
|---|---|
| **11.2.1** | Accurate, relevant and timely financial reporting and efficient, effective and well controlled financial services are provided in support of governing bodies, Member Nations, management, resource partners and staff |

### 11.3: Efficient and effective administration

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **11.3.A** | Level of client satisfaction with quality of service provided* | 70% | 73% |
| **11.3.B** | Corporate Environmental Responsibility measured by proportion of FAO office buildings/compounds that shall provide annual data on Greenhouse Gas emissions | 86% | 88% |

### Outputs

| | |
|---|---|
| **11.3.1** | Administrative services and support functions are effective, efficient, streamlined, environmentally sustainable and meet Organizational requirements |
| **11.3.2** | Health and productivity of FAO's workforce are actively promoted by providing streamlined and effective health services to all employees at headquarters and in decentralized offices |

*Data collected every two years through a client satisfaction survey

| CHAPTER 13: CAPITAL EXPENDITURE | | | |
|---|---|---|---|
| **Outcome statement** - FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and Strategic Objectives delivery | | | |
| **Key performance indicators** | | **Targets (end 2019)** | **Targets (end 2021)** |
| **13.1.A** | Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, *measured by:*<br><br>– *annual review* | 100% | 100% |
| **13.1.B** | Percentage of CAPEX projects that are delivered on time, quality and within budget, *measured by:*<br><br>*Project Portfolio* | 85% | 90% |
| **Outputs** | | | |
| **13.1.1** | Platforms for the management of technical data and information enhanced | | |
| **13.1.2** | Operational and administrative systems adapted to meet new and changing business processes | | |
| **13.1.3** | IT infrastructure and services improved | | |

## CHAPTER 14: SECURITY EXPENDITURE

**Outcome statement** - FAO employees are able to carry out their functions safely and securely in all locations where the Organization operates

### 14.1: Safe and secure operating environment for headquarters programme delivery

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **14.1.A** | Percentage of staff having completed Basic Security Training | 90% | 100% |

### Outputs

| | |
|---|---|
| **14.1.1** | Safe and secure operating environment for headquarters programme delivery is ensured |

### 14.2: Safe and secure operating environment for worldwide programme delivery

| Key performance indicators | | Targets (end 2019) | Targets (end 2021) |
|---|---|---|---|
| **14.2.A** | Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS) | 100% | 100% |
| **14.2.B** | Percentage of international staff at decentralized offices that comply with Residential Security Measures (RSM) | 100% | 100% |
| **14.2.C** | Percentage of reported security-related incidents at decentralized offices with prompt follow-up | 100% | 100% |
| **14.2.D** | Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required | 100% | 100% |

### Outputs

| | |
|---|---|
| **14.2.1** | Safe and secure operating environment for worldwide programme delivery is ensured |