

## ANNEX 5: RESULTS FRAMEWORK - MTP 2014-17 / PWB 2014-15

1. This Annex provides the updated results framework for FAO's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 to implement the reviewed Strategic Framework: the five Strategic Objectives and Objective 6; and the four Functional Objectives and three special Chapters as listed below. The results framework guides the planning of FAO's work and will provide the basis for monitoring and evaluation, as set out in Section III of the Adjustments to the PWB 2014-15. The results framework will evolve as it is further embedded into FAO's planning and monitoring processes and we will reflect lessons from its implementation in future revisions, as necessary. The results framework comprises:

- a) Strategic Objectives with indicators, Outcomes with indicators, baselines and targets (two- and four-year), and Outputs (in a separate *Annex 6*) with preliminary indicators;
- b) for Objective 6, the Functional Objectives and special Chapters, Outcomes with key performance indicators and targets (two- and four-year), and Outputs.

2. The determination of Outcome level baselines and targets and some key performance indicators is work in progress. The Programme Committee at its 114<sup>th</sup> Session (11-15 November) “in recalling the need for clear definition of indicators, and for coherence between outcomes and indicators, requested a note outlining further details of the process and methodology for developing indicators be presented to the 148<sup>th</sup> session of the Council, as part of an update to Annex 5 of document CL 148/3”.

3. This revision to Annex 5 provides the information requested by the Programme Committee, as well as updates to the results frameworks to reflect the most recent information available.

### *Outcome level monitoring and evaluation methodology*

4. Organizational Outcomes reflect changes in the country level and/or global enabling environment needed to foster the achievement of higher level Strategic Objectives. They relate to those issues at country or international level – in areas within FAO's mandate and core functions – which could impede progress, including for example: relevance of policy and programming frameworks, level of resources and investments committed, level and capacity of coordination/partnerships, and capacity for availability and use of information for decision-making.

5. Indicators at this level measure the extent to which countries have made the necessary reforms and established the required capacities to achieve the strategic objectives, in the areas where FAO contributes; or the extent to which the international community has made progress on improving the global enabling environment framework, for example through the development of policy frameworks, norms, standards and agreements.

6. Outcome-level indicators are clustered into the main determinants of success, for example: relevance of policy and programming frameworks; level of resources and investments committed; level of coordination/partnerships established; and availability/use of information and data for decision making.

7. Each Outcome-level indicator is measured through a number of sub-indicators or ‘elements of measure’. For example: for Strategic Objective 1, Outcome 1, indicator A: ‘percent of countries with improved governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition’, the changes in the set of policies, institutions and interventions are measured through the following four elements:

- a) Existence of high-level inter-ministerial food security and nutrition mechanism
- b) Existence of accountability mechanism (1 qualifier)
- c) Existence of well-functioning governmental coordination mechanisms to address food security and nutrition (4 qualifiers)
- d) Multi-stakeholder participation and civil society engagement (2 qualifiers)

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8. To ensure clarity of definitions and consistency of measure across countries, each element of measure is further underpinned, where meaningful, by specific ‘qualifiers’. For the example above, the existence of well-functioning governmental coordination mechanisms to address food and nutrition security element has four qualifiers which define the criteria applicable to a ‘well-functioning coordination mechanism’. Similarly, indicators which include terms such as ‘adequate’, ‘effective’, ‘well-functioning’ etc. are all underpinned by detailed qualifiers/criteria. These, as well as detailed metadata for each indicator will be published in May 2014.

9. There are a total of 31 Outcome level indicators across the five Strategic Objectives. Progress against these will be measured (from a 2014 baseline) at the end of the 2014-2015 biennium, and the 2016-17 biennium. The indicators and preliminary baselines where available are presented in this Annex 5 below.

#### *The baseline survey*

10. Outcome-level baseline data was obtained through a corporate assessment, which included secondary data collection, when possible, and a pilot baseline survey at country level. To make the best use of existing time and resources, the survey was conducted in a sample of 40 countries during August-September 2013. The sample countries were chosen as being representative of the entire ‘population’ of 149 countries in which FAO has ongoing activities. The sample also ensured sufficient coverage of the issues which each relevant Strategic Objective aims to address and of all regions where FAO provides its support towards achieving the Strategic Objectives.

11. The collection of secondary data consisted in a mix of Web-based research (from the World Bank, IMF, MDG Web sites, among others) and a review of relevant documents and information gathered at country level. Primary data in this phase was collected through a structured questionnaire, completed by two respondents in each sample country (FAO and UNDP).

12. Once data collection was completed, each Outcome-level indicator was derived through a composite of sub indicators which used data from primary and secondary sources at country level. A score was calculated for each Outcome-level indicator, ranging from zero to one, as a result of an average of the values of the sub-indicators. The score for each indicator was then coded into five classes (High, Medium-High, Medium-Low; Low, No/Negligible). The baseline values presented in this Annex 5 refer to the countries which scores fall into the two highest classes (High and Medium-high) for each particular indicator.

13. For example, for Strategic Objective 1, indicator 1.1.B, percent of countries with improved resource allocation (in terms of adequacy, efficiency and effectiveness) to eradicate hunger, food insecurity and malnutrition, the baseline value is the percentage of countries which currently have a High or Medium-High level of resource allocation, in this case 8.3%.

14. Note that baseline data for Strategic Objective 4 was derived independently of the pilot assessment, and is based on existing secondary data sources such as FAOSTAT and UNIDO Statistics, among others. Also, some indicators (those marked as “TBD”, to be determined) require further analysis of secondary data, or present new measurement complexities which will be addressed in the coming weeks.

#### *Completing the results framework*

15. Being derived from a pilot assessment, the Outcome-level baseline data presented in this Annex 5 are preliminary and will be updated through a fully-fledged corporate baseline assessment, to be conducted in early 2014. Preparations are already underway, and the design of the survey is being informed by lessons from the pilot. It will be conducted in the same 40 sample countries, but will include a broader range of respondents in each country (including from partner governments, other UN agencies and partners, research institutions/academia, civil society and the private sector) to provide a richer perspective on the country level enabling environment and capacity to achieve the Strategic Objectives.

16. Results from this fully-fledged corporate baseline assessment will allow FAO's Strategic Objective teams to set realistic targets. Final baseline data and targets will therefore be published in May 2014. The baseline assessment is part of the corporate monitoring and reporting framework that FAO has put in place for this biennium. As such, it will be followed by two in-depth assessments at the end of 2015 and 2017 to track progress against the Outcome-level indicators.

*FAO results framework*

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

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

**Strategic Objective 3:** Reduce rural poverty

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

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

**Objective 6:** Technical quality, knowledge and services

**Chapter 7:** Technical Cooperation Programme

**Functional Objective 8:** Outreach

**Functional Objective 9:** Information Technology

**Functional Objective 10:** FAO governance, oversight and direction

**Functional Objective 11:** Efficient and effective administration

**Chapter 13:** Capital Expenditure

**Chapter 14:** Security Expenditure

<b>STRATEGIC OBJECTIVE 1</b>				
<b>CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION</b>				
<b>Indicators (and source) of achieving Objective</b>				
<b>Hunger</b> - Prevalence of undernourishment (percent) (source: FAO)				
<b>Food Insecurity</b> - Prevalence of mild, moderate and severe food insecurity (percent) (source: FAO, Voices of the Hungry Score – to be developed)				
<b>Malnutrition</b> - Percentage of children under 5 years of age who are stunted (percent) (source: WHO)				
<b>OUTCOME 1.1: Member countries and their development partners make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>1.1.A</b>	Percentage of countries with improved comprehensive sectoral and/or cross-sectoral policies/strategies and investment programmes, that are supported by a legal framework, <i>measured by:</i> <ul style="list-style-type: none"> <li>– <i>existence of a current national cross- or multiple sectoral policies/strategies, which includes an explicit objective to improve food security and/or nutrition</i></li> <li>– <i>existence of a national government cross-or multiple sectoral investment programmes that addresses food security and/or nutrition</i></li> <li>– <i>existence of comprehensive government policy and programming response to hunger, food insecurity and malnutrition</i></li> <li>– <i>existence of legal protection of the Right to Adequate Food</i></li> </ul>			
<b>1.1.B</b>	Percentage of countries with improved resource allocation (in terms of adequacy, efficiency and effectiveness) to eradicate hunger, food insecurity and malnutrition, <i>measured by:</i> <ul style="list-style-type: none"> <li>– <i>adequacy of public expenditure to achieve food security and nutrition targets</i></li> <li>– <i>adequacy of government human resources to achieve food security and nutrition targets</i></li> <li>– <i>adequacy of food security/nutrition knowledge enhancement efforts</i></li> <li>– <i>effective and efficient resource use</i></li> </ul>	8.3%		
<b>Outputs</b>				
<b>1.1.1</b>	Improving capacities of governments and stakeholders for developing sectoral and cross-sectoral policy frameworks and investment plans and programmes for food security and nutrition.			
<b>1.1.2</b>	Improving capacities of governments and stakeholders to develop and implement legal frameworks and accountability mechanisms to realize the right to adequate food and to promote secure and equitable access to resources and assets.			
<b>1.1.3</b>	Improving capacities in governments and stakeholders for human resource and organizational development in the food security and nutrition domain.			
<b>1.1.4</b>	Improving capacity of governments and other stakeholders to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for food security and nutrition.			
<b>OUTCOME 1.2: Member countries and their development partners adopt inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition.</b>				
<b>Indicators of Outcomes</b>		<b>Baseline</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>1.2.A</b>	Percentage of countries with improved governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition, <i>measured by:</i> <ul style="list-style-type: none"> <li>– <i>existence of high-level food security and nutrition policy setting mechanism involving relevant ministries and public institutions</i></li> <li>– <i>existence of national accountability mechanism (including independent national human rights institutions addressing violations of Right to Food)</i></li> <li>– <i>existence of well-functioning governmental coordination mechanisms to address food security and nutrition</i></li> <li>– <i>level of multistakeholder participation and civil society engagement.</i></li> </ul>	18.0%		

<b>STRATEGIC OBJECTIVE 1</b>				
<b>CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION</b>				
<b>Outputs</b>				
<b>1.2.1</b>	Improving capacities of governments and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition.			
<b>OUTCOME 1.3: The decisions of member countries and their development partners regarding food security and nutrition are based on evidence and high-quality, timely and comprehensive food security and nutrition analysis that draws on data and information available in the network of existing sector and stakeholder information systems.</b>				
<b>Indicators of Outcomes</b>		<b>Baseline</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>1.3.A</b>	Percentage of countries with improved evidence and high quality analytical products generated through functional information systems in support of food security and nutrition policy and programming processes, <i>measured by:</i> <ul style="list-style-type: none"> <li>– <i>existence of a well-functioning and comprehensive national food security and nutrition information system</i></li> <li>– <i>existence of well-functioning mapping system of food security and nutrition action</i></li> <li>– <i>existence of well-functioning government structure for regular monitoring and evaluating of food security and nutrition policies/strategies and national programmes</i></li> <li>– <i>uptake of relevant information and analysis for decision-making for designing/updating policies and programmes for food security and nutrition</i></li> </ul>	2.9%		
<b>Outputs</b>				
<b>1.3.1</b>	Improving capacities of governments and stakeholders to monitor trends and analyse the contribution of sectors and stakeholders to food security and nutrition.			
<b>1.3.2</b>	Improving capacities of governments and stakeholders to map, monitor and evaluate policies, programmes and legislation relevant to food security and nutrition for informed decision-making.			

<b>STRATEGIC OBJECTIVE 2</b>				
<b>INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER</b>				
<b>Indicators (and source) of achieving Objective</b>				
<p><b>Production and productivity</b> - Crops net per capita production index number (2004-2006 = 100), including fibre; Livestock net per capita production index number (2004-2006 = 100); Fish production per capita (tonne/cap) (both capture and aquaculture); Roundwood production per capita (m3/cap) (source: FAOSTAT); Agriculture value added per worker (constant 2,000 USD); Cereals yield (hg/ha); Calories and protein produced per capita from livestock production (source: FAOSTAT)</p> <p><b>Environment</b> – Soil nutrient balances (source: FAOSTAT); Percentage of fish stocks in safe biological limits (source: FAO); forest area primarily designated for provision of environmental and social services (source: Global Forest Resources Assessment, FAO); forest area p.a. growth (percentage) (source: FAOSTAT); GEF benefits index (GBI) for biodiversity (source: World Bank)</p>				
<b>OUTCOME 2.1: Producers and natural resource managers adopt practices that increase and improve the provision of goods and services in the agricultural sector production systems in a sustainable manner.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>2.1.A</b>	Percentage of countries where total factor productivity growth in agriculture has remained stable or increased since the reporting period, <i>measured by</i> : – <i>index based on data available in FAOSTAT that measures knowledge intensity of production, including technical capital and efficiency of production (it is currently used for instance by USDA, IFPRI and World Bank)</i>			
<b>2.1.B</b>	Percentage of countries with increased uptake of sustainable management practices, <i>measured by</i> : – <i>increase in area of organic agriculture, as share (%) of total agricultural land</i> – <i>increase in area of conservation agriculture, as share (%) of total agricultural land</i> – <i>increase in human-edible protein balance in livestock production (output/input ratio)</i> – <i>increase in area of forests under Forest Management Plans, as share (%) of total forest cover</i> – <i>increase in the sustainable fisheries/aquaculture practices index</i>			
<b>2.1.C</b>	Percentage of countries with increased uptake of conservation or rehabilitation practices in select ecosystems, <i>measured by</i> : – <i>increase in the number of designated Terrestrial Protected Areas</i> – <i>decrease in the area of degraded land</i> – <i>increase in the number of classified wetlands</i> – <i>increase in the number of Marine Protected Areas (MPAs)</i> – <i>increase in forest area designated or managed for protection of soil and water</i> – <i>increase in forest area primarily designated for conservation of biological diversity</i>			
<b>Outputs</b>				
<b>2.1.1</b>	Innovative practices for sustainable agricultural production are identified, assessed and disseminated and their adoption by stakeholders is facilitated.			
<b>2.1.2</b>	Integrated and multi-sectoral approaches for ecosystems valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated.			
<b>2.1.3</b>	Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.			

STRATEGIC OBJECTIVE 2				
INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER				
OUTCOME 2.2: Stakeholders in member countries strengthen governance – the policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems.				
Indicators of Outcomes		Baseline	Targets (end 2015)	Targets (end 2017)
2.2.A	Percentage of countries with high-level strategic planning/policy documents that foster sustainable, agricultural production and natural resources management, <i>measured by</i> :			
	<ul style="list-style-type: none"> <li>– extent to which the main national development programme addresses agricultural sector production systems in an integrated and balanced way across the related sub-sectors or disciplines</li> <li>– extent to which the main national development programme promotes increased agricultural production in an environmentally sustainable and socially equitable manner</li> <li>– extent to which a specific national policy, plan or framework on gender equity, equality and/or mainstreaming exists and considers gender within agricultural production intensification strategies (i.e. crops, livestock, fisheries and aquaculture, forestry, other natural resources).</li> </ul>			
2.2.B	Percentage of countries with sound public service organizations and inter-organizational mechanisms for the formulation and implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management, <i>measured by</i> :	4.7%		
	<ul style="list-style-type: none"> <li>– extent to which political will and financial commitments (as demonstrated by leadership/vision, investment strategies and use of resources) are adequate for increased agricultural production systems in a sustainable manner</li> <li>– extent to which government resources are used effectively and transparently, as a proxy of the State's capacity to manage resources pertinent to Outcome</li> <li>– extent to which effective mechanisms exist at national level for coordination, management and monitoring of the implementation of national strategic plans, policies and laws related to sustainable, integrated and equitable agricultural sector production systems</li> <li>– extent to which the national agricultural sector policies or strategies that were developed or revised during the last 2 years were done so in a transparent, participatory, and evidence-based manner</li> </ul>			
Outputs				
2.2.1	Countries are supported to analyse governance issues and options for sustainable agricultural production and natural resources management.			
2.2.2	Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management.			
2.2.3	Public service organizations and inter-organizational mechanisms are supported for the implementation of national policies, strategies and legislation that foster sustainable agricultural production and natural resources management.			
OUTCOME 2.3: Stakeholders develop, adopt, and implement international instruments and related governance mechanisms for sustainable agricultural production systems.				
Indicators of Outcomes		Baseline	Targets (end 2015)	Targets (end 2017)
2.3.A	Percentage of key FAO-supported international (including regional) instruments and governance mechanisms addressing sustainable agricultural production that are functional and actively supported by stakeholders, <i>measured by</i> :			
	<ul style="list-style-type: none"> <li>– level of commitment to and support of FAO-developed instruments by contracting parties and members</li> <li>– extent to which FAO mechanisms are functional, responsive and actively supported</li> <li>– extent to which mechanisms or instruments that are not under the auspices of FAO take into account or reflect agricultural perspectives relevant to FAO</li> </ul>			

<b>STRATEGIC OBJECTIVE 2</b>				
<b>INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER</b>				
<b>2.3.B</b>	Percentage of countries that have taken steps towards implementation of FAO-supported international (including regional) instruments pertaining to sustainable agricultural production systems, <i>measured by</i> : – extent to which effective national governance mechanisms or designated authorities exist specifically to oversee, monitor and report upon implementation of FAO international (including regional) instruments in the targeted countries – extent to which at least one provision of the international (including regional) instrument has been integrated into national legal frameworks of targeted countries			
<b>2.3.C</b>	Percentage of FAO international instruments pertaining to sustainable agricultural production systems that are being implemented at regional level, <i>measured by</i> : – extent to which effective regional governance mechanisms or designated authorities exist specifically to implement or oversee, monitor and report upon implementation of the international (including regional) instruments – extent to which regions have implemented the requirement(s) of FAO instruments at regional level and/or have produced regional text(s) on implementation of the instruments, to-date			
<b>Outputs</b>				
<b>2.3.1</b>	Stakeholders are supported to participate in, update existing and develop new international (including regional) instruments and mechanisms under the auspices of FAO.			
<b>2.3.2</b>	Stakeholders are supported to enhance recognition and consideration of the agriculture sectors in international instruments, governance mechanisms, processes and partnerships that are relevant to FAO's mandate, but not under the auspices of FAO.			
<b>2.3.3</b>	Stakeholders are supported to facilitate implementation and application of international (including regional) instruments and the recommendations/requirements of related governance mechanisms.			
<b>OUTCOME 2.4: Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis.</b>				
<b>Indicators of Outcomes</b>		<b>Baseline</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>2.4.A</b>	Percentage of countries that contributed regularly and sufficiently to the global collection of data on agriculture and natural resources, during the reporting period, <i>measured by</i> : – percentage of countries with an adequate average response rate (i.e. those scoring “high/adequate”) to a defined set of global data collection exercises on agriculture (crops, livestock, fisheries/aquaculture and forestry) and natural resources that were conducted during the reporting period (e.g. annual data questionnaires issued by FAO, the Forest Resources Assessment, the World Agriculture Census) – percentage of countries with an adequate average quality rating for the data sets submitted as part of a defined set of global data collection exercises on agriculture (crops, livestock, fisheries/aquaculture and forestry) and natural resources that were conducted during the reporting period (e.g., annual data questionnaires issued by FAO)			
<b>2.4.B</b>	Percentage of countries that applied international standards, norms and methods in the collection of national data on agriculture and natural resources, during the reporting period, <i>measured by</i> : – percentage of countries that produce Environmental-Economic Accounts (conforming to SEEA standards) related to the assessment of agriculture, fisheries and forestry activities			
<b>Outputs</b>				
<b>2.4.1</b>	Relevant data and information is assembled, aggregated, integrated and disseminated, and new data is generated through analyses and modelling, jointly with partners.			
<b>2.4.2</b>	Methodologies, norms, standards, definitions and other tools for the collection, management, aggregation and analysis of data are formulated and disseminated.			
<b>2.4.3</b>	Capacity development support is provided to institutions at national and regional levels to plan for and			



<b>STRATEGIC OBJECTIVE 2 INCREASE AND IMPROVE PROVISION OF GOODS AND SERVICES FROM AGRICULTURE, FORESTRY AND FISHERIES IN A SUSTAINABLE MANNER</b>				
conduct data collection, analyses, application and dissemination.				
<b>STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY</b>				
<b>Indicators (and source) of achieving Objective</b>				
<b>Rural poverty</b> - Poverty headcount ratio at rural poverty line (percentage of rural population); Poverty gap at rural poverty line (percent); Absolute number of rural poor (source: all World Bank)				
<b>Rural malnutrition</b> - Malnutrition prevalence, weight for age (percentage of children under 5); Percentage of children under 5 years of age who are stunted (source: WHO); Depth of the food deficit (kcal/cap/day) (source: FAO)				
<b>Rural health</b> - Mortality rate, under-5 (per 1,000 live births) (source: WHO); Maternal mortality ratio (national estimate, per 100,000 live births) (source: UN Inter-Agency Group); Community health workers (per 1,000 people) (source: WHO)				
<b>OUTCOME 3.1: The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>3.1.A</b>	Percentage of countries using an improved set of strategies, policies, guidelines, regulations and tools aiming to improve access by poor rural men and women to productive resources, appropriate services and markets, and promote the sustainable management of the natural resource base, <i>measured by:</i> – <i>existence of policies for holistic rural poverty and gender inequality reduction strategies</i> – <i>existence of enabling policy framework for peoples' empowerment through collective action and participatory policy processes</i> – <i>existence of policies, legislation and institutions promoting secure tenure, equitable use and sustainable management of natural resources by poor rural men and women and other marginalized groups</i> – <i>existence of policies, regulations and approaches for the development of pro-poor technologies, rural services, and marketing support</i>	31.7%		
<b>3.1.B</b>	Percentage of countries in which relevant rural organizations, Government institutions and other relevant stakeholders have enhanced their capacities to improve equitable access by rural men and women to productive resources, appropriate services, organizations and markets, and to promote the sustainable management of the natural resource base, <i>measured by:</i> – <i>level of capacities of rural organizations and pro-poor institutions to engage in community governance, policy processes and service provision</i> – <i>level of capacities for secure tenure, sustainable management and equitable use of natural resources</i> – <i>level of capacities to improved access by poor rural men and woman to pro-poor technologies, rural services and marketing support</i> – <i>level of capacities for evidence-based, consultative policy-making and rural poverty monitoring</i>	20.5%		
<b>Outputs</b>				
<b>3.1.1</b>	Support to strengthen rural organizations and institutions and facilitate empowerment of rural poor.			
<b>3.1.2</b>	Support to the promotion and implementation of pro-poor approaches to policies and programmes which improve access to and sustainable management of natural resources.			
<b>3.1.3</b>	Support to improve access of poor rural producers and household to appropriate technologies and knowledge, inputs and markets.			
<b>3.1.4</b>	Support to innovations in rural services provision and infrastructure development accessible to the rural poor.			
<b>3.1.5</b>	Cross-sectoral policy advice and capacity development for the definition of gender equitable and sustainable rural development and poverty reduction strategies.			

<b>STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY</b>				
<b>OUTCOME 3.2: The rural poor have greater opportunities to access decent farm and non-farm employment.</b>				
<b>Indicators of Outcomes</b>		<b>Baseline</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>3.2.A</b>	Percentage of countries with an improved set of policies, institutions and interventions aiming to generate decent rural employment, including for women and the youth, <i>measured by:</i> – <i>adequacy of policies, strategies and programmes for the generation of decent rural employment</i> – <i>level of institutional capacities to support the promotion of decent rural employment</i> – <i>level of capacities to analyse and monitor rural labour markets and support evidence-based decision-making policy processes</i>	16.7%		
<b>Outputs</b>				
<b>3.2.1</b>	Evidence-based policy support and capacity development in the formulation and implementation of policies, strategies and programmes that generate decent rural employment with particular focus on fostering youth and rural women's economic and social empowerment.			
<b>3.2.2</b>	Policy support to extend the application of International Labour Standards (ILS) to rural areas.			
<b>3.2.3</b>	Technical support to establish information systems and generate data and knowledge on decent rural employment at national, regional and global levels.			
<b>OUTCOME 3.3: Social protection systems are strengthened in support of sustainable rural poverty reduction.</b>				
<b>Indicators of Outcomes</b>		<b>Baseline</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>3.3.A</b>	Percentage of countries with improved social protection systems that link social protection with rural poverty reduction, food security and nutrition, and sustainable management of natural resources, <i>measured by:</i> – <i>multistakeholders commitment for cross-sectoral policies and strategies for expanding the outreach and increasing responsiveness of social protection systems in rural areas</i> – <i>level of institutional capacities to implement effective social protection programmes in rural areas</i> – <i>level of capacities to analyse, monitor and evaluate social protection policies and programmes in rural areas</i>	26.7%		
<b>Outputs</b>				
<b>3.3.1</b>	Policy advice, capacity development and advocacy are provided for improving social protection systems to foster sustainable and equitable rural development, poverty reduction, and food security and nutrition.			
<b>3.3.2</b>	Information systems and evidence-based knowledge instruments are improved to assess the impact of social protection mechanisms on reducing inequalities, improving rural livelihoods and strengthening ability of the rural poor to manage risks.			

<b>STRATEGIC OBJECTIVE 4</b>				
<b>ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS AT LOCAL, NATIONAL AND INTERNATIONAL LEVELS</b>				
<b>Indicators (and source) of achieving Objective</b>				
Increase in the value of global agricultural trade relative to the value of global agricultural production (source: FAOSTAT);				
Extent to which growth in global value added agro-industry is greater than growth in agricultural value added (source: UNIDO);				
Global growth of labour productivity in the agriculture and agribusiness sectors (source: ILO)				
<b>OUTCOME 4.1: International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>4.1.A</b>	Percent of countries that have aligned national trade policies, regulations and mechanisms (related to international trade in agriculture, forestry, food, products) to conform to agreements, <i>measured by:</i> – <i>identifying the number of countries that have changed national policies, regulations and mechanisms related to international trade to conform to international trade agreements (source: WTO trade policy review; monitored by FAO)</i>			
<b>4.1.B</b>	Index of effective participation of Least Developed Countries in international standard setting under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC), <i>measured by:</i> – <i>number of comments received from LDCs at all phases of IPPC or Codex standards development as a proportion of the number of comments received by all member countries (source: data from Codex and IPPC Secretariats on-line commenting systems)</i>	13.5%		
<b>4.1.C</b>	Percent of developing countries in which the FAO Regulatory Systems Index has increased, <i>measured by:</i> – <i>index to be developed in 2014</i>			
<b>Outputs</b>				
<b>4.1.1</b>	New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization.			
<b>4.1.2</b>	Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities.			
<b>4.1.3</b>	Governments and national stakeholders are provided with up-to-date information and analysis to design and implement efficient and inclusive market and trade strategies.			
<b>4.1.4</b>	Public sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.			
<b>OUTCOME 4.2: Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>4.2.A</b>	Percent of countries in which agro-industry value added has grown faster than agricultural value added, <i>measured by:</i> – <i>value added in agro-industry (source: UNIDO industrial statistics) compared to value added in agriculture (including forestry, fishing and aquaculture) (source: World Development Indicators)</i>	40.4%		
<b>4.2.B</b>	Percent of countries in which the FAO food loss index has decreased, <i>measured by:</i> – <i>index to be developed by 2015</i>			
<b>Outputs</b>				
<b>4.2.1</b>	Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agrifood chains.			
<b>4.2.2</b>	Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.			

<b>STRATEGIC OBJECTIVE 4</b>				
<b>ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS AT LOCAL, NATIONAL AND INTERNATIONAL LEVELS</b>				
<b>4.2.3</b>	Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agrifood chains.			
<b>OUTCOME 4.3: Policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems are developed and implemented by the public and private sectors.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>4.3.A</b>	Percent of countries in which credit to agriculture has increased in real terms (inflation-adjusted), <i>measured by:</i> – <i>real level credit provided to the agricultural sector as measured in Central Statistics Reports (at least 50 countries)</i>	33.0%		
<b>4.3.B</b>	Percent of countries in which agriculture capital stock has increased in real terms (inflation-adjusted), <i>measured by:</i> – <i>investment in capital stock as measured by FAO Statistics [land development, livestock (fixed assets), livestock (inventory), plantation crops, structures for livestock, machinery] (source: FAOSTAT)</i>	16.0%		
<b>4.3.C</b>	Percent of countries in which real (inflation-adjusted) food price volatility has dropped, <i>measured by:</i> – <i>volatility index of key agricultural commodities (source: FAOSTAT, GIEWS domestic food price, IMF primary commodity prices)</i>			
<b>4.3.D</b>	Percent of countries that have reduced the level of disincentives affecting the agriculture and food sector through policy distortions, <i>measured by:</i> – <i>indices of effective rate of protection (source: OECD and World bank data, FAO data)</i>	10.0%		
<b>Outputs</b>				
<b>4.3.1</b>	Public and private sector institutions are supported to design and implement financial instruments and services that improve access to capital for efficient and inclusive agrifood systems.			
<b>4.3.2</b>	Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agrifood systems.			
<b>4.3.3</b>	Systems are established and countries are supported to monitor, analyse and manage the impacts of trade, food, agriculture and natural resources policies on food systems and on price and market related risks.			

<b>STRATEGIC OBJECTIVE 5</b>				
<b>INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES</b>				
<b>Indicators (and source) of achieving Objective</b>				
<b>Exposure to risk</b> - Exposure to risk index (to be developed based on OCHA-ECHO data)				
<b>Dependence on food aid</b> - Cereal food aid shipments per capita (source: WFP-FAO)				
<b>Ecosystem health</b> - Nutrient balances (source: FAOSTAT); Terrestrial protected areas (source: World Bank); forest area primarily designated for provision of environmental and social services (source: Global Forest Resources Assessment, FAO); forest area p.a. growth (percentage) (source: FAOSTAT); GEF benefits index (GBI) for biodiversity (source: World Bank)				
<b>Malnutrition</b> - Global Acute Malnutrition Index (median rates) (source: CE DAT)				
<b>OUTCOME 5.1: Countries and regions adopt and implement legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management.</b>				
<b>Indicators of Outcomes</b>		Baselines	Targets (end 2015)	Targets (end 2017)
<b>5.1.A</b>	<p>Percentage of countries that have improved their commitment and capacity for disaster and crisis risk management for agriculture, food and nutrition in the form of policies, legislation and institutional systems, <i>measured by:</i></p> <ul style="list-style-type: none"> <li>– <i>existence of national policy or strategy for disaster risk reduction and/or management with an explicit and comprehensive inclusion of agriculture, food, nutrition and/or related sectors</i></li> <li>– <i>disaster risk reduction is an integral part of national agriculture, food and nutrition related policies and plans</i></li> <li>– <i>existence of a well-functioning disaster risk reduction/management structure within agriculture, food and nutrition and related sectoral agencies</i></li> <li>– <i>existence of a national multi-stakeholder and multi-sectoral coordination mechanism for disaster risk reduction and management and including a focus on DRR for agriculture, food and nutrition interventions</i></li> <li>– <i>adequate levels of human and financial resources allocated towards risk reduction for agriculture, food and nutrition</i></li> </ul>			
<b>Outputs</b>				
<b>5.1.1</b>	Improving capacities to formulate and promote risk reduction and crisis management policies, strategies and plans.			
<b>5.1.2</b>	Enhancing coordination and improved investment programming and resource mobilization strategies for risk reduction and crises management.			
<b>OUTCOME 5.2: Countries and regions provide regular information and early warning against potential, known and emerging threats.</b>				
<b>Indicators of Outcomes</b>		Baselines	Targets (end 2015)	Targets (end 2017)
<b>5.2.A</b>	<p>Percentage of countries that have improved their capacity to deliver regular information and trigger timely actions against potential, known and emerging threats to agriculture, food and nutrition, <i>measured by:</i></p> <ul style="list-style-type: none"> <li>– <i>systems are in place to collect, monitor and share data and analysis on key hazards and vulnerabilities for risks affecting agriculture, food and nutrition</i></li> <li>– <i>national early warning systems are in place for all major risks affecting agriculture, food and nutrition with outreach to communities</i></li> <li>– <i>evidence of use of hazard, vulnerability and/or resilience-related data to inform decisions on gender-sensitive programming and implementation for agriculture, food and nutrition</i></li> <li>– <i>systems are in place to collect, monitor and share data and analysis on resilience mechanisms of communities/livelihoods groups</i></li> </ul>	20.2%		
<b>Outputs</b>				
<b>5.2.1</b>	Mechanisms are set up/improved to identify and monitor threats and assess risks to deliver integrated and timely early warning.			
<b>5.2.2</b>	Improving capacities to assess vulnerability and resilience determinants of community/livelihood groups.			

<b>STRATEGIC OBJECTIVE 5</b>				
<b>INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES</b>				
<b>OUTCOME 5.3: Countries reduce risks and vulnerability at household and community level.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>5.3.A</b>	Percentage of countries that have improved their capacity to apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition, <i>measured by:</i> – <i>countries prone to disasters and crises with impact on agriculture, food and nutrition have capacities to apply prevention and mitigation measures at all administrative levels</i> – <i>countries prone to disasters and crises with impact on agriculture, food and nutrition provide social and economic support and services to communities at risk to reduce their vulnerability</i>	21.5%		
<b>Outputs</b>				
<b>5.3.1</b>	Improving capacities of countries, communities and key stakeholders to implement prevention and mitigation good practices to reduce the impacts of threats and crises.			
<b>5.3.2</b>	Improving capacities of countries and key stakeholders to reduce vulnerability and strengthen resilience of communities at risk of threats and crises.			
<b>OUTCOME 5.4: Countries and regions affected by disasters and crises prepare for, and manage effective responses.</b>				
<b>Indicators of Outcomes</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>5.4.A</b>	Percentage of countries that have improved their preparedness and response management capacity, <i>measured by:</i> – <i>multi-hazards disaster preparedness and/or contingency plans for agriculture, food, nutrition and/or related sectors are in place and effective for DRR at all administrative levels</i> – <i>existence of an effective and accountable technical and institutional coordination mechanism for disaster/crisis management for agriculture, food and nutrition</i> – <i>countries affected by disasters and crises with impact on agriculture, food and nutrition have capacity to manage effective responses</i>	40.4%		
<b>Outputs</b>				
<b>5.4.1</b>	Improving capacities of national authorities and stakeholders for emergency preparedness to reduce the impact of crisis.			
<b>5.4.2</b>	Strengthening coordination capacities for better preparedness and response to crises.			
<b>5.4.3</b>	Strengthening capacities of national authorities and stakeholders in crisis response.			

<b>OBJECTIVE 6: TECHNICAL QUALITY, KNOWLEDGE AND SERVICES</b>				
<b>Outcome statement</b> – Technical quality, knowledge and services, quality and integrity of data produced and disseminated by FAO, and quality services for work on governance and gender achieved				
<b>6.1: Quality and integrity of the technical and normative work of the Organization</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>6.1.A</b>	Quality of technical leadership, <i>measured by:</i>			
	– <i>a methodology is currently being developed for this indicator, taking into account elements of technical leadership, such as: ensuring the excellence of technical knowledge, compliance with technical policies, technical integrity and capacity to respond to emerging issues</i>			
<b>Outputs</b>				
<b>6.1.1</b>	Ensure the excellence of the technical knowledge required to achieve and support the delivery of the strategic objectives through core technical leadership of technical department ADGs; creation of technical networks and the delivery of adequate technical expertise to the corporate programmes.			
<b>6.1.2</b>	Ensure compliance with technical policies, technical integrity and coherence of FAO's interventions across geographical boundaries.			
<b>6.1.3</b>	Provide capacity to respond to emerging issues, support to exploring new approaches and innovations to adapt solutions to a changing environment, and contribute to resolving challenges through collaborative efforts using the multidisciplinary fund.			
<b>6.1.4</b>	Advance fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees (COFI, COFO, COAG, CCP).			
<b>6.1.5</b>	Ensure preparation of flagship publications on the "State of" food insecurity, agriculture, fisheries and aquaculture, forestry.			
<b>6.1.6</b>	Support and promote policy and technical dialogue at global and regional level through institutional representation by technical departments and the Chief Statistician.			
<b>6.2: Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>6.2.A</b>	Scoring system to measure the use of statistics in policy making processes, <i>measured by:</i>			
	– <i>the importance and existence of country-level data/info systems and the use of statistics for evidence-based decision-making through data gathered (source: FAO corporate survey)</i>			
<b>6.2.B</b>	FAO assessment system for statistical capacity, <i>measured by:</i>			
	– <i>the results of country assessment questionnaires of the Global Strategy to Improve Agricultural and Rural Statistics</i>			
	–			
<b>Outputs</b>				
<b>6.2.1</b>	Methods for the collection, compilation, dissemination, analysis and use of data under different data domains are developed and shared.			
<b>6.2.2</b>	Support provided to strengthen national statistical institutions and to improve the competencies of national statisticians in collecting, analysing and disseminating data (e.g. through work on the Global Strategy and CountryStat).			
<b>6.2.3</b>	High quality and internationally comparable data are produced and accessed by all countries.			
<b>6.2.4</b>	Strengthened FAO statistics governance and coordination (Chief Statistician and IDWG on Statistics) and improved internal capacity to analyse political and development challenges and to evaluate the corporate monitoring framework.			

<b>OBJECTIVE 6: TECHNICAL QUALITY, KNOWLEDGE AND SERVICES</b>				
<b>6.3: Quality services, coherent strategy and approaches to work on gender equality and women's empowerment in the Strategic Objective programmes that result in strengthened capacities of member countries to formulate, implement, monitor and evaluate policies, strategies, programmes and investments that provide equal opportunities for women and men in agriculture and food security</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>6.3.A</b>	Number of the gender mainstreaming minimum standards and women-specific targeted interventions achieved, <i>measured by</i> : – <i>identifying and monitoring a set of key interventions related to minimum standards within all SOs and FOs</i>			
<b>6.3.B</b>	Number of performance standards of the UN SWAP on gender achieved by FAO, <i>measured by</i> : – <i>identifying and monitoring a set of key interventions related to UN SWAP within all FOs work in FAO</i>			
<b>Outputs</b>				
<b>6.3.1</b>	Member countries are supported within the SOs by the Gender Unit to develop their capacities consistent with FAO's minimum standards for gender mainstreaming and targeted interventions.			
<b>6.3.2</b>	Institutional mechanisms and staff capacities are established or strengthened to support countries' initiatives aimed at addressing gender equality.			
<b>6.4: Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>6.4.A</b>	Number of global governance mechanisms or processes where FAO exercises a leadership role that have promoted progress on issues related to the five Strategic Objectives	2		
<b>6.4.B</b>	Number of national, regional and global governance issues where FAO's contribution has promoted progress in relation to the five Strategic Objectives, <i>measured by</i> : – <i>number of governance key knowledge products (e.g. briefs, policy notes) generated from the responses to governance issues or demands of analysis over the biennium</i> – <i>number of governance issues (and related processes) serviced by the governance unit as a pilot at national, regional or global level</i> – <i>number of national requests received for replication of the pilot governance issues identification and analysis service referred to above</i>			
<b>Outputs</b>				
<b>6.4.1</b>	FAO's contribution to selected global governance mechanisms is improved in quality and consistency.			
<b>6.4.2</b>	Key national, regional and global governance issues are identified and options for appropriate targeted advice are formulated.			



<b>CHAPTER 7: TECHNICAL COOPERATION PROGRAMME</b>				
<b>Outcome statement</b> – TCP delivered effectively, in full alignment with SOs, and support the implementation of the CPF results				
<b>7.1: TCP management and support</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>7.1.A</b>	Approval and delivery rates of TCP resources, <i>measured by:</i> – <i>approvals against 2014-15 appropriation</i> – <i>Delivery rate of TCP projects</i>	0	100%	100%
<b>7.2: TCP projects</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>7.2.A</b>	Relevance and sustainability of TCP development interventions, <i>measured by:</i> – <i>index built on the results that will be delivered within each biennium (based on completed EPA and other available monitoring reports).</i>			

<b>FUNCTIONAL OBJECTIVE 8: OUTREACH</b>				
<b>Outcome statement</b> - Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management				
<b>8.1: Partnerships, advocacy and capacity development</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>8.1.A</b>	Number of critical partnership engagements brokered			
<b>8.1.B</b>	FAO's approach to measuring results in capacity development support piloted in one Strategic Objective implemented			
<b>Outputs</b>				
<b>8.1.1</b>	Key partnerships promoted and strengthened.			
<b>8.1.2</b>	Guidance and support provided to FAO staff on the implementation of the Organization-wide partnerships strategy.			
<b>8.1.3</b>	Training advice and support provided to SO teams to mainstream capacity development in FAO's work.			
<b>8.2: Communications</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>8.2.A</b>	User visits to the FAO Open Archive (number of visitors based on Web access statistics)	2.5 million documents accessed per month	3.5 million documents accessed per month	4.5 million documents accessed per month
<b>8.2.B</b>	Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service	12,500 news hits per month	13,750 news hits per month	15,125 news hits per month
<b>Outputs</b>				
<b>8.2.1</b>	New relationships with global, regional and national media forged.			
<b>8.2.2</b>	Overhaul of the Organization's worldwide Web and social media presence to align them to its Strategic Objectives.			
<b>8.2.3</b>	Development and promotion of corporate approaches, tools and methodologies in knowledge dissemination and improved management of information.			
<b>8.3: Resource Mobilization and South-South Cooperation</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>8.3.A</b>	Biennial level of voluntary contributions mobilized (2014-15)	USD 1.4 billion (2012-13)	USD 1.4 billion (2014-15)	USD 1.4 billion (2016-17)
<b>8.3.B</b>	Number of countries with a realistic Resource Mobilization target	17	50	All countries with CPFs in place
<b>Outputs</b>				
<b>8.3.1</b>	Expanded and diversified base of partners with which FAO works, including through South-South Cooperation.			
<b>8.3.2</b>	Organization-wide culture and capacity for resource mobilization and South-South Cooperation, in particular through staff training in decentralized offices created or improved.			
<b>8.3.3</b>	Resource mobilization and South-South Cooperation integrated in new or revised CPFs.			
<b>8.3.4</b>	Voluntary contributions are aligned with the agreed priorities of the work of the Organization, consistent with FAO policies, monitored and accounted for.			

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

<b>FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION</b>				
<b>Outcome statement</b> - Effective direction of the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight				
<b>10.1: FAO Governance</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>10.1.A</b>	Governing body documents delivered according to deadlines and language requirements.	70%	75%	80%
<b>10.1.B</b>	Implementation of governing body decisions within prescribed deadlines.	80%	85%	90%
<b>Outputs</b>				
<b>10.1.1</b>	Governing and Statutory Bodies serviced effectively with improved language services and decisions implemented transparently.			
<b>10.2: Oversight</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>10.2.A</b>	Recommendations from the Office of Evaluation and the Office of the Inspector-General implemented by the due date.	90%	93%	95%
<b>Outputs</b>				
<b>10.2.1</b>	Evaluations carried out with quality and timely in the priority areas identified by governing bodies.			
<b>10.2.2</b>	Investigations and risk based audit plan prepared and delivered.			
<b>10.2.3</b>	Strengthened elements of FAO's accountability, internal controls and fiduciary frameworks delivered.			
<b>10.3: Direction</b>				
<b>Key performance indicators</b>		<b>Baselines</b>	<b>Targets (end 2015)</b>	<b>Targets (end 2017)</b>
<b>10.3.A</b>	Organizational Outcomes targets met.	76%	78%	80%
<b>Outputs</b>				
<b>10.3.1</b>	Executive direction provided.			
<b>10.3.2</b>	Strategic direction, monitoring and reporting delivered.			
<b>10.3.3</b>	Legal advice timely provided for internal and technical matters of the Organization.			
<b>10.3.4</b>	Quality support to CPFs, projects and programmes formulation and monitoring delivered.			

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

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

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