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Overview of FAO's Strategic Objective Programmes

1. This note sets out the design of FAO's results framework, shows the alignment of the Strategic Objectives and their programmes to the Sustainable Development Goals, and provides an overview of the Strategic Programmes including context, theory of change, and the related Outcomes and Outputs to be achieved by FAO and Members.

FAO Results Framework

2. FAO's results framework is based on a 'results chain' model which links objectives, outcomes and outputs¹. Three levels of results contribute to the *Global Goals of Members*:

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

3. Achievement of results is facilitated by three additional elements that help to focus and make FAO's work more effective:

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

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

¹ See Para 20-24 in C 2017/3

5. The Strategic Programmes (SP) facilitate the achievement of results at country level in the context of each of the five Strategic Objectives. The context and the Strategic Programme to achieve the Strategic Objective, highlighting changes in emphasis and changes in the results framework compared with the previous biennium are presented below.

6. To ensure a robust and practical results-based approach to all of the work of the Organization, FAO must ensure that it has the internal technical capacity and integrity to achieve the expected results. Therefore the Strategic Framework includes a sixth objective, *Technical quality, statistics and cross-cutting themes (climate change, gender, governance, and nutrition)*, to ensure technical leadership and integration of statistics and the cross-cutting issues of climate change, gender, governance and nutrition in the delivery of the Strategic Objective programmes (SPs).

Alignment with SDGs

7. The 2030 Agenda for Sustainable Development defines the context in which FAO and its member countries will be working toward reaching the SDGs and achieving country-specific targets. Food and agriculture are critical to achieving the SDGs. In the context of continuity in the strategic direction of the Organization, the preparation of the MTP results framework for 2018-21 aimed to sharpen the focus of the Strategic Objectives, Outcomes and Outputs through their contributions to relevant SDG targets and indicators, and to improve the quality of the results chains, so as to address the main challenges expected to be faced by countries. This provides a clear, coherent and concrete view of FAO's contribution to support country level implementation and monitoring of the SDGs.

8. At the level of the *Strategic Objectives*, the main innovation in the MTP 2018-21 has been to identify and use exclusively the SDG targets and indicators that relate to each SO. This has resulted in a new set of SDG-based SO level indicators that will be monitored biennially to report trends and progress toward global targets.

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

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

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

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

Strategic Programmes

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

Context

1. Strategic Objective 1 explicitly targets the sustainable eradication of hunger, food insecurity and all forms of malnutrition, including undernourishment, micronutrient deficiencies and problems of overweight, obesity and diet-related non-communicable diseases.
2. Extreme poverty, income inequality and inadequate access to productive assets and decent employment constrain poor people's access to a safe, nutritious and healthy diet and are the main drivers of persistent hunger, food insecurity and malnutrition. The precarious situation of the poor is often aggravated by the impact of conflict, civil strife and social unrest, natural disasters, and other crises, like the economic and financial crises, and health crises such as HIV-AIDS and Ebola virus.
3. At the same time, new challenges and trends are changing the nature and context of the problems, adding complexity and posing the risk of reversing progress. Along with persistent problems of hunger, food insecurity and undernourishment, the increased prevalence of overweight, obesity and diet-related chronic diseases is emerging as an important challenge all around the world, in developing and developed countries alike.
4. The emerging trends and challenges in terms of their main impact on food security and nutrition, fall into three broad clusters, including: (i) changes in demographic structures and pressures from population growth, especially in resource-constrained countries that have high population growth rates; (ii) climate change and natural resource competition; and (iii) urbanization, changing lifestyles and consumption patterns.
5. Addressing the root causes of hunger, food insecurity and malnutrition requires that a number of elements be in place, including: political commitment; common understanding of problems and solutions based on sound data, information and analysis; inclusive governance mechanisms and stakeholder coordination; a coherent framework of policies, programmes and investments; leveraging food and agricultural systems for better nutrition; addressing the gender gap. These elements constitute the pillars of the SO1 programme.

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

6. The focus of the Strategic Programme (SP1) is on building an enabling environment for the eradication of not only hunger, food insecurity and undernourishment, but also addressing problems related to nutritionally imbalanced diets, unsafe food and excess dietary energy intake. This requires strong political commitment at the highest level of government. Commitment from relevant development partners and other decision-makers and food system actors is important in order to provide all consumers, and in particular the poor and vulnerable, access to a nutritionally adequate and healthy diet.
7. Besides the need to work with relevant government ministries, there is also need for food security governance mechanisms to include legislators, the judiciary and non-state actors including civil society organizations, private sector, consumer organizations, academia, think-tanks, etc. In this context, FAO works in partnership with governments and other development actors at global, regional and national levels, including Rome-based and other UN agencies in order to develop the policy and institutional environment and the capacities needed to sustainably eradicate hunger, food insecurity and malnutrition.
8. Through SP1 FAO will support government and non-state actors to work in a coordinated and focused manner in order to address the immediate and underlying causes that keep the hungry, food insecure and malnourished trapped in a vicious cycle of chronic deprivation (SDG 2 targets 2.1, 2.2) and support the adoption of healthy diets with consumer information based on scientific evidence (SDG 3 target 3.4).

Change in emphasis

9. Emphasis of SP1 will be on “all” forms of malnutrition, to ensure that the rapidly growing problem of overweight, obesity and diet-related non-communicable diseases receives adequate attention. In addition, there is explicit reference made to the need to address the emerging food security, nutrition and health impacts of climate change, urbanization and changing dietary patterns, linked to income growth and changing lifestyles and to the adoption of a nutrition-sensitive food systems approach, in order to move the focus of policy dialogue and action from being production-centred towards the problems and needs of consumers in terms of nutrition and access to healthy diets. The implication of this change is also the need for greater involvement of food system actors, in particular private sector and consumer organizations, but also law makers and civil society organizations. This is now made explicit in the SP1.

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

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

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

Change in the results framework

13. The change in emphasis on all forms of malnutrition is reflected in the five SO-level SDG indicators, as well as in the updated Outcome and Output statements. The three existing SO-level indicators are supplemented by two additional indicators: the prevalence of wasting and over-weight in children under the age of five (SDG 2.2.2); and the mortality rate due to non-communicable diseases (SDG 3.4.1). As shown in the figure for SO1, four of the SO-level indicators monitor progress against SDG targets 2.1 and 2.2, and one SO-level indicator monitors progress against SDG target 3.4. Outcome level indicators have been partly reorganized, with the inclusion of one SDG indicator to track progress on financing implementation.

14. At Outcome level, the previous Outcome 1.1 has been split into two separate Outcomes, to give more emphasis on the need to focus on actual and effective implementation as opposed to design and development of new policies and programmes to achieve food security and address all forms of malnutrition. Therefore, new Outcome 1.1 focuses exclusively on progress in terms of political commitment ascertained through the adoption of policies, strategies, programmes and legal frameworks for food security and nutrition (FSN), while new Outcome 1.4 is about the implementation of effective policies, strategies and investment programmes for FSN, with a focus on resource allocation, resource use and implementation capacities.

15. The seven existing Outputs have been reorganized accordingly. They maintain strong focus on leveraging global and regional work and partnerships to produce country level result and on developing necessary capacities and the enabling policy/institutional environment.

Outcomes and Outputs

16. The results framework has been structured around four interconnected Outcomes and seven Outputs that are needed to contribute to the eradication of hunger, food insecurity and all forms of malnutrition.

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

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

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

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

Output 1.1.1: Capacities of governments and stakeholders are improved to develop sectoral and cross-sectoral policy frameworks and investment plans and programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030

Output 1.1.2: Capacities of governments and stakeholders are improved to develop and implement legal 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

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

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

22. While the existence of coordination and multi-stakeholders mechanism is essential, it is not sufficient to address critical governance bottlenecks that hamper the translation of policies and

programmes into improved food security and nutrition outcomes. Strengthening the capacities of institutions and stakeholders to understand the political economy of critical problems, identify the bottlenecks and stimulate decision-makers to address them is also required to improve effective governance. Parliamentarians, ombudspersons, consumer protection authorities, Human Rights Commissions and other oversight bodies, in collaboration with other stakeholders, can play a key role in promoting change of behaviour to improve food security and nutrition governance.

23. FAO will support public sector and non-governmental stakeholders to identify critical bottlenecks and to actively participate in global, regional or national food security and nutrition governance mechanisms. Support will mostly take the form of facilitation, advocacy and uptake of knowledge and information.

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

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

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

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

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

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

Output 1.3.2: Capacities of governments and stakeholders are improved to monitor and evaluate policies, programmes and legislation relevant to the eradication of hunger, food insecurity and all forms of malnutrition by 2030

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

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

cooperation agencies, including international financial institutions, regional development banks and donors.

28. Feedback from countries, as well as the first outcome assessment that FAO undertook show that allocation of resources and available implementation capacities remain major impediments to translating food security and nutrition frameworks (policies, investment and legal framework) into action. The 2030 Agenda for Sustainable Development itself emphasizes the need for effective implementation: “*countries commit themselves to working tirelessly for the full implementation of this Agenda by 2030*”.

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

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

Output 1.4.1: Capacities of governments and stakeholders are improved for the allocation and use of financial resources to eradicate hunger, food insecurity and all forms of malnutrition by 2030

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

Strategic Programme 2: Make agriculture, fisheries and forestry more productive and sustainable

Context

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

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

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

resources, ecosystem goods and services, or the multiple products and services that agricultural production can and should provide, including environmental and social benefits.

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

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

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

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

- a) supporting producers, as key partners, with emphasis on gender equality, to become agents of change and innovators, enabling them to achieve higher production and productivity in a sustainable way. This includes reducing waste in pre-harvest and harvest losses, ensuring a more diverse food base and nutrition; identification, safeguarding, promotion and support of globally and locally significant agricultural biodiversity (GIAHS);² avoiding deforestation and degradation; and managing a natural resource base and climate change, including through agroecology and biotechnology;
- b) supporting governments to establish enabling environments, including the development of conducive policies, investment plans, programmes and governance mechanisms on sustainable agriculture, forestry and fisheries, and addressing climate change and environmental degradation in a cross-sectoral, integrated and more participatory way;
- c) supporting governments to strengthen policy implementation, including through international and regional instruments relevant to sustainable agriculture, forestry and fisheries;
- d) promoting the use of knowledge and information for evidence-based decision-making. This includes support to countries to monitor the SDGs.

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

² Globally Important Agricultural Heritage Systems (GIAHS)

38. Through SP2, FAO will work with countries in the achievement of targets under SDGs 2, 6, 13, 14 and 15 explicitly identified through 12 indicators at the SO level and four indicators at Outcome level measuring productivity, environmental degradation and climate change by sector, and conservation of genetic resources.

Change in emphasis

39. The main change in emphasis is a sharper focus in three pivotal areas, in order to: (i) address the need to sustainably increase productivity in all agricultural sectors; (ii) tackle climate change impact by building resilience through adaptation and mitigation; and (iii) restore and prevent environmental degradation, including ecosystems and biodiversity loss.

Change in the results framework

40. The change in emphasis is reflected in the 12 SO-level SDG indicators, as well as in the updated Outcome and Output statements. As shown in the SO2 results framework, the SO-level SDG indicators monitor progress against three targets of SDG 2, one target of SDG 6, two targets of SDG 14, and three targets of SDG 15.

41. The four Outcomes have been restructured with significant shifts in focus.

- a) *Outcome 2.1* focuses on sustainably increasing productivity while addressing climate change and environmental degradation. Progress is to be achieved through the adoption of sustainable practices and production systems that promote climate change adaptation and mitigation and prevent natural resources degradation. The six indicators have been reduced to three, of which one SDG indicator.
- b) *Outcome 2.2* has a new focus on policy and programme development, investment and governance to achieve sustainable productivity increases in agriculture, forestry and fisheries while considering the centrality of addressing climate change and environmental degradation, compared with the previous emphasis on policy review and analysis of governance mechanisms. Progress will be measured through one indicator.
- c) *Outcome 2.3* focuses on improved implementation of policies and international instruments, moving beyond the previous focus on the adoption or endorsement of selected international instruments. It incorporates the governance dimension of previous Outcome 2.2 to ensure effective implementation and integration of agriculture, forestry and fisheries in international governance mechanisms, measured by four indicators, three of which are SDG indicators.
- d) *Outcome 2.4* moves beyond generation and provision of data and statistics to give greater attention to promoting the use of data, analytical tools and knowledge products in decision-making. This will be measured by one indicator.

42. These changes and the experience during 2014-17 led to a significant reformulation and consolidation of the Outputs for 2018-21.

Outcomes and Outputs

43. The results framework has been structured around four interconnected Outcomes and eight Outputs that are needed to promote the transition towards more productive and more sustainable agriculture, forestry and fisheries sectors.

Outcome 2.1 - Countries adopted practices to *increase productivity sustainably* while addressing climate change and environmental degradation in agriculture, forestry and fisheries

44. The adoption of production systems and practices for sustainable agriculture, fisheries and forestry is a long-term and crucial outcome at country level. This Outcome supports producers - farmers, pastoralists, fisherfolks and forest users - to adopt more sustainable production systems and innovative practices, in order to sustainably increase their production and productivity, improve their livelihoods, as well as adapt to climate change. For this reason, the participation of farmers, pastoralists, fisherfolks and forest dwellers with emphasis on gender equality in the identification of innovative sustainable practices is essential as they are familiar with the constraints and opportunities

on the ground and can inform priority setting and development of technology. Research and development of affordable technology will require robust partnerships between technical and investment-oriented organizations. In addition, national and local capacity will be developed to support the promotion of sustainable practices and development of technologies and innovation, and scaling up their adoption. Innovative sustainable practices and/or sustainable production systems will be assessed by the five principles of sustainable food and agriculture that represent the approach adopted by FAO, including socio-economic assessment of the production systems.

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

Output 2.1.1: 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 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*

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

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

Output 2.2.1: Policies, 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-sectoral policy dialogue to develop more integrated strategies in sustainable agriculture, forestry and fisheries, address climate change and environmental degradation

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

48. This Outcome addresses the implementation of policies, including strengthening coordination within and across sectors, collaboration with civil society and private sector, as well as adaptation of legal frameworks and incentives to promote sustainable agriculture, forestry and fisheries. It also addresses the implementation of relevant international and regional instruments and agreements. The priorities are to support countries to implement policies and to monitor implementation, including international instruments related to sustainability objectives in agriculture, forestry and fisheries and ensure better integration of related issues in international governance mechanisms related to 2030

Agenda implementation, UNFCCC³/Paris Agreement, biodiversity and environmental agendas and other mechanisms and instruments under FAO's responsibility.

49. FAO will provide support to countries to ensure effective integration of agriculture, forestry and fisheries in national and international governance mechanisms and implementation arrangements, in particular in relation to the 2030 Agenda, the Paris Agreement, the Convention on Biological Diversity and other environmental agendas and instruments under FAO's responsibility, as well as to strengthen capacity of implementing institutions.

Output 2.3.1: Support provided to ensure effective integration of agriculture, forestry and fisheries in international governance mechanisms, in particular in relation to 2030 Agenda, climate change, biodiversity, 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

50. FAO will provide support to countries in making evidence-based decisions in the management of production systems and natural resources to support the transition to sustainable agriculture. The following priorities have been identified to contribute to this Outcome: (i) provide capacity-building on statistics and geospatial information, and qualitative information to underpin the extent, quality, use and productive capacity of land, water, forests, oceans and inland waters; (ii) assess the impacts of agriculture, forestry and fisheries on these resources; (iii) monitor climate-related variables and evaluate how practices improve agriculture production and productivity by adapting to climate change; (iv) and support the provision of strategic knowledge products (data, information, tools and analyses) developed at global and regional level to be used by national and regional institutions in order to make evidence-based decisions. Using the framework of sustainable food and agriculture principles, support will also be provided in implementing the sustainable agriculture, forestry and fisheries aspects of SDGs to which SO2 will be contributing. This also includes supporting member countries to monitor the SDG indicators.

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

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

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

Strategic Programme 3: Reduce rural poverty

Context

52. The challenge that the world faces to achieve SDG 1 on ending poverty in all its forms has huge dimensions: over 2.1 billion people still live in poverty, about 900 million still live in extreme poverty with almost half of them living in conflict areas, signalling the need to address poverty across the humanitarian and development continuum. While great progress in poverty reduction - measured by absolute poverty lines was achieved over the last few decades, progress was not equal for all. Even in countries where overall poverty was reduced, the poorest have been left behind. Inequalities remain

³ United Nations Framework Convention on Climate Change (UNFCCC)

pervasive between economic classes, rural and urban areas, regions, ethnic groups and men and women. Sustained and rapid economic growth is necessary, but not sufficient, for poverty reduction.

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

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

Strategic Programme to reduce rural poverty (SP3)

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

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

57. Social protection can play a fundamental role in reducing vulnerability by helping households manage risks and shocks, and in terms of facilitating economic transition, from providing a minimum income for the poorest (as safety-net function), to helping the poor transition into jobs and income-generating opportunities by relaxing insurance and credit constraints (e.g. through cash and asset

transfers, through targeted subsidies). The role of social protection plays a more prominent role for the extreme poor and poor with few income-generating opportunities.

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

59. The scope of what is needed goes well beyond FAO's mandate and capacity. Partnerships with International Financial Institutions such as the World Bank, the regional development banks, and IFAD, as well as strengthened joint work with other UN Organizations including UNDP, WFP, UN Women, ILO, IOM and UNICEF,⁴ is fundamental to achieving impact at scale.

60. Through SP3, FAO will work with countries and other development partners in a coordinated and focused manner in order to contribute to building an enabling environment addressing poverty, access to productive resources, as well as supporting countries to formulate, evaluate and scale-up pro-poor multi-sectoral policies and strategies (targets under SDGs 1, 2, 10 and 14), income and decent employment, with a focus on youth and social protection (targets under SDG 8), and gender equality (target under SDG5).

Change in emphasis

61. Emphasis of SO3 will be on addressing the political economy of rural poverty reduction through a major emphasis on policy work, advocacy, stakeholder participation and partnerships.

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

63. The Outcomes place more emphasis on the multiple pathways out of poverty in the context of agricultural and rural transformation processes. In this regard, an increased focus is put at the level of multi-sectoral rural development policies, both in terms of supporting scale-up and catalysing other actors, as well as focusing on the knowledge, statistics, and evidence-base to formulate and direct effective interventions. This is a major constraint to the achievement of SDG 1 in the context of climate change and accelerated distress migration, which was not sufficiently articulated in the previous SP3 Outcomes.

64. Leveraging the work of FAO for poverty reduction in the context of assuring food security, nutrition and environmental sustainability is of crucial importance, given the world's ambition for eliminating poverty. The challenge is to make ongoing processes of structural, agricultural and rural economic transformation in low-income countries pro-poor and more inclusive of the poor, including family farmers and smallholders; and to build human capital as fundamental building blocks to more productive employment and improved wellbeing.

⁴ International Fund for Agricultural Development (IFAD); United Nations Development Programme (UNDP); World Food Programme (WFP); International Labour Organization (ILO); International Organization for Migration (IOM); United Nations Children's Fund (UNICEF)

Changes in the results framework

65. The change in emphasis is reflected in the nine SO-level SDG indicators, as well as the updated Outcomes and Output statements. The previous SO-level indicators on poverty have been replaced with SDG indicators and targets covering level of poverty, access to basic services and land rights, as well as income and decent employment, including child labour dimensions. Outcome level indicators have been partly reorganized, with the inclusion of seven SDG indicators to track progress of countries on the degree of application of policy frameworks which protects access rights for small scale fisheries, women's access and equal right to land, proportion of population covered by social protection systems and level of government spending for policy implementation.

66. At Outcome level, a new fourth Outcome is proposed on gender-equitable multi-sectoral policies, strategies and programmes for poverty reduction (Outcome 3.4), while the formulation of Outcomes 3.1, 3.2 and 3.3 have been refined to improve focus and clarity.

- a) *Outcome 3.1* now addresses more specifically the dimension of empowerment, while the focus on removing barriers to productive resources, services, knowledge and market access for the rural poor is considered more holistically. An increased emphasis is put on harnessing the poverty reduction potential of agriculture, fisheries and forestry, with particular attention to the challenge of climate change.
- b) *Outcome 3.2* remains largely unchanged with some emphasis on facilitating income diversification in the context of rural transformations and climate change adaptation and mitigation, strengthened component of rural poor inclusion in specific value chains and markets, and a modification in title to promote closer alignment with ILO.
- c) *Outcome 3.3* is adjusted to reflect the strengthening of linkages within SP3 and with SPs 1, 2 and 5. As such, the Outcome extends coverage and seeks to scale-up social protection systems in rural areas, including nutrition-sensitive social protection, resilience-building social protection systems in humanitarian contexts and enhanced synergies with agriculture and natural resources management.
- d) New *Outcome 3.4* focuses on strengthening national capacities to put in place gender-equitable multi-sectoral policies, strategies and programmes for poverty reduction. FAO will assist countries to meet the challenge of SDG 1 in the context of climate change and migration, promoting and supporting broad-based multi-sectoral approaches to poverty reduction that reflect the differentiated strategies required to access the multiple pathways out of poverty. This Outcome also includes related evidence and knowledge generation, data, evaluation, and information sharing on successful approaches.

67. The nine current Outputs have been reorganized accordingly (and reduced by one). In particular for Outcome 3.1 the change in focus led to the consolidation of work around pro-poor sustainable production, natural resource management and rural services. The Outputs retain a strong focus on country-level results through developing necessary capacities and strengthening the enabling policy/institutional environment.

Outcomes and Outputs

68. FAO will contribute to the reduction of rural poverty through four interconnected outcomes and nine Outputs.

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

69. SP3 contributes to the strengthening of Producer Organizations and their participation in policy dialogue, and to providing poor households with access to services, inputs and technologies. The need for a broader-based approach to rural poverty reduction and the explicit targeting of the rural poor in projects and programmes is necessary in order to achieve scale, and to leverage the full breadth of technical capacities available in the Organization to help address structural constraints faced by poor rural agricultural households in terms of increasing their access to, and control over, natural resources and other assets over time, including land tenure; ability to manage risks, including climate-

related; increasing productivity and sustainable management of natural resources; and linking small-scale agricultural households to food systems through both mainstream and alternative markets. The Organization will continue to promote rural innovation and productive inclusion initiatives that cater for the needs of small-scale producers and family farmers.

70. People's empowerment will continue to be supported in rural areas where poor people face pressing challenges to their livelihoods by supporting their rights and access to natural resources through participatory and accountable knowledge and advisory processes; by enhancing access of poor rural producers to land, a set of services, finance, knowledge, innovative technologies and markets. SP3 is explicitly targeting the poorest of the poor to ensure that no one is left behind in the development agenda, as well as addressing specific groups that require differentiated policies and interventions, such as women and indigenous peoples.

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

Output 3.1.2: Strategies, policies, guidelines and programmes to improve the rural poor's access to, and control over, a set of services, finance, knowledge, technologies, markets and natural resources, including in the context of climate change

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

Outcome 3.2 – *Countries enhanced access of the rural poor to **productive employment and decent work opportunities**, particularly among youth and women*

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

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

Output 3.2.2: Policy support and capacity development to strengthen the application of international labour standards in rural areas in order to enhance the quality and safety of jobs, especially as regards child labour and forced labour

Outcome 3.3 – *Countries enhanced access of the rural poor to **social protection systems***

72. The interlinkages of social protection to rural employment are better addressed by leveraging a territorial/multi-sectoral approach to poverty reduction, as well as linkages to the sustainable management of natural resources. Specific social protection interactions with food security, nutrition, natural resources management and resilience-building will be a main focus of SP3 under this Outcome. Cross-cutting and inter-related issues such as migration and climate change, are also better embedded in the Outcome structure, recognizing the need to consider their cause to effect relationships with poverty. As part of its efforts to reach the poorest, SP3 will scale-up its work on nutrition-sensitive social protection and its support to poverty reduction strategies in humanitarian contexts (in collaboration with SP5).

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

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

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

73. SP3 is increasing its focus and support to multi-sectoral pro-poor policies and strategies at country and regional level. This requires broadening FAO's engagement beyond traditional partners in the Ministry of Agriculture, as well as efforts to embed FAO's technical work - and the efforts of others - within broader processes of rural poverty reduction policies at country and territorial level. This Outcome therefore provides the overall conceptual frame for providing support to countries in responding to the challenge of poverty reduction in view of SDG 1 and faced with the twin and inter-related challenges of climate change and migration.

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

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

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

75.

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

Context

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

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

78. While developments in modern agricultural and food systems can yield positive results, they can also give rise to several challenges which will need to be addressed if these developments are to contribute fully to the achievement of the national and global goals set out in Agenda 2030. These challenges include higher barriers to the participation in modern value chains of those strata of society that traditionally have less access to education, resources and capital, including women, youth, urban and rural poor, indigenous peoples, small-scale and family farms and fishers and small- and medium-scale enterprises. As producers, workers or entrepreneurs, these groups generally have limited access

to more remunerative markets or employment opportunities, contributing to growing inequalities. Barriers also exist to the participation of poor consumers in many markets outlets, limiting their food choices and contributing to unhealthy diets.

79. Several additional outcomes of agricultural and food systems development may limit the extent to which SDGs can be met. These include: (i) increased dependence of small farmers, small-scale fishers, and of small and medium agro-enterprises on dominant actors in value chains; (ii) growing malnutrition and related health costs due to the emergence of new tastes and energy dense diets; (iii) increased incidence of food safety issues and transboundary animal and plant disease outbreaks; (iv) the misuse of antimicrobials resulting in antimicrobial resistance; (v) significant levels of food loss and waste; as well as (vi) environmental degradation manifested by depleted soils, carbon emissions, loss of biodiversity, polluted water bodies and deforestation.

80. Supporting the development of agricultural and food systems to achieve the often conflicting objectives of increasing the inclusiveness of small-scale and family farmers, herders, fishers and small- and medium-scale enterprises and of more vulnerable consumers, while at the same time continuing to take advantage of opportunities for efficiency gains will be a significant challenge. This is particularly so in many low-income countries where the agricultural sector will remain the principal engine of economic growth and in countries which are particularly vulnerable to natural hazards and economic shocks (e.g. small island developing states). In these countries it is imperative that agricultural and food systems are transformed in a way that fosters economic growth and generates incomes and employment for their rapidly growing populations, but which at the same time promotes social inclusion and the equitable distribution of benefits.

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

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

82. Increased coherence in the approach to agricultural and food systems development will be achieved along two dimensions. The first, vertical, dimension supports the formulation and adoption of (i) international food safety, animal health and plant health standards; (ii) multilateral and regional trade agreements including those addressing the use of tariff and non-tariff measures, subsidies, the implementation of the Port State Measures Agreement, and tackling illegal timber logging; and (iii) voluntary guidelines, which include, for example the Principles for Responsible Investment in Agriculture and Food Systems, the Code of Conduct for Responsible Fisheries, and the Voluntary Guidelines on Small-Scale Fisheries. Together, such instruments contribute to strengthening the global governance of agricultural and food systems (Outcome 1), providing the frameworks within which countries design and implement national policies, standards, regulations and mechanisms affecting these systems (Outcome 2).

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

84. The nature of agricultural and food systems, involving multiple individuals, institutions and enterprises and the linkages between them, creates opportunities for partnerships at different levels. In shaping the international regulatory frameworks and agreements that guide national policy, established partnerships with international organizations including WHO, OIE, WTO, UNCTAD⁵ and relevant regional bodies (e.g. UNECA, UNESCAP)⁶ will need to be strengthened in supporting countries' effective participation in standard setting and in the formulation and implementation of trade agreements. Global and regional level dialogue on priorities for agricultural and food systems development and in pursuit of coordinated actions on common objectives, will need to be supported in partnership with non-governmental organizations, and through platforms such as the Global Donor Platform on Agriculture and Rural Development and the Global Agenda for Sustainable Livestock.

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

86. Partnerships with (and within) the private sector are important to ensure coordinated investments in agricultural and food system development, particularly those required to facilitate the access of small-scale producers and processors to local, national and international markets as a precondition for doubling the income of small-scale food producers by 2030 (SDG 2.3). FAO can facilitate the strengthening of these partnerships to support the achievement of its identified outcomes, including for example, through implementing and supporting industry association platforms, facilitating better dialogue on policy development and implementation, informing the design of public-private partnerships in the provision of market infrastructure, and by creating innovative public and private systems for the provision of finance.

87. Attention will continue to be given to social inclusiveness (including family farmers, small-scale actors, youth and indigenous peoples), gender equality and women's economic empowerment. The main aim is to provide women and men with equal opportunities to benefit from higher levels of efficiency and competitiveness along the agrifood value chains and in food systems more broadly. Gender mainstreaming is therefore facilitated by separating the actions that are global and gender-neutral from those where gender considerations may find more natural entry points especially on work around the design and implementation of policies, regulatory frameworks and institutional arrangements, and the actions to promote capacities for inclusive agro-enterprises and value chain development.

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

Change in emphasis

89. The main change in SP4 is to bring increased coherence in the approach to agricultural and food systems development. As outlined above, this will be achieved through support to the formulation and adoption of various instruments (international standards, norms and agreements) which contribute to strengthening the global governance of agricultural and food systems; through support to improved coherence between national policies and strategies and their better alignment with

⁵ World Organisation for Animal Health (OIE); United Nations Conference on Trade and Development (UNCTAD)

⁶ United Nations Economic Commission for Africa (UNECA); United Nations Economic Commission for Asia and the Pacific (UNESCAP)

international frameworks; and importantly, in the strengthening of structures such as multi-stakeholder platforms to ensure that the needs and concerns of diverse sets of actors, including small-scale producers and value adding enterprises, are recognized. Together these elements of support will assist improved design and implementation of coherent interventions.

90. The links to nutrition are strengthened through a more holistic and demand-driven approach to supporting food systems development which recognizes the different dimensions of malnutrition and through greater attention to access of the urban poor to food systems. Attention will continue to be given to social inclusiveness (including family farmers, small-scale actors, youth and indigenous peoples), gender equality and women's economic empowerment.

91. With regards to climate change, the theory of change allows for better integration of aspects critical to mitigation and adaptation including the alignment of climate change strategies with those influencing food system development, the greening of value chains and a greater focus on the bioeconomy.

Changes in the results framework

92. The results framework for SP4 has been reformulated to take the programme from the current thematically based structure, where outcomes and outputs were formulated around discrete themes such as standard setting, trade, value chain development, food loss and waste, investment and finance, to a structure that is more results focused. The new structure recognizes that achieving more inclusive and efficient agricultural and food systems requires a more integrated approach to the diagnosis and alleviation of critical constraints to system development. This in turn allows for a more coherent and coordinated set of actions by the private sector, public sector (including a wide range of ministries whose mandates impact agricultural and food systems), civil society and donor partners.

93. The new structure, by moving away from the independent treatment of thematic areas of work, will better target FAO's support to improving the efficiency and inclusiveness of agricultural and food systems. These changes are reflected at the SO level through the four SO-level indicators monitoring progress against two targets of SDG 2, one target each of SDGs 12 and 17, as well as in the updated Outcome and Output statements.

94. The four Outcomes have been restructured as follows:

- a) *Outcome 4.1* supports countries in the formulation and adoption of international standards for food safety, plant health and animal health; international trade agreements; and voluntary guidelines, which together contribute to the global governance of agricultural and food systems and provide the framework within which countries design and implement policies and regulations affecting system development.
- b) *Outcome 4.2* promotes improved cross-sectoral alignment of national policies and strategies in compliance with the international frameworks, by strengthening capacities of public sector organizations to design and implement policies, regulations (including those related to the implementation of standards) and investment plans, as well as to promote the operational arrangements such as contract farming and institutional procurement that facilitate greater inclusiveness of small-scale actors.
- c) *Outcome 4.3* focuses on strengthening the managerial and technical capacities of those involved in value chain activities, and of the providers of support services such as investment and finance.
- d) *Outcome 4.4* brings together work on strengthening the collection and use of data in supporting evidence-based decision-making at all levels, covering both the global market analysis (including AMIS)⁷ and national level work on policy monitoring.

⁷ Agricultural Market Information System (AMIS)

95. The Outputs have been reorganized and reduced from ten to eight with the consolidation of two outputs related to policy implementation and the lifting of the achievements on reductions in food loss and waste as an indicator of progress from Output to SO level.

Outcomes and Outputs

96. FAO will enable the development of more inclusive and efficient agricultural and food systems by supporting countries, in partnership with the development community and with relevant stakeholders, through four interconnected Outcomes and eight Outputs.

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

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

Output 4.1.1: New and revised international standards for food safety and quality and plant health formulated and agreed by countries to serve as references for international harmonization

Output 4.1.2: Countries and their regional economic communities' capacities reinforced to engage effectively in the formulation of international agreements and voluntary guidelines that promote transparent market actions, enhanced trade and market opportunities, and more efficient agrifood systems

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

98. This Outcome seeks improvements in the alignment, design and implementation of national policies, regulations and institutional arrangements that comprise the national business environment. Working with relevant ministries to coordinate actions across government, FAO will assist countries in aligning and ensuring greater coherence in their national strategies and policies within the frameworks created by international standards, norms and trade agreements. It is through work under this Outcome and related Outputs that the identification of constraints to the development of more inclusive and efficient agricultural and food systems in a particular country will be identified, allowing interventions to become more focused and effective.

99. Specific interventions will include: support to the implementation of policies and regulatory frameworks to facilitate compliance with standards, to ensure coherent approaches to the use of antimicrobials, to facilitate trade promotion, and to reduce food loss and waste; support to the design and implementation of improved operational arrangements (e.g. contract farming, institutional/public procurement, contractual arrangements, warehouse receipt systems, short food supply chains etc.) that provide more structured demand and therefore improved market access for small-scale actors; and the promotion of multi-stakeholder governance structures (e.g. industry associations, consumer organizations, cross-ministerial coordination platforms and parliamentarians' fronts).

Output 4.2.1: Public sector organizations' capacities strengthened to design and implement national policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agrifood systems development

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

Outcome 4.3 – Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development

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

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

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

Output 4.3.2: Public and private sector organizations capacities strengthened to increase investments in, and design and implement financial instruments and services and risk management mechanisms for efficient and inclusive agrifood systems

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

102. Under this Outcome, FAO will support the development and use of trade and market data and analysis; and regional and national level systems of information and policy monitoring that provide data and analysis to inform policy changes that foster the emergence of safer, stronger, more competitive agrifood sectors and to enable small-scale actors to make informed decisions on what, when and where to sell their products. In doing so, FAO will provide evidence to address decision-makers' demand for evidence in support of the design and implementation of appropriate and coherent policies and adequate public spending to close the gaps in efficiency and inclusiveness that many agricultural and food systems face.

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

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

Context

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

104. Countries and communities are struck by recurring natural hazards, including climate extreme events. Between 2003 and 2013, the agriculture sector accounted for some 22 percent of damages caused by natural hazards and disasters in developing countries (25 percent for agriculture, if

considering only extreme climate and weather events).⁸ With climate change, the magnitude, intensity and frequency of climate extremes such as droughts, floods, cyclones and wildfires will increase and cause significant damages and losses. The Paris Agreement on climate change also reinforces the need to strengthen the ability of most vulnerable countries to anticipate hazards, absorb shocks, and reshape development to reduce climate risks.⁹

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

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

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

107. SP5 is guided by the recent global policy processes to which FAO actively contributed. In addition, the programme supports the centrality of human rights and efforts to sustain peace with a view of enhancing operational and policy coherence across the humanitarian, development and peace nexus. In this context, additional focus in 2018-21 will be given to climate change and induced extreme weather events; food chain threats and One Health; and FAO's contribution to conflict prevention and human displacements.

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

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

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

⁸ FAO, 2015, *The impacts of disasters on agriculture and food security*

⁹ Anticipate, Absorb, Reshape (A2R) global climate resilience initiative launched at COP21

111. Under the protracted crisis area of work, including violent conflicts, and guided by the CFS-FFA,¹⁰ there will be emphasis on the linkages between food security, peace and stability, while emerging priorities such as migration, displacement and durable solutions will also be addressed. Therefore, over 2018-2021, the focus of this area of action will be to showcase the role of agriculture and food security in sustaining peace and stability and in contributing to the prevention of conflict, including the linkages with displacements and migration.

112. Complementarities and synergies will be further reinforced with the other Strategic Programmes and with key technical, operational and resource partners, especially on resilience in the context of sustainable food security and nutrition policies and enabling environment; risk resilient, climate smart and sustainable agro-food-ecosystems; shock-responsive social protection and rural employment; and resilience of viable food value chains. On climate change, FAO and UNEP have reinforced their collaboration through the A2R initiative to support most climate vulnerable countries and communities, and on food security through conflict analysis and prevention. FAO and WFP have committed to regularly brief the UN Security Council on the food security situation of countries in crisis. FAO will continue its engagement and its collaboration at the interagency level, for instance with the Inter-agency Standing Committee (IASC) on humanitarian affairs and the UNDG/ECHA¹¹ mechanisms, to find solutions to prevent conflicts and contribute to sustaining peace.

113. Overall, the fine tuning of the Outcome rationale will further emphasize efforts on climate change and extreme events, the One Health approach, the sustaining peace and stability agenda, and forced displacements.

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

Change of emphasis

115. As highlighted in the evaluation of FAO's contribution to Strategic Objective 5, analysis of issues at hand and the SP theory of change remain largely valid. Recommendations of the evaluation have been taken into account, with added emphasis on: climate-related extreme events, linkages between food security, peace and stability, adoption of a One-Health approach in its broader perspective.

116. SP5 will also make an effort to account for the outcomes of important international policy processes and dialogues that have taken place in the last two years, in particular the SDGs, the Sendai Framework for disaster risk reduction, and the Paris Agreement on climate change.

117. Increased attention will be given to the development of gender-sensitive programmes that focus not only on addressing inequalities, but also to secure and build assets in ways that empower the most vulnerable, especially those affected by protracted crises and conflicts (e.g. through the provision of safe and secure access to land, cash and other productive resources for women and youth).

Changes in the results framework

118. The change in emphasis is reflected in the nine SO-level indicators to monitor nine targets for SDGs 1, 2, 11, 13, 15 and 16.

119. The structure of the four Outcomes remains largely aligned with the structure of the Sendai Framework. The total number of Outputs has been reduced from nine to eight, through the consolidation of work on coordination under Outcome 1.

- a) *Outcome 5.1* on Risk Governance will put more emphasis on and better include Food Chain Crises and Protracted Crises into national DRR and crises strategies and policies, aiming to further strengthen the coordination in an integrated way in the spirit of the Humanitarian Development Nexus.

¹⁰ CFS Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA)

¹¹ UN Development Group (UNDG) / Executive Committee on Humanitarian Affairs (ECHA)

- b) *Outcome 5.2* will focus on enhancing the link between early warning and early action on the one hand, on resilience measurement, and on the institutionalizing the damages and losses statistic system and reporting.
- c) *Outcome 5.3*, in cooperation with SP3, will promote and implement risk-informed shock-responsive social protection systems while supporting access and tenure to land and natural resources especially in conflict and protracted crises.
- d) *Outcome 5.4* remains focused on building capacities for emergency preparedness and in providing humanitarian assistance for saving livelihoods. Under this Outcome, the number of Outputs has been reduced to two with the former Output on coordination now appearing under Output 5.1.2.

Outcomes and Outputs

120. FAO will contribute to increasing resilience of livelihoods to threats and crises through four interconnected Outcomes and eight Outputs.

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

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

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

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

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

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

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

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

measurement of agriculture, food security and nutrition for risk-sensitive policy and programming, in particular for the estimation and reporting of damages and losses¹² for the agriculture sector.

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

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

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

125. The work will be organized under three priorities: (i) advise on, and strengthen communities' risk reduction tools and practices for agriculture-based livelihoods with specific focus on climate related extreme events, food chain crises, including One Health and conflict situations; (ii) strengthen social protection and risk transfer tools, in particular in fragile contexts and in disaster prone areas, as well as the empowerment of women and their organizations in line with the principles of the CFS-FFA and gender-responsive approaches; and (iii) support access and tenure to land and natural resources to reduce vulnerabilities of communities, especially in conflict and protracted crises situations, with particular focus on gender, applying the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (VGGT).

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

Output 5.3.2: Communities equipped with vulnerability reduction practices and measures

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

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

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

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

¹² Linking to the Damages and Losses for the Sendai framework for DRR and for the Warsaw International Mechanism for Loss and Damages of the Climate Change Agreement

Objective 6: Technical quality, statistics and cross-cutting themes (climate change, gender, governance, nutrition)

127. To ensure a robust and practical results-based approach for all of the work of the Organization, FAO must ensure that it has the internal technical capacity and integrity to achieve the expected results.

128. Objective 6 ensures and measures the delivery of FAO's technical quality, knowledge and services; the quality and integrity of statistics produced by FAO; and the provision of quality services to the Strategic Programmes for work on gender, governance, nutrition and climate change. The results framework for Objective 6 reflects expected improvements measured by key performance indicators for six outcomes, each led by a senior manager: technical leadership (Deputy Director-General, Climate and Natural Resources); statistics (Chief Statistician); gender (Director, ESP); governance (Assistant Director-General, ES); nutrition (Director, ESN); and climate change (Director, CBC).

Quality and integrity of technical and normative work of the Organization (Outcome 6.1)

129. The quality and integrity of the technical and normative work of the Organization is essential for effective implementation of the Strategic Framework. This Outcome is achieved through technical leadership and quality control by technical divisions and departments; corporate technical networks across headquarters and decentralized locations; delivery of technical expertise to the strategic programmes and Corporate Technical Activities; policy and technical dialogue at global and regional level; capacity to respond to emerging issues including through a Multidisciplinary Fund; advances on fundamental challenges in the main disciplines through the Technical Committees; and preparation of high-quality corporate flagship publications.

130. During 2018-19 attention will be given to:

- a) Implementation of the recommendations from the Evaluation of FAO's Contribution on Knowledge (2015) relating to measures that will ensure technical excellence, including the systematic implementation of quality assurance mechanisms; the monitoring and assessment of the quality and relevance of FAO knowledge products and services; and more systematic peer review of FAO flagship publications.
- b) Reviewing the scope and improving the effectiveness of the internal technical networks.
- c) Continued strengthening of collaboration across the Technical Committees (Agriculture, Fisheries, Forestry, Commodities).

Quality and integrity of FAO statistics to support evidence-based decision making at all levels (Outcome 6.2)

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

132. This Outcome is achieved by the development of international statistical standards and methods; collection, processing, dissemination and use of data under different data domains; and strengthening of national statistical institutions in collecting, analyzing, and disseminating data so that high-quality and internationally comparable data are produced by all countries and accessed by users worldwide.

133. During 2018-19, the Office of the Chief Statistician (OCS) will coordinate FAO's statistical system with a focus on:

- a) Reviewing international classifications and methodological frameworks for the statistical capture of evolving activities in the food and agriculture sector, thus increasing the relevance of international data and their comparability across countries and statistical domains.

- b) Making FAOSTAT,¹³ the world's largest statistical database on food and agriculture, more accessible, user-friendly and comprehensive.
- c) Leading FAO's role as custodian agency for 21 SDG indicators, in particular the development and implementation of methodologies in cases where there is no internationally agreed methodology (Tier III indicators).
- d) Providing national statistical offices with internationally recognized definitions, concepts and classifications, with particular emphasis on the SDGs, and strengthening national statistical systems and institutions to generate high-quality and relevant data.
- e) Improving the analytical skills of official statisticians and the statistical literacy of users with the aim of strengthening the links between statistics and decision-making.

134. Opportunities to use statistics in each Strategic Programme are highlighted below.

SP1: Provide data and analysis on all forms of malnutrition and support the new areas of focus for *The State of Food Insecurity in the World (SOFI)*; data on diets, disaggregated by gender; and data integration in support to the monitoring of comprehensive cross-sectoral policies.

SP2: Support countries to take advantage of international policy processes on sustainable production, climate change and management of natural resource base by providing high-quality data and analysis related to agriculture, land use, land use change and forestry; leverage growing partnerships with academia and the private sector for expanded data analysis and communication relevant to countries.

SP3: Strengthen data on rural poverty and extreme poverty, social protection and decent employment and their association with family farming and smallholders; develop a new database on migration; develop sex- and age-disaggregated data on different sources on rural income and support data integration to monitor pro-poor multisector policies; scale-up the rural livelihood monitor by strengthening the partnership with the World Bank and IFAD.

SP4: Strengthen and disseminate data on the functioning of international and national agricultural and food markets; strengthen data on investment; develop data on the structure of the agrifood system and activities of agri-enterprises, including those of small and medium scale; improve data on agrifood systems policy implementation and impact; and develop the evidence base to underpin food loss and waste reduction strategies.

SP5: Finalize the methodology for measuring damage and losses in agriculture from natural disasters, including extreme climate and weather events, and institutionalize this work; further consolidate methodologies for vulnerability and resilience measurement under a cross-sectoral approach; new and timely data on conflicts, forced displacements and their relation with food security; strengthen early-warning assessments for early response.

Quality services and coherent approaches to work on gender equality and women's empowerment (Outcome 6.3)

135. Achieving food security and nutrition for all depends, to a great extent, on the equality of rights and opportunities women and men have and their capacity to thrive as actors within their social and economic contexts. The international community, through the 2030 Agenda, has catalyzed greater political attention on the urgency to address gender inequalities and the uneven distribution of capacities, opportunities, wealth, power and voice between women and men.

136. FAO recognizes that the agriculture sector is underperforming in many developing countries because half of its farmers – women - are not adequately supported and are still facing more

¹³ Corporate Database for Substantive Statistical Data (FAOSTAT)

constraints in accessing the resources and services they need to be more productive. Closing the “gender gap” would generate significant gains for the agricultural sector, raising total agricultural output and reducing overall food and nutrition insecurity in developing countries.

137. The FAO Policy on Gender Equality and the UN-SWAP¹⁴ will continue to be the guiding frameworks for implementing and measuring work on gender equality and women’s empowerment in the Organization, particularly the Strategic Programmes (*MTP Section C*), building on achievements since 2012.¹⁵

138. During 2018-19 attention will be given to:

- a) Consolidating the existing mechanisms for gender mainstreaming, as defined by the Policy, and ensuring that the mechanisms and standards are systematically implemented and maintained by all FAO offices.
- b) Supporting production and use of sex-disaggregated data, promoting women’s access to land, and development of gender-sensitive value chains through the Strategic Programmes.
- c) Supporting the Strategic Programmes to reduce gender inequalities and empower rural women in specific areas of work set out below..
- d) Engaging in the revision of the UN-SWAP and in the formulation of its updated performance standards.

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

SP1: Women fulfil very important roles all across the food system and are more exposed and vulnerable to the impact of the underlying causes of hunger, food insecurity and malnutrition. To reduce this vulnerability countries will be supported to integrate the gender equality dimensions in food security and nutrition policies, legal frameworks and governance mechanisms. FAO will also continue to support the development, adoption and monitoring of appropriate gender indicators related to food security and nutrition.

SP2: FAO will upscale the work related to gender-responsive natural resource governance, climate-smart agriculture and labour saving innovations that reduce the burden of women’s work by strengthening the collaboration with strategic international and national partners.

SP3: FAO will enhance countries’ capacities to formulate and implement gender-equitable poverty reduction and eradication strategies, policies and programmes, including productive inclusion, social protection and decent rural employment, through the development of knowledge and multi-stakeholder dialogues.

SP4: FAO will build upon its on-going work on gender-sensitive value chain development by disseminating approaches and tools developed to support member countries in assessing and addressing specific gender-related constraints, such as access of women farmers, pastoralists and fishers to higher-value local, national and international markets and improved opportunities for women to engage in value-adding activities.

SP5: FAO will further develop countries’ capacities to mainstream gender equality issues into disaster risk reduction planning and climate change adaptation in agriculture, and in addressing the linkages between gender equality and food security in protracted crises.

¹⁴ UN System-Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women

¹⁵ C 2017/8 Tables 1 and 2, PC 121/3 - FC 166/6 Tables 3 and 4

Quality services for more inclusive and effective treatment of governance issues at global, regional and national level and in the Strategic Objective programmes (Outcome 6.4)

140. Integrating a governance perspective into FAO's work helps to enhance the effectiveness of the Organization's policy support at global, regional and national levels. This is being done through the provision of strategic advice for key global governance mechanisms, guidance on policy and governance issues at regional and national levels, and support to FAO's work in countries and Regional Initiatives.

141. The governance work of the Organization is supported by a Governance Support Network of experienced FAO professionals. The network promotes sharing of knowledge and experiences and provides support to identified governance challenges. It works with governments to generate evidence and analysis to enhance policy and institutional coherence and effectiveness in identifying and dealing with key governance bottlenecks.

142. Priorities in 2018-19 include:

- a) Supporting application of the corporate approach to governance in Regional Initiatives and country programmes through the Strategic Programmes.
- b) Developing concepts and guidance for application of the governance framework in selected priority areas of the Strategic Programmes (e.g. Sustainable Food and Agriculture, territorial approaches to development, climate change and disaster risk management).
- c) Supporting corporate engagement in priority global processes, including the 2030 Agenda and the United Nations Decade of Action on Nutrition.
- d) Supporting the Strategic Programmes in the development of multistakeholder partnerships at global, regional and country levels to mobilize means of implementation.

143. Priority governance areas have been identified in each Strategic Programme as follows.

SP1: The focus is on creating awareness and improving capacity for identifying and dealing with governance issues while supporting efforts to eradicate food security and nutrition at country level - shifting attention towards addressing governance in key policy processes and programmes affecting food security and nutrition outcomes, rather than on establishment or reform of institutional mechanisms and arrangements.

SP2: Governance-related activities are combined under one Outcome integrating the global and country-related governance work. The focus is on facilitating cross-sectoral and multi-stakeholder policy processes and implementation to overcome fragmentation and enhance convergence among the subsectors of crop, livestock, fisheries and forestry, and supporting countries and other stakeholders in strengthening governance mechanisms in natural resource management at country level to achieve the sustainable development agenda.

SP3: Governance is central to a broad based approach to addressing rural poverty. This includes explicitly considering the political economy in policy formulation and programme implementation, as well as the role of institutions and national and local stakeholders in effectively implementing policies and programmes.

SP4: Includes interventions in support of improved coherence of trade and agricultural policies at country and regional level, promotion of better policy-investment linkages, and enhanced value chain governance, particularly for the benefit of family and small-scale farmers and other small-scale actors.

SP5: Identifying and finding ways to address governance issues related to integrating disaster risk management and climate change adaptation frameworks at country level, particularly at local level in a way that leads to strengthened resilience of people to climate-related disasters and food crises. Support also includes addressing specific governance issues to overcome humanitarian-development divide in the context of international response to conflicts and humanitarian emergencies.

Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Framework and strengthening FAO's contribution in the international nutrition architecture (Outcome 6.5)

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

145. The substantive areas to be covered for nutrition include overall technical leadership for FAO's work on improving nutrition through a food systems approach; policy and operational coordination around nutrition in the UN system; mainstreaming nutrition in the Strategic Programmes; and technical support to resource mobilization and communication in support of nutrition.

146. During the 2018-19 biennium, work will focus on:

- a) Supporting UN-system policy and operational coordination on nutrition.
- b) Supporting Members in implementing the ICN2 Rome Declaration on Nutrition and Framework for Action in the context of the SDGs, while accelerating efforts through the UN Decade of Action on Nutrition.
- c) Monitoring and reporting on implementation of the ICN2 Rome Declaration on Nutrition and Framework for Action jointly with WHO, in close collaborations with other UN agencies, funds and programmes and other regional organizations.
- d) Strengthening food systems analysis and policy intelligence to support evidence-based policy dialogue at global, regional and national levels.
- e) Promoting the implementation of a set of minimum standards and corporate approach for mainstreaming nutrition in the Strategic Programmes.

147. Opportunities to further integrate nutrition in the work of the Strategic Programmes are as follows.

SP1: Improving governance and strengthening stakeholder coordination for food security and nutrition, which are core elements of SP1, can be addressed by mainstreaming nutrition in food and agriculture policies, programmes and investment plans at all levels.

Increased attention will be given to promoting a more “nutrition-sensitive food systems” agenda. Building on existing global guidelines, the focus will be on promoting policy and institutional change and stimulating nutrition-sensitive investments in food systems and across those sectors that are important for food security and nutrition, including agriculture, livestock, forestry, fisheries and aquaculture, social protection and education.

SP2: Transforming agriculture production systems (including crops, livestock, fisheries and forestry) in ways that contribute to favourable nutritional outcomes will target diversification of food production through nutrition-sensitive agriculture while respecting and managing the environment and promoting local biodiversity.

SP3: Promoting interventions specifically targeting nutritionally vulnerable groups (e.g. children, women of child-bearing age and people affected by a disease), as well as promoting healthy diets through nutrition-sensitive social protection programmes. Integrated school feeding and nutrition programmes can provide a holistic entry point (and a second window of opportunity after the first 1,000 days of life of children) to improve nutrition of children of school going age. School food and nutrition programmes also have a big potential to stimulate local smallholder production, create a ready market for these farmers, and improve their livelihoods.

SP4: In improving the efficiency of food distribution and its availability to all population groups, developments in food systems should ensure improvements in the nutritional quality of diets and avoidance of food and nutritional losses, and food safety risks. Developments in food systems can also provide employment opportunities and increased incomes, affording value chain actors the ability to access more nutritious food.

SP5: Will provide support in integrating nutrition objectives and nutrition policy actions in countries' resilience plans and aligning them with their food security and nutrition strategies. Another opportunity is providing technical assistance in the use of food security and nutrition surveillance systems such as the IPC¹⁶ acute nutrition scale (including diet and nutrition indicators) to inform policy-makers and trigger timely actions against threats to food and nutrition.

Quality and coherence of FAO's work on climate change ensured in line 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 (Outcome 6.6)

148. Agriculture's role in adapting to, and mitigating climate change has gained prominence in recent years. The FAO Climate Change Strategy guides the Organization's action to achieve three mutually reinforcing outcomes: (a) enhanced national capacity on climate change through provision of technical knowledge and expertise; (b) improved integration of food security and nutrition, agriculture, forestry and fisheries considerations within the international agenda on climate change; and (c) strengthened coordination and delivery of FAO's work.

149. The Plan of Action of the FAO Climate Change Strategy is an integral part of the Strategic Framework and Medium Term Plan. The Plan of Action sets out for each of the expected climate outcomes the action to be taken by FAO through each Strategic Objective programme (*MTP Section C*) and Objective 6. FAO will:

- a) Enhance member countries' capacities through the provision of technical knowledge and expertise. FAO will directly support Nationally Determined Contribution implementation in the food and agricultural sectors in countries through policy processes, capacity-development and technical interventions; by facilitating access to national and international climate finance; and by providing assistance in preparing investment programmes and supporting countries in making their domestic investments more climate-smart.
- b) Support countries to integrate food security, agricultural sector considerations and climate change across relevant national and regional policies, strategies and programmes. FAO will work with relevant funding bodies to promote a higher profile of the food and agricultural sectors in financing decisions related to climate change. Key partners include the Green Climate Fund (GCF), Global Environment Facility (GEF), regional development banks, multilateral and bilateral development partners, the private sector, as well as other innovative financing opportunities.
- c) Strengthen internal capacity to coordinate and deliver FAO's work on climate change.

150. Opportunities to address climate change in each Strategic Programme are highlighted below.

SP1: Assessing vulnerabilities to the impacts of climate change will help to orient national policy and action on food security and nutrition to account for the changes that are foreseen. Building national capacity to generate and use data to model production forecasts in the face of climate change will strengthen planning to avoid hunger and malnutrition. Successful adaptation means for many poor countries ensuring food security and nutrition. This interlinkage needs to be represented in national climate plans. Diversification for better nutrition will also support adaptation to climate change and resilience to extreme weather events.

¹⁶ Integrated Food Security Phase Classification (IPC)

- SP2:** The agricultural sectors are central to climate change adaptation and mitigation. Promotion of sustainable production systems for crops, livestock, forestry and fisheries that are climate-smart will provide options for countries to address food security, climate change and poverty simultaneously. Improved understanding of how climate change depletes natural resource availability and quality also supports better targeting of action to conserve and manage those same resources to sustainably increase productivity and production, support adaptation to climate change, as well as realizing greater mitigation potential.
- SP3:** Climate change disproportionately impacts communities and households that are already poor, as well as moving more people into poverty. It is vital that the social and economic impacts of climate change are better understood and planned for in order to reduce stress migration, conflict over resources or greater discrimination against women or against particular social groups. The role of family farmers and smallholders in sustainable resource management needs to be more broadly recognized. Climate policies should consider rural development, and rural development policies should be climate-informed.
- SP4:** Climate change will impact, and be impacted by, developments in agricultural and food systems. It will affect some countries' abilities to feed their growing urban populations, with significant ramifications for trade, and threaten the viability of a broad array of value chains also as a result of increased pest- and disease-related incidences. Adaptations in processing and distribution of agricultural and food products to strengthen value-added opportunities will also be needed to incentivise the adoption of climate-smart techniques across the value chain. Redesigning value chains and their energy supplies to reduce pressure on natural resources also offers opportunities for climate change mitigation.
- SP5:** Preventing climate-induced disasters is significantly more cost-effective than rehabilitation and recovery. In a time of growing demand, but limited budgets for humanitarian assistance, increasing efforts need to be placed on assessing vulnerabilities and guiding countries toward disaster risk reduction and climate change adaptation practices.