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Contribution of Results in the Africa Region to FAO Strategic Objectives in the 2018-19 Biennium

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1. The FAO Medium Term Plan 2018-21 guided the planning and monitoring of the Organization's work in the 2018-19 biennium. At the core of the framework are the indicators that measure progress at each level of the results chain: Outputs, Outcomes and Strategic Objectives. This provided the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.
2. Each level of the results framework represents a different type of result to be delivered, starting from what FAO produces (Outputs) contributing to changes at country or wider level (Outcome) and wider development impacts (Strategic Objective). This results chain is the link between FAO's work and the different levels of results produced. It also demonstrates the logic underlying these linkages: if particular FAO products/services are completed as planned, then the output will be delivered; if the outputs are delivered and the assumptions hold true, then that should lead to the desired outcome; if the outcomes are achieved, then the conditions are in place to result in the objective's development impact.
3. The accountability of FAO, Members and development partners at each level of results, along with means of measuring progress, is set out in Figure 1.
4. FAO produces, controls and is fully accountable for delivery of 40 corporate Outputs measured by 43 indicators. Progress in delivering Outputs is monitored on an annual basis at country, regional and global levels, as relevant.
5. Output indicators that are relevant to regional and country priorities for FAO interventions are used to represent a region's contribution to FAO's planned results. Table 1 indicates the extent to which the results in the region contributed to FAO's corporate biennial Output targets during the 2018-19 biennium. The

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indicators were measured through an extensive review of all of the Organization’s deliverables. The results in this document are preliminary and may be subject to slight variations.

6. Outcomes reflect changes in the country-level and/or global enabling environment needed to foster the achievement of the higher level Strategic Objectives. They relate to those issues at country or international level that can be addressed with contributions (outputs) from FAO. Indicators at the Outcome level measure the number of countries that have made the necessary changes and established the required capacities to achieve the Strategic Objectives, in the areas where FAO can contribute, or the extent to which the international community has made progress on improving the global enabling environment. Progress on Outcomes and Strategic Objectives will be reported in the Programme Implementation Report 2018-19 to be published in May 2020.

Figure 1: FAO Monitoring Framework

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

Table 1: Contribution of Results in the Region to FAO Corporate Output targets

SO1: Contribute to the Eradication of Hunger, Food Insecurity and Malnutrition					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
1.1 Countries made explicit political commitment to eradicate hunger, food insecurity and malnutrition by 2030	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.	<ul style="list-style-type: none"> Number of policy processes with enhanced human and institutional capacities for the incorporation of food security and nutrition objectives and gender considerations in sectoral policies, investment plans and programmes as a result of FAO support. 	127	66	42%
	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.	<ul style="list-style-type: none"> Number of policy processes with enhanced human and institutional capacities for the incorporation of food security and nutrition objectives and gender considerations in legal and accountability frameworks as a result of FAO support. 	29	17	46%
1.2 Countries implemented inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030	1.2.1 Capacities of governments and stakeholders are improved for food security and nutrition governance.	<ul style="list-style-type: none"> Number of policy processes with enhanced human and institutional capacities for food security and nutrition governance as a result of FAO support. 	43	13	30%
1.3 Countries made decisions based on evidence for the eradication of hunger,	1.3.1 Capacities of governments and stakeholders are improved to analyse food insecurity and all forms of malnutrition and the	<ul style="list-style-type: none"> Number of policy processes with enhanced human and institutional capacities for the analysis of food security and nutrition situation, including the contributions of 	21	14	41%

SO1: Contribute to the Eradication of Hunger, Food Insecurity and Malnutrition					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
food insecurity and all forms of malnutrition by 2030	contribution of sectors and stakeholders to the eradication of hunger, food insecurity and all forms of malnutrition by 2030.	different sectors, for informed decision-making as a result of FAO support.			
	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.	<ul style="list-style-type: none"> Number of policy processes with improved human and institutional capacities for monitoring and evaluating the impact of food security and nutrition policies and programmes for decision-making as a result of FAO support. 	36	11	33%
1.4 Countries implemented effective policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030	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.	<ul style="list-style-type: none"> Number of policy processes with enhanced human and institutional capacities for allocating and using financial resources for food security and nutrition as a result of FAO support. 	17	13	48%
	1.4.2 Capacities of governments and stakeholders are improved for human resource and organizational development in the food security and nutrition domain.	<ul style="list-style-type: none"> Number of organizations that have strengthened capacities for human resource and organizational development in the food security and nutrition domain as a result of FAO support. 	74	29	38%

* Regional Results/Corporate Results

SO2: Make agriculture, forestry and fisheries more productive and sustainable					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
2.1 Countries adopted practices to increase productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries	2.1.1 Innovative practices and technologies piloted, tested or scaled up by producers, to sustainably increase productivity, address climate change and environmental degradation.	<ul style="list-style-type: none"> A) Number of initiatives where innovative practices and technologies are piloted, validated and adapted to sustainably increase productivity and production, while addressing climate change and/or environmental degradation. B) Number of initiatives where innovative practices or the use of technologies are scaled up to sustainably increase productivity and production, while addressing climate change and/or environmental degradation. 	76	35	37%
	2.1.2 Capacities of institutions are strengthened to promote the adoption of more integrated and cross-sectoral practices that sustainably increase productivity and production, address climate change and environmental degradation.	<ul style="list-style-type: none"> Number of institutions (extension services, producer organizations, government institutions, relevant civil society organizations, research and education institutions) that received organizational or technical capacity development support to promote the adoption of integrated and cross-sectoral practices. 	43	25	54%
2.2 Countries developed or improved policies and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry	2.2.1 Policies, strategies and investment programmes formulated, in support to sustainable agriculture, forestry and fishery, and address climate change and environmental degradation.	<ul style="list-style-type: none"> Number of policies, strategies or investment programmes formulated with substantial support from FAO aiming at making agriculture, forestry and fisheries more productive and more sustainable, and addressing climate change and environmental degradation. 	168	70	32%
	2.2.2 Government and stakeholders' capacities improved to facilitate cross-sectoral policy dialogue to develop more integrated strategies and programmes for sustainable agriculture, forestry and fisheries, address climate change and environmental degradation.	<ul style="list-style-type: none"> Number of strategy documents on sustainable agriculture, forestry and fisheries developed through cross-sectoral policy dialogue, related to 2030 Agenda and NDC implementation plans. 	61	30	35%
2.3 Countries improved implementation of policies and international instruments for sustainable agriculture, fisheries and forestry	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,	<ul style="list-style-type: none"> Number of formal session documents with input by FAO submitted to international governance mechanisms, and focusing on sustainable agriculture, forestry and/or fisheries considerations. 	40	12	28%
			50	4	4%

SO2: Make agriculture, forestry and fisheries more productive and sustainable					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
	biodiversity and desertification as well as environmental agendas and instruments.				
	2.3.2 Capacities of institutions strengthened to implement policies and international instruments that foster sustainable production and address climate change and environmental degradation	<ul style="list-style-type: none"> Number of countries where the capacities of governmental and other relevant institutions were strengthened to implement policies, strategies or governance mechanisms that foster sustainable production and/or address climate change and environmental degradation. 	43	14	22%
2.4 Countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation.	2.4.1 Strategic knowledge products developed addressing regional or global issues that integrate information on sustainable production, climate change and environmental degradation.	<ul style="list-style-type: none"> Number of new or substantially updated strategic knowledge products related to sustainable production, climate change and environmental degradation that were developed in an inclusive manner and are published to make them available to countries. 	111	4	4%
	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.	<ul style="list-style-type: none"> Number of institutions that received capacity development support from FAO to collect, analyse and report data for decision making that foster sustainable production, address climate change and environmental degradation, including relevant SDGs. 	77	1	1%

SO3: Reduce rural poverty					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
3.1 Rural poor and rural poor organizations empowered to access productive resources, services and markets	3.1.1 Rural organizations and institutions strengthened and collective action of the rural poor facilitated.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to strengthen rural organizations and institutions and facilitate collective action of the rural poor. 	25	14	50%
	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.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to improve the rural poor's access to, and control over, a set of services, finance, knowledge, technologies, rural infrastructure, markets and natural resources, including in the context of climate change. 	38	16	36%
	3.1.3 Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to accelerate gender equality and rural women's economic empowerment as a pathway out of poverty. 	16	7	26%
3.2 Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women	3.2.1 Policy support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes to enhance decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to generate decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women. 	19	11	58%
	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.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided 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. 	7	2	29%
3.3 Countries enhanced access of the rural poor to social protection systems	3.3.1 Policy support, knowledge generation and capacity development, and advocacy provided to expand	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to expand 	14	5	31%

SO3: Reduce rural poverty					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
	coverage of social protection to the rural poor, including in fragile and humanitarian contexts.	the coverage of social protection to the rural poor, including in fragile and humanitarian contexts.			
	3.3.2 Policy support, knowledge generation capacity development, and advocacy provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change. 	17	7	35%
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	3.4.1 Strengthened national capacities to design and implement comprehensive, gender equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to design and implement comprehensive, gender-equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change. 	18	3	14%
	3.4.2 Data, knowledge and tools provided to promote and evaluate comprehensive, gender equitable, multi-sectoral rural poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction.	<ul style="list-style-type: none"> Number of countries (or regional and global institutions) in which support was provided to evaluate comprehensive, multi-sectoral, gender equitable rural poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction. 	9	2	22%

SO4: Enable more inclusive and efficient agricultural and food systems					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
4.1 International standards, agreements and voluntary guidelines formulated to improve countries' access to, and functioning of, international markets	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.	<ul style="list-style-type: none"> Number of new or revised international standards in food safety and quality and plant health based on new issues considered, draft standards progressed or new standards adopted. 	179	NA	NA
	4.1.2 Countries and their regional economic communities' capacities reinforced to engage effectively in the formulation of international agreements and voluntary guidelines that promote transparent market actions, enhanced market opportunities and more efficient agricultural and food systems.	<ul style="list-style-type: none"> Number of countries or (regional bodies) for which evidence, capacity development or fora for dialogue in relation to international trade agreements and voluntary guidelines have been provided by FAO. 	28	14	36%
4.2 Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development	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 in agricultural and food systems development.	<ul style="list-style-type: none"> A) Number of countries in which public sector organizations benefitted from FAO support to strengthen their capacities to design and implement national policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agricultural and food systems development. 	65	18	25%
		<ul style="list-style-type: none"> B) Number of regional bodies that benefitted from FAO support to strengthen their capacities to design and implement national policies, strategies, regulatory frameworks and investment plans supportive of inclusive and efficient agricultural and food systems development. 	17	16	42%
	4.2.2 Public and private sector organizations' capacities strengthened to design and implement institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems.	<ul style="list-style-type: none"> Number of countries in which public and private sector organizations benefitted from FAO support to strengthen their capacities to design and implement institutional arrangements that are supportive of inclusiveness and efficiency in agricultural and food systems. 	19	5	29%

SO4: Enable more inclusive and efficient agricultural and food systems					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
4.3 Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development	4.3.1 Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value.	Number of countries provided with FAO support to strengthen technical and managerial capacities of value chain actors ¹ .	57	20	35%
	4.3.2 Public and private sector organizations capacities strengthened to increase investments in, and design and implement financial instruments and services and risk management mechanism for efficient and inclusive agricultural and food systems.	Number of countries receiving FAO support to increase responsible investments in, or to design and implement financial instruments and services and risk management mechanisms for, efficient and inclusive agricultural and food systems.	32	8	24%
4.4 Countries made decisions based on evidence to support agrifood systems development	4.4.1 Up-to-date global market information and analysis provided to promote transparent markets and enhanced global and regional domestic trade and market opportunities.	Number of FAO market information, analytical and knowledge products published.	62	NA	NA
	4.4.2 Public sector organizations equipped to establish systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agricultural and food systems.	Number of countries benefiting from FAO support to establish systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agriculture and food systems.	17	11	52%

¹ Regarding the sub-indicator, eight out of the 18 countries were supported to strengthen the capacities of value chain actors to develop gender-sensitive value chains and enable women to benefit equally (out of a target of 12).

SO5: Increase the resilience of livelihoods to threats and crises					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
5.1 Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management	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.	<ul style="list-style-type: none"> A) Number of countries or regions that formulated and institutionalized a strategy/plan for risk reduction and crisis management as a result of FAO support. B) Number of normative global and regional products that support countries in formulating and promoting risk reduction and crises management policies, strategies, plans and investment programme. 	46	16	35%
			80	4	5%
	5.1.2 Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management.	<ul style="list-style-type: none"> Number of countries or regions that improved resource mobilization and coordination mechanisms for risk reduction and crises management as a result of FAO support. 	35	20	47%
5.2 Countries made use of regular information and early warning against potential, known and emerging threats	5.2.1 Mechanisms set up or improved to identify, monitor threats, and assess risks and deliver integrated and timely Early Warning.	<ul style="list-style-type: none"> Number of countries or regions that have improved threat monitoring mechanisms/systems to enhance delivery of early warnings as a result of FAO support. 	56	23	40%
	5.2.2 National capacities improved to assess vulnerability and measure resilience.	<ul style="list-style-type: none"> Number of countries or regions that improved resilience/vulnerability mapping and analysis as a result of FAO support. 	35	22	61%
5.3 Countries reduced risks and vulnerability at household and community level	5.3.1 Capacities of government, communities and other key stakeholder strengthened to implement prevention and mitigation good practices to reduce the impacts of threats and crises.	<ul style="list-style-type: none"> Number of countries with improved application of integrated and/or sector-specific standards, technologies and practices for risk prevention and mitigation as a result of FAO support. 	37	12	32%
	5.3.2 Communities equipped with vulnerability reduction practices and measures.	<ul style="list-style-type: none"> Number of countries with improved application of measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis as a result of FAO support. 	31	14	42%
5.4 Countries prepared for and managed effective responses to disasters and crises	5.4.1 Capacities of national authorities and stakeholders reinforced for emergency preparedness to reduce the impact of crises.	<ul style="list-style-type: none"> Number of countries benefiting from FAO support to uptake standards, guidelines and practices for hazard and sector specific emergency preparedness. 	27	19	46%

SO5: Increase the resilience of livelihoods to threats and crises					
Outcome	Output	Indicator	Corporate Biennial Target (number)	Results in Region 2018-19 (number)	Contribution of Region to Corporate Result (percent)
	5.4.2 Humanitarian assistance for livelihood saving timely delivered to crises affected communities.	<ul style="list-style-type: none"> Number of countries or regions affected by a crisis impacting agriculture in which FAO provided timely, nutrition and gender-sensitive responsive crisis response. 	35	22	58%