



Food and Agriculture
Organization of the
United Nations

The Director-General's

Medium Term Plan 2022-25

and

Programme of Work and Budget 2022-23

(C 2021/3)



C 2021/3

Forty-second Session of the
Conference

The Director-General's
**Medium Term Plan
2022-25**

and

**Programme of
Work and Budget
2022-23**

Food and Agriculture Organization of the United Nations
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Director-General's Foreword

The world is facing pressing and unprecedented challenges. The COVID-19 pandemic and its resulting economic impact has put a strain on all countries as they strive to reach the Sustainable Development Goals, while containing the pandemic and its fallout. Extreme climate events, transboundary pests and zoonotic diseases, as well as conflicts continue to exacerbate the situation. This risks leading to a reversal of progress made in eradicating hunger and reducing poverty, particularly since we know that the poor, vulnerable and otherwise marginalized will bear a disproportionate share of any adverse impacts.

Yet, at the same time, it is clear that agri-food systems transformation is one of the key levers to unlock progress towards the entire Agenda 2030 and its Sustainable Development Goals. FAO, as the lead global agency in food and agriculture has a historic opportunity in these difficult times to drive the needed transformational change for the benefit of all.

To do so requires overturning business-as-usual, thinking out-of-the-box and reassessing existing models and paradigms. Since my arrival in August 2019, I set in motion a significant reform and reorganization of FAO aimed at making the Organization more inclusive, efficient and responsive. The transformational measures focus on a dynamic, results-oriented approach to deliver in close proximity to the Members and strengthen FAO's agility to respond to unforeseen events.

This process is continuing with the development of FAO's Strategic Framework 2022-31, which focuses on the transformation to MORE efficient, inclusive, resilient and sustainable agri-food systems for better production, better nutrition, a better environment, and a better life, leaving no one behind.

The MTP/PWB builds on the Strategic Framework and on the structural changes that have been put in place to better prepare FAO for the trends and challenges facing food and agriculture, while capitalizing on the positive

momentum for change that has been generated since I have taken up my mandate.

As detailed in the MTP, a set of Programme Priority Areas are presented under the four betters which embed FAO's comparative advantage and are grounded in specific SDG targets to which the Organization is well-positioned to contribute.

The four accelerators of technology, innovation (including digital), data (including big data) and complements (human capital, governance, institutions) - come together under a unified vision to support transformational change.

The PWB maintains a flat nominal Regular Programme budget, highlighting the importance of continued and strong voluntary contributions to ensure we meet the challenges of a growing programme of work.

The Organization continues to fine-tune its processes and systems to ensure maximum efficiency and effectiveness and place human resources at the center of its efforts. A change management strategy embedded in a positive work environment with zero tolerance for any form of abuse, will ensure that we motivate and capacitate employees and enable them to be accountable, credible and empowered agents of change for the new vision, strategy and business model.

These first years following the COVID-19 pandemic are critical to re-establish the needed trajectory in order to achieve the Sustainable Development Goals. And the time to act is now. This is an enormous undertaking, but I am convinced that if we approach it together, with mutual commitment, building solid coalitions and partnerships, we will be able to live up to the challenges and provide a prosperous and equitable future for all.

QU Dongyu
Director-General

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MEDIUM TERM PLAN 2022-25

Introduction

1. The Medium-Term Plan (MTP) 2022-25 sets out the Strategic Objectives and Outcomes for achievement by Members and the international community with support from FAO, in accordance with the Strategic Framework 2022-31.¹ The MTP covers a period of four years and provides the programmatic basis and results framework for preparing the two-year Programme of Work and Budget (PWB) and related accountability for reporting on delivery of results and financial resources.
2. As called for in the Basic Texts, since 2010 all of FAO's work is guided by a Strategic Framework prepared for a period of ten to fifteen years, reviewed every four years. The Strategic Framework 2022-31 charts the way forward for a 10-year period, starting from FAO's Vision and Global Goals, and responding to the 2030 Agenda and other important global developments, global and regional trends and major challenges in the areas of FAO's mandate.
3. FAO's Strategic Framework focuses on the transformation to MORE efficient, inclusive, resilient and sustainable agri-food systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind. This provides the basis for preparing the MTP 2022-25.
4. The present document comprises six main sections: an overview of global challenges and opportunities in food and agriculture (*Section A*); FAO's basic attributes (*Section B*); the programmatic framework for results and monitoring (*Section C*); the *four betters* and 20 Programme Priority Areas (*Section D*); FAO's contribution to the SDGs (*Section E*); and FAO's reinvigorated business model (*Section F*).

¹ C 2021/7

A. Global challenges and opportunities

5. To accelerate strategic thinking on global challenges and opportunity, FAO is undertaking a Corporate Strategic Foresight Exercise (CSFE) which aims to increase preparedness and effectiveness in providing support to achieving the Agenda 2030, and to share knowledge on challenges, threats and opportunities in moving food and agricultural systems towards sustainability. As detailed in the Strategic Framework, 18 key current and emerging interconnected socio-economic and environmental drivers impacting food and agricultural systems were identified, as shown in *Table 1*.²

Table 1: Critical drivers of agri-food systems and related trends

A. Systemic (overarching) drivers	
1.	Population dynamics and urbanization, which are expected to increase and change food demand
2.	Economic growth, structural transformation and macro-economic outlook, which are not always delivering the expected results in terms of inclusive economic transformation of societies
3.	Cross-country interdependencies, which tie together agri-food systems globally
4.	Big data generation, control, use and ownership, which enable real-time innovative technologies and decision-making, also in agriculture
5.	Geopolitical instability and increasing conflicts, which include resource- and energy-based conflicts
6.	Uncertainties, which materialize in sudden occurrences of events in many occasions impossible to predict
B. Drivers directly affecting food access and livelihoods	
7.	Rural and urban poverty, with a high proportion of rural people living in poverty or extreme poverty
8.	Inequalities, characterized by high income inequality and inequalities in job opportunities, in gender, access to assets, basic services and inequitable fiscal burden
9.	Food prices, ³ which are in real terms lower than in the 70's but higher than in the 80's and 90's despite the fact that they fail to capture the full social and environmental costs of food
C. Drivers directly affecting food and agricultural production and distribution processes	
10.	Innovation and science including more innovative technologies (including biotechnologies and digitalization) and systemic approaches (<i>inter alia</i> agroecology, and conservation and organic agriculture)
11.	Public investment in agri-food systems, which is often insufficient
12.	Capital/information intensity of production, which is increasing due to mechanization and digitalization of production, including in food and agriculture
13.	Market concentration of food and agricultural input and output, which represents a challenge for the resilience and equitability of agri-food systems
14.	Consumption and nutrition patterns, resulting from behavioural change of consumers which are increasingly being asked to make complex choices about the nutritional content and safety of what they eat and where shifting consumer demand in the direction of healthier eating patterns is key
D. Drivers regarding environmental systems	
15.	Scarcity and degradation of natural resources, including land, water, biodiversity, soil
16.	Epidemics and degradation of ecosystems, which may increase in the future due to rising trends in transboundary plant pests and diseases, agriculture encroaching in wild areas and forests, antimicrobial resistance, the increasing production and consumption of animal products
17.	Climate change, including weather extremes and variability of temperatures and rainfall patterns, which is already affecting agri-food systems and natural resources and is expected to accelerate hunger and poverty in rural areas
18.	The 'Blue Economy', where the development of economic activities related to the fisheries and aquaculture sector is increasing globally, and arising trade-offs require sound policy-making integrating technical, social and economic solutions, principles of ecosystem restoration of production systems, and cross-sectoral stakeholder involvement in the context of transformative agri-food systems.

6. The CSFE also identified four *priority triggers of change* which are considered effective starting points or boosters of transformative processes to move away from 'business as usual', namely:

² C 2021/7, Table 1

³ As measured by [FAO Food Price Index](#) (FFPI). The FFPI is a measure of the monthly change in international prices of a basket of food commodities. It consists of the average of five commodity group price indices weighted by the average export shares of each of the groups over 2014-2016.

(i) institutions and governance; (ii) consumer awareness; (iii) income and wealth distribution; and iv) innovative technologies.

7. Managing and transforming agri-food systems in the context of the drivers and trends introduced above presents a series of challenges, divided into (1) overarching challenges which directly relate to FAO's global goals and (2) challenges pertaining to triggers of transformative changes for agri-food systems.

Overarching challenges which directly relate to FAO's global goals include:

- A. Addressing climate change and intensification of natural hazards by drastically reducing GHG emissions of global agri-food systems and economy-wide, in partnership with other agencies.
- B. Making agri-food systems more resilient to shocks and climate hazards.
- C. Ensuring the sustainable use of natural resources and the restoration of the natural resource base.
- D. Ensuring that all development processes contribute to definitively eradicating extreme and persistent poverty.
- E. Ensuring that all strategies and policies contribute to end hunger, eliminate all forms of malnutrition and maintain these results in the long run.

Challenges pertaining to triggers of change include:

- F. Addressing the weaknesses of institutions, lack of cross-sectoral coordination, governance processes and legal frameworks at all levels, tackling their enforceability issues, and their implications for agri-food systems.⁴
- G. Supporting countries and the global development community to increase consumer awareness on transformative consumption choices.
- H. Addressing income and wealth distribution within and between countries, including implications for agri-food systems.
- I. Managing innovative technologies and systemic approaches and their potential risks to sustainably improving food and agricultural productivity.

8. The critical drivers of agri-food systems, the triggers of change and the challenges informed the development of the Strategic Framework which underpins the Medium Term Plan 2022-25.

⁴ Laws and regulations are vital to build strong and transparent institutions and promote accountable governance. FAO's legal and governance work is pivotal to improve institutions and governance mechanisms while anchoring policies and strategies for the achievement of Agenda 2030.

B. FAO's basic attributes

9. The nature of global challenges facing food and agriculture, and the approach envisaged in the Agenda 2030 clearly illustrate that these issues cannot be tackled by FAO alone. FAO's future role and work thus needs to be considered in light of its basic organizational attributes. There are several basic attributes which are intrinsic and in combination unique to FAO:⁵

- a) It is the United Nations specialized agency in food and agriculture, with a comprehensive mandate from its Members to work globally on all aspects of food and agriculture (including fisheries, forestry and natural resources' management), food security and nutrition across the humanitarian-development continuum.
- b) Its intergovernmental status and neutrality and the authority to provide a neutral platform where nations can call on each other for dialogue and knowledge exchange.
- c) It has the authority to request any Member to submit information relating to the purpose of the Organization.
- d) Its Regular Budget is derived from assessed contributions that provide a minimum guaranteed amount of resources that can be committed for priority activities agreed upon by Members in the Governing Bodies, complemented by voluntary contributions, to leverage FAO's knowledge and enhance outreach.
- e) Its staff with a broad range of expertise across its areas of mandate working in an interdisciplinary fashion.
- f) Its country-level presence, supported by regional and global teams of experts, to respond to demands articulated by countries and regions.

⁵ C 2017/7 Rev. 1, paragraph 108

C. Programmatic framework for results and monitoring

10. The 2030 Agenda for Sustainable Development and the SDGs call for transformative shifts, integrated approaches and solutions to structural barriers to sustainable development and it recognizes the fundamental role played by sustainable agriculture in the connection between people, planet and prosperity.

11. Explicit in SDG 2 *Zero Hunger* - but implicit throughout, the concept of food security - safe and nutritious food for all - underpins the 2030 Agenda. It is inseparable from the urgency to eradicate extreme deprivation, tackle climate challenges, build community resilience and responsibly manage natural resources and rich biodiversity. In short, achieving the 2030 Agenda calls for fundamental transformation of our agri-food systems.

12. Accordingly, FAO's results framework is firmly anchored in the 2030 Agenda and prioritizes SDG targets and indicators.

FAO's strategic narrative

13. The strategic narrative guiding FAO's Strategic Framework is the transformation to MORE efficient, inclusive, resilient and sustainable agri-food systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind.

14. The *four betters* represent an organizing principle for how FAO intends to support achievement of the SDG Agenda and encourage a strategic and systems-oriented approach.

FAO's results architecture

15. FAO will implement its Strategic Framework, and deliver results against its results framework through identified Programme Priority Areas and - in line with the transformative nature of the Agenda 2030 - the Organization will use a systems approach, considering social, economic and environmental development dimensions simultaneously, addressing the relevant trade-offs in achieving the SDGs. Using the agri-food systems approach, FAO will also focus on profiling agriculture beyond production and macro-economic purposes to ensure food security and resilient livelihoods, promoting innovations, and better catalysing investment and partnerships.

16. FAO's contributions are guided by the lens of SDG 1 *No poverty*, SDG 2 *Zero hunger*, and SDG 10 *Reduced inequalities*, while acknowledging the interconnectivity of the SDGs and thus the importance of all other SDGs in achieving FAO's overall vision.

FAO's results architecture comprises a set of elements to establish a clear causal results hierarchy, complemented by elements to focus, accelerate and enable the Organization's work. The basic elements of the results architecture are presented in *Figure 1* and described further below.

Figure 1: Main elements of FAO's results architecture**FAO's vision**

A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

The three **Global Goals** of Members:

1. eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
2. elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods; and
3. sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.

Strategic Narrative

Supporting the transformation to MORE efficient, inclusive, resilient and sustainable agri-food systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind.

Guiding SDGs

SDG 1 *No poverty*; SDG 2 *Zero hunger*; SDG 10 *Reduced inequalities*

Four Betters (Aspirations) and 20 Programme Priority Areas (PPAs)

1) Better Production: Ensure sustainable consumption and production patterns, through efficient and inclusive food and agriculture supply chains at local, regional and global level, ensuring resilient and sustainable agri-food systems in a changing climate and environment

PPAs: Green innovation; Blue transformation; One Health; Small-scale producers; Digital agriculture

2) Better Nutrition: End hunger, achieve food security and improved nutrition in all its forms, including promoting nutritious food and increasing access to healthy diets

PPAs: Healthy diets; Nutrition for the most vulnerable; Safe food; Food loss and waste; Markets and trade

3) Better Environment: Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agri-food systems

PPAs: Climate and agri-food systems; Bioeconomy; Biodiversity and ecosystems

4) Better Life: Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women)

PPAs: Gender equality and rural women; Rural transformation; Urban food systems; Agriculture and food emergencies; Resilient agri-food systems; Hand-in-Hand Initiative; Scaling up investment

Additional **Objective:** Technical quality, statistics, cross-cutting themes and accelerators

Accelerators

- Technology
- Innovation
- Data
- Complements (governance, human capital, institutions)

Cross-cutting Themes

Gender, Youth, Inclusion

Core Functions

1. Assemble, analyse, monitor and improve access to data and information
2. Facilitate and support countries and other partners in the development and implementation of normative and standard setting instruments
3. Facilitate, promote and support agri-food systems policy dialogue at global, regional and country levels
4. Support institutions at all levels, including through capacity development, to prepare, implement, monitor and evaluate evidence-based policies and programmes, and leverage investments.
5. Facilitate partnerships and coalitions for more efficient, inclusive, resilient and sustainable agri-food systems
6. Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices
7. Advocate and communicate at national, regional and global levels

Functional Objectives

- Outreach
- Information and Communications Technology
- FAO governance, oversight and direction
- Efficient and effective administration

17. The *elements to establish a clear causal results chain* are:
- a) **FAO's Vision** and three **Global Goals of Members**, which remain unchanged. The Global Goals succinctly articulate the ultimate objectives of Members, to provide a results-based frame for FAO's Vision.
 - b) The **Strategic Narrative** and **Guiding SDGs**, which provide focus as to the high-level SDG targets to which all of FAO's work should contribute, guide trade-offs and describe the Organization's overall contribution to the Global Goals under the framework of the 2030 Agenda.
 - c) The **four betters** (4Bs), which describe the aspirational long-term development impacts, derived from SDGs and at the level of FAO's former Strategic Objectives to "be achieved by Members and the international community with support from FAO, including targets and indicators of achievement". These are the "what" FAO contributes to achieving through its programmatic work, and are measured through appropriate SDG (long-term) indicators by FAO or the relevant custodian agency.
 - d) The 20 **Programme Priority Areas (PPAs)**, which articulate FAO's value-added and comparative advantage in contributing to medium-term Outcomes and associated SDG targets identified for specific attention by FAO, in order to meet the *four betters*. The targeted SDGs for each PPA will be monitored using the associated SDG (medium-term) indicators. The PPAs have a strong anchor in a specific *better*, while contributing across the *four betters*.
18. Additional *elements to focus, accelerate and enable FAO's work* include:
- a) **Four accelerators** as a means to accelerate progress and maximize efforts in meeting the challenge of the SDGs, and to realize the *four betters*; the accelerators facilitate the management of trade-offs, and as such must be inclusive and gender-sensitive.
 - b) **Cross-cutting themes** as critical areas identified to be taken into account across all of FAO's programmatic work in order to ensure the achievement of the UN programming principle of leaving no one behind, in accordance with the FAO strategic narrative.
 - c) The **Objective** on technical quality, statistics, cross-cutting themes and accelerators to support their mainstreaming across FAO's work.
 - d) FAO's **Core Functions** as the critical means of action employed by FAO to achieve results. They are areas in which FAO is expected to play a lead, but not necessarily exclusive role. FAO must leverage these core functions in a purposeful, prioritized and sequenced way to promote transformational change in agri-food systems.
 - e) The **Functional Objectives** ensure a robust, supportive enabling environment and efficient, effective business processes to support all of FAO's work.
19. *Figure 2* provides an overview of FAO's strategic results framework including the Programme Priority Areas, the cross-cutting themes and the accelerators and contributions to SDGs. *Annex 4* provides a further description of the elements of the Strategic Framework and MTP results architecture.
20. *Figure 3* illustrates the key elements of the FAO results architecture, including: FAO's Vision, the three Global Goals of Members, the strategic narrative and guiding SDGs, the *four betters* and the 20 Programme Priority Areas and their Outcomes, which establish a clear causal results chain, as well as the additional elements of the four accelerators, the cross-cutting themes, FAO's core functions, and the Functional Objectives, which focus, accelerate and enable FAO's work.

Figure 2: FAO strategic results framework

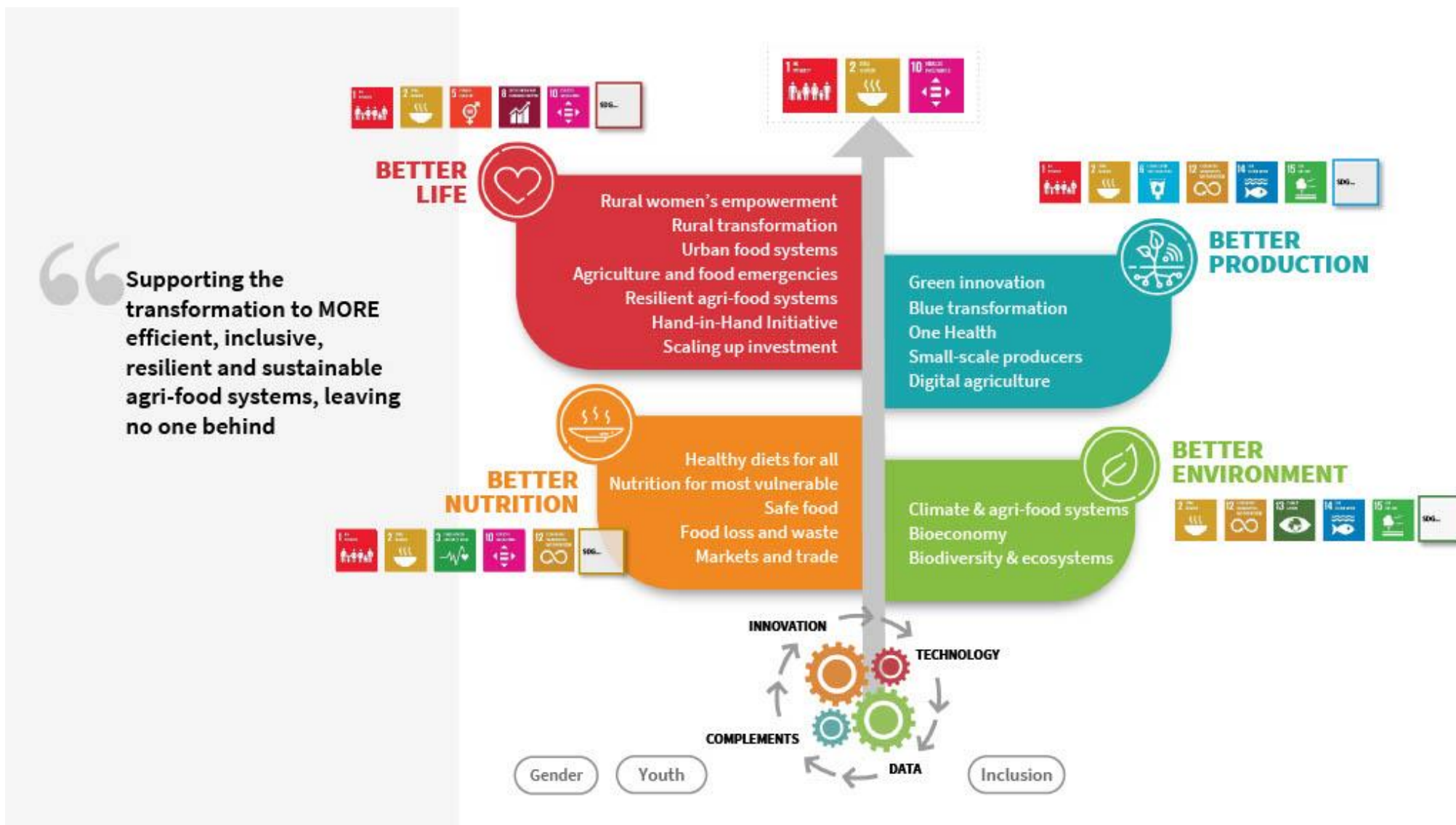
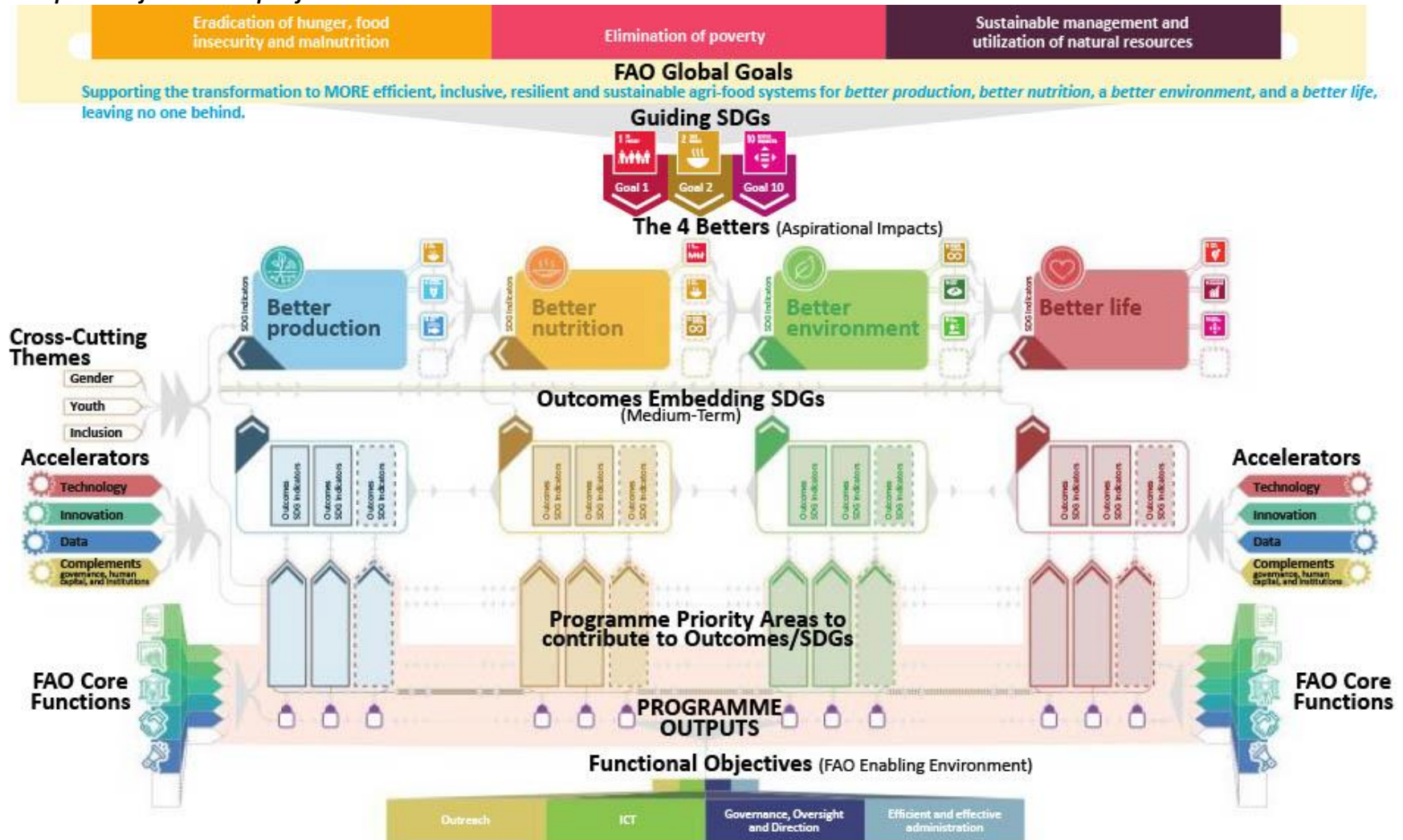


Figure 3: Depiction of relationships of FAO's results architecture elements



Link to country level planning

21. FAO's move to an SDG-based framework will provide a common language across the layers of the Organization, and with external UN and other partners. It will facilitate dialogue across all levels of the Organization and integration of results agreed at country level through UN Sustainable Development Cooperation Frameworks (UNSDCFs) into the Strategic Framework results hierarchy, and align with the 2018 UN development system repositioning, as shown in *Annex 4 (Figure 8)*.
22. Promoting a unified FAO requires adopting a programmatic management approach and delivering results more efficiently and effectively at the country level where FAO engages in UNSDCF-related processes. This requires the Strategic Framework to reflect the diversity of country situations and the need to respond to national priorities, within the broader framework of the SDGs.
23. Incorporating country-level results as defined in the context of the UNSDCF and linked to the achievement of SDG targets and indicators, will facilitate measurement of FAO's interventions at all levels, by aggregating and rolling up results from country, regional and global levels.
24. To further reinforce this, the Organization will be elaborating Outputs under the Programme Priority Areas in consultation with decentralized offices during the second half of 2021, to ensure a good flow between the top-down and bottom-up planning and delivery.
25. The new UNSDCF guidance emphasizes the primacy of the UNSDCF, in articulating United Nations development system (UNDS) collective commitments in support of national SDG Goals and Targets. The UNSDCF is meant to be the polestar of all UN country-level activities, and serves as the results framework against which contributing UN entities are held collectively and individually accountable. The FAO Country Programming Framework (CPF) is therefore duly derived from the UNSDCF and seamlessly aligned with its process and cycle.
26. In line with these more coherent efforts and coordinated actions, the UNSDCF National/UN Joint Steering Committee (JSC) will also serve as the main governance and oversight mechanism for the CPF. This will effectively ensure that the UN approach is cohesive and that the efforts of the UNDS collectively support country ownership and address national SDG priorities and gaps. The UNSDCF JSC is co-chaired by the Resident Coordinator and the most senior representative of the central government counterpart for the UN system and it ensures strategic direction and oversight of the UNSDCF, alignment with national, regional and international development processes, mechanisms and goals. A JSC takes place at least once a year and, *inter alia*, monitors progress, challenges and opportunities, and steers the direction of implementation and reviews the One UN Country Results Report.

Monitoring and reporting on results

27. Anchoring the Strategic Framework in the SDGs represents a unique opportunity to rethink past practices, consider potential areas for streamlining and enhance the quality and meaningfulness of results monitoring and reporting.
28. Results monitoring and reporting serves two main purposes: ensure proper accountability to Members in reporting results achieved through the use of the funds entrusted to the Organization, taking into consideration the different accountabilities for the different levels of results; and instill in the Organization a culture that encourages results-based management practices and promotes learning from monitoring and evaluation to improve performance management and programme delivery.
29. The FAO results framework presented in *Annex 1* provides for measurement of the PPAs, Chapter 6, Functional Objectives, and Special Chapters through SDG indicators and KPIs, as appropriate. The indicators and KPIs will be fine-tuned as required based on the further programme articulation and work planning process, to ensure a robust measurement of outcomes at the end of the MTP period. This may include the introduction of non-SDG indicators for work areas which are

not easily linked to the SDG results framework.⁶ In addition, Outputs along with indicators for their measurement will be developed under the PPAs and specified for the other Objectives. The updated results framework will be presented in the Adjustments to the PWB 2022-23.

30. The accountability of FAO, Members and development partners at each level of results, along with means of measuring progress, is set out in Table 2. The new approach has, as a fundamental principle, the aim to leverage existing reporting data on delivery, with strong preference to simplifying reporting and reducing duplication at country and regional levels.

Table 2: FAO's monitoring framework – accountability and measurement

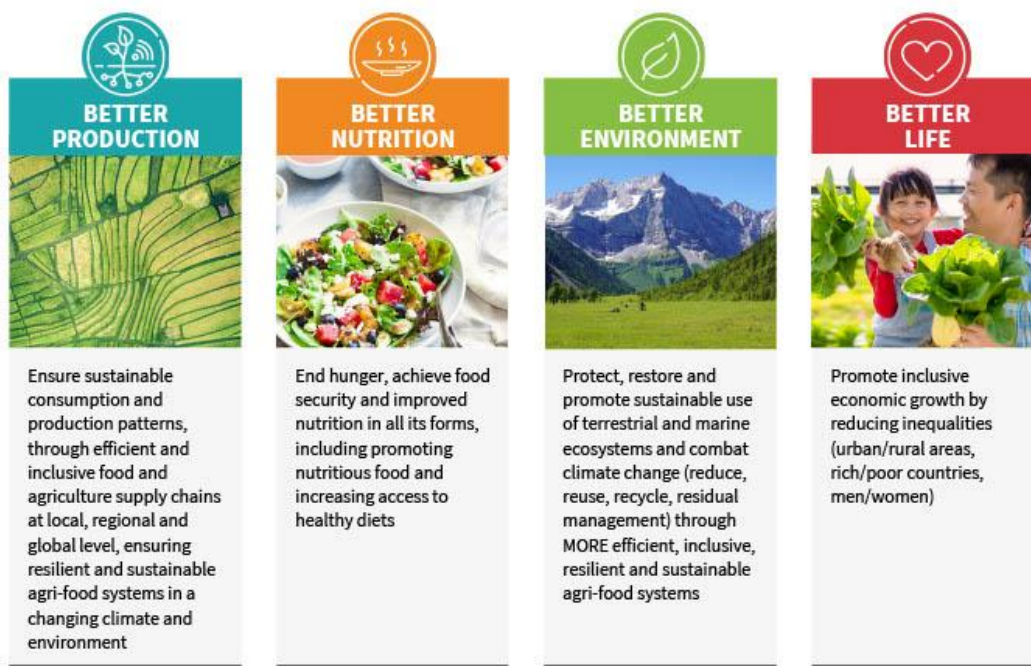
Result level	Accountability and measurement
Outputs	<ul style="list-style-type: none"> • FAO's direct contribution to the Outcomes. Outputs represent the tangible delivery of FAO's interventions under the PPAs funded through Regular Budget and extrabudgetary resources at the national, regional and global level. • FAO produces, controls and is fully accountable for delivery: <i>full attribution</i>. • Bespoke, harmonized indicators established and progress measured annually.
Outcomes	<ul style="list-style-type: none"> • Medium-term changes in the country-level or global enabling environment and capacities needed to achieve the <i>four betters</i>. Derived from, and anchored in SDG targets, FAO influences, but does not fully control Outcome level results. FAO has some accountability, but delivery is the responsibility of all partners – FAO, Members and development partners. FAO can contribute to the changes. • Indicators (SDG indicators) monitored by FAO (using international data sources) and a biennial corporate survey that includes qualitative data to help assess the relevance of FAO's work and identify areas for improvement. Measurement for specific areas of work may also be complemented by bespoke indicators, as necessary.
Impact	<ul style="list-style-type: none"> • Development impacts/long-term Outcomes (Aspirations), 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 does not have control over these high-level, long-term results. There is no attribution of any one entity, it is a collective accountability. • SDG targets and indicators will track global trends at this level and will be monitored by FAO (using international data sources).

⁶ For example, a placeholder has been included under the PPA BP3: *One Health* for an agreed AMR indicator

D. The Four Betters and 20 Programme Priority Areas

31. Programme Priority Areas guide the programmes that FAO will implement under the *four betters* in order to fill critical gaps and put in place the conditions needed to drive the changes that will ultimately contribute to the achievement of the selected SDG targets. The Programme Priority Areas respond directly to the issues and challenges emanating from the Corporate Strategic Foresight Exercise, the Regional Conferences, the Technical Committees, and other formal and informal consultation processes. They represent FAO's comparative advantage as UN specialized agency in contributing to the 2030 Agenda, bringing together FAO's breadth and depth of technical expertise and knowledge.

Figure 4: The four betters



32. Table 3 outlines the 20 Programme Priority Areas proposed in the Medium Term Plan 2022-25.

Table 3: 20 Programme Priority Areas (PPAs)

PPA	Outcome Statement	SDG Targets
BETTER PRODUCTION	<i>Ensure sustainable consumption and production patterns, through efficient and inclusive food and agriculture supply chains at local, regional and global level, ensuring resilient and sustainable agri-food systems in a changing climate and environment</i>	
BP1: Green innovation	Integrated green entrepreneurial and business opportunities, inclusive of small scale and vulnerable producers, created across sustainable crop, livestock and forestry production systems and supported through innovation, technologies and enabling policies	2.3, 2.4, 6.4, 15.2
BP2: Blue transformation	More efficient, inclusive, resilient and sustainable blue food systems promoted through improved policies and programmes for integrated science-based management, technological innovation and private-sector engagement	2.1, 2.2, 14.2, 14.4, 14.6, 14.7, 14.b, 14.c
BP3: One Health	Strengthened and better performing national and international integrated One Health systems for human, animal, plant and environmental health achieved through improved pest and disease prevention, early warning and management of national and global health risks, including AMR	1.5, 3.d, 15.8
BP4: Small-scale producers' equitable access to resources	Enhanced equitable access of small-scale producers and family farmers to economic and natural resources, markets, services, information, education and technologies ensured through improved policies, strategies and programmes	1.4, 2.3, 2.4, 9.3
BP5: Digital agriculture	Accessible digital ICT technologies to enhance market opportunities, productivity and resilience integrated into agri-food systems policies and programmes, with particular focus on ensuring affordable and equitable access of poor and vulnerable rural communities	1.4, 5.b, 9.c, 17.8
BETTER NUTRITION	<i>End hunger, achieve food security and improved nutrition in all its forms, including promoting nutritious food and increasing access to healthy diets</i>	
BN1: Healthy diets for all	The right to adequate food established and transition towards healthy diets for national populations prioritized in integrated institutional, policy and legal environments that ensure and incentivize engagement of consumers and the private sector	1.3, 2.1, 2.2, 3.1, 3.2, 3.4, 12.8, 14.b
BN2: Nutrition for the most vulnerable	Identifying and ending food insecurity and malnutrition for the most vulnerable individuals in all contexts made the specific focus of targeted policies, strategies and programmes developed and implemented by countries	1.3, 2.1, 2.2, 3.1, 3.2
BN3: Safe food for everyone	Integrated, multi-sectoral food safety policies and legislation across national agri-food systems adopted and implemented by governments, and capacities and awareness of value chain operators and consumers enhanced	2.1, 2.2, 3.2
BN4: Reducing food loss and waste	Clear, specific and contextualized roadmaps to prompt and enable all actors in the food supply chain, the food environment and at consumer level to reduce food loss and waste put in place and implemented by governments and intergovernmental organizations	2.1, 2.2, 12.3

PPA	Outcome Statement	SDG Targets
BN5: Transparent markets and trade	Improved market transparency and equitable participation in markets, global value chains and international trade achieved through policy coordination and human and institutional capacities for evidence-based decision-making	2.b, 2.c, 10.a, 17.11
BETTER ENVIRONMENT	<i>Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agri-food systems</i>	
BE1: Climate change mitigating and adapted agri-food systems	Transformation and resilience of agri-food systems to achieve sustainability and Paris Agreement goals enabled through the establishment and implementation of climate-smart agricultural practices, policies and programmes	2.4, 13.1, 13.2, 13.b, 14.3
BE2: Bioeconomy for sustainable food and agriculture	A bioeconomy that balances economic value and social welfare with environmental sustainability promoted through formulation and implementation of integrated evidence-based policies and practices in micro and macro environments, using technological, organizational and social innovations	12.2, 12.4, 12.5
BE3: Biodiversity and ecosystem services for food and agriculture	Biodiversity for food and agriculture maintained and sustainable use, conservation and restoration of marine, terrestrial and freshwater ecosystems, and their services promoted through adoption of targeted policies and practices	2.5, 14.4, 15.1, 15.3, 15.4, 15.6
BETTER LIFE	<i>Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women)</i>	
BL1: Gender equality and rural women's empowerment	Women's equal rights, access to, and control over resources, services, technologies, institutions, economic opportunities and decision-making ensured, and discriminatory laws and practices eliminated, through gender-responsive policies, strategies, programmes and legal frameworks	2.3, 5.4, 5.a, 5.c
BL2: Inclusive rural transformation	Inclusive rural transformation and revitalization of rural areas ensuring equal participation of, and benefits to poor, vulnerable and marginalized groups accelerated through implementation of targeted policies, strategies and programmes	1.1, 8.3, 8.5, 10.1, 10.2, 10.7, 14.b
BL3: Achieving sustainable urban food systems	More efficient, inclusive, resilient and sustainable urban and peri-urban agri-food systems transformation that addresses urban poverty, food insecurity and malnutrition, enables healthy diets and catalyses inclusive and sustainable rural transformation, promoted through the adoption of supportive policies and programmes, and the initiation and scaling-up of actions and investments by national and local stakeholders	1.1, 2.1, 11.a, 12.1
BL4: Agriculture and food emergencies	Countries facing, or at risk of acute food insecurity provided with urgent livelihood and nutrition assistance and, adopting a humanitarian-development nexus and its contribution to a peace approach, their populations equipped with appropriate capacities to better withstand and manage future shocks and risks	1.5, 2.1, 2.2, 2.3, 16.1
BL5: Resilient agri-food systems	Resilience of agri-food systems and livelihoods to socio-economic and environmental shocks and stresses strengthened through improved multi-risk understanding and effective governance mechanisms for implementation of vulnerability reduction measures	1.3, 1.5, 2.4

PPA	Outcome Statement	SDG Targets
BL6: Hand-in-Hand (HIH) Initiative	Agricultural transformation and sustainable rural development accelerated through targeting the poorest and the hungry, differentiating territories and strategies, and bringing together all relevant dimensions of agri-food systems through analysis and partnerships	1.1, 1.2, 2.1, 2.2, 2.a, 10.1, 10.2
BL7: Scaling up investment	Transformation towards sustainable agri-food systems with large-scale impacts on reducing inequalities and eradicating poverty and hunger accelerated through increased public and private investment, and improved capacities to leverage future investments	1.b, 2.a, 10.1, 10.2, 10.b, 17.5

33. *Annex 1* provides a more detailed presentation of the PPAs and their results frameworks, including the main gaps being addressed, how these relate to SDG targets and indicators, how FAO will leverage the accelerators to fast-track progress, principal thematic components, including normative aspects and those relating to FAO's core functions, and key risks and trade-offs.

E. FAO's contribution to the SDGs

34. The 2030 Agenda for Sustainable Development, and the Sustainable Development Goals (SDGs) (Figure 5) are at the centre of the Strategic Framework, thus allowing FAO to use a common language to articulate its mandated targets and respective results achieved across all Organizational levels.

35. The SDGs are central in FAO's overall theory of change, where key SDGs and their indicators are used to promote focus, track progress and express aspirations at the level of medium/long-term outcome/impact.

Figure 5: The Sustainable Development Goals (SDGs)



36. FAO is uniquely placed to directly contribute to the achievement of a number of SDGs organized around FAO's four aspirations (*better production, better nutrition, a better environment and a better life*).

37. Overall, the 20 Programme Priority Areas of the results framework make primary contributions to 15 of the 17 Sustainable Development Goals, encompassing a total of 59 distinct targets and 75 associated indicators. All 26 indicators under 21 targets for which the Organization has custodianship or contributing agency responsibility for measurement, are included. The breakdown of these contributions by *better* is shown in Table 4.

Table 4: SDG targets and indicator summary by better*

	SDG Targets	SDG Indicators	Custodian/ (Contributing) Indicators	SDGs in focus
Better Production	20	24	12 (2)	1, 2, 3, 5, 6 9, 14, 15, 17
Better Nutrition	13	17	5	1, 2, 3, 10 12, 14, 17
Better Environment	14	17	6 (2)	2, 12, 13 14, 15
Better Life	24	32	8 (1)	1, 2, 5, 8, 10, 11, 12 14, 16, 17

**As a number of PPAs share common targets, e.g. SDG 2.1 "End Hunger", the totals exceed the distinct targets and indicators cited in the preceding paragraph.*

38. As can be seen in *Table 4* and *Figure 6*, some SDGs (e.g. SDGs 2 and 14), span across all four of the *bettters*, while a number span several *bettters* - plainly illustrating the interconnected nature of the 2030 Agenda. Nonetheless, certain SDGs are in particular focus in the different *bettters*. For instance, the concentration of contributions under *better production* is under SDGs 1, 2, 14 and 15, with a key strategic contribution to SDG 6 as custodian agency, evidencing the importance of the entire agriculture sector; for *better nutrition*, SDGs 2, 3 and 12 have particular relevance, drawing clearly the link between nutrition, sustainable production and consumption and health; for *better environment*, the prominence of SDGs 12, 13, and 15 in particular highlight the need for sustainability and resilience to climate change in agri-food systems, and natural resource management, conservation and use. *Better life* illustrates its integrative nature, and consequent position at the core of the *bettters* through a relatively balanced and varied set of SDG contributions, including those focused on inclusivity for leaving no one behind, such as SDGs 1, 5, 8 and 10.

Figure 6: The four betters' contribution to the SDGs



39. *Annex 3* further describes FAO's contribution to the SDGs through the Programme Priority Areas under the *four betters*. The *Annex* provides an overview of both primary, or "anchor" PPA contributions depicted in the results framework of *Annex 1* and summarized in *Table 4*; as well as additional SDG contributions, recognizing the interconnected nature of the SDGs. In order to ensure strong coherence and interlinkages across the PPAs, some adjustment to the additional contributions may be required following the further programme articulation and work planning process in the second half of 2021.

F. FAO's reinvigorated business model

40. A clear results chain and architecture is essential to clarify ultimate goals, intermediate milestones and immediate actions, and to provide a clear statement of priorities and value added. The challenge of the 2030 Agenda, however, also requires a shift in working paradigm to ensure the transformational change that is called for. FAO and all UN entities need to re-examine our ways of working to ensure that we are leveraging most effectively our limited resources and taking best advantage of our global knowledge, neutral status, and convening authority. In short, we need to focus both on “doing things right” and on “doing the right things”.

41. A more explicit articulation of FAO's business model together with the strategic narrative, the accelerators and SDG-based results framework are key foundational elements in the Strategic Framework and the theory of change. Taken together, they aim to communicate to Members and external partners - as well as employees - a powerful, motivating message of positive change. FAO's aim is to create an inclusive and agile Organization that is transparent, open, innovative, responsible, effective and impactful, and that serves its Members to achieve the *four betters*.

42. FAO will leverage its comparative advantage as a UN specialized agency to catalyse and contribute to larger coalitions of partners around issues of food, agriculture and agri-food systems to support processes at global, regional, subregional and country level. FAO will shift from a more traditional to a more forward-looking business model promoting science, technology and innovation.

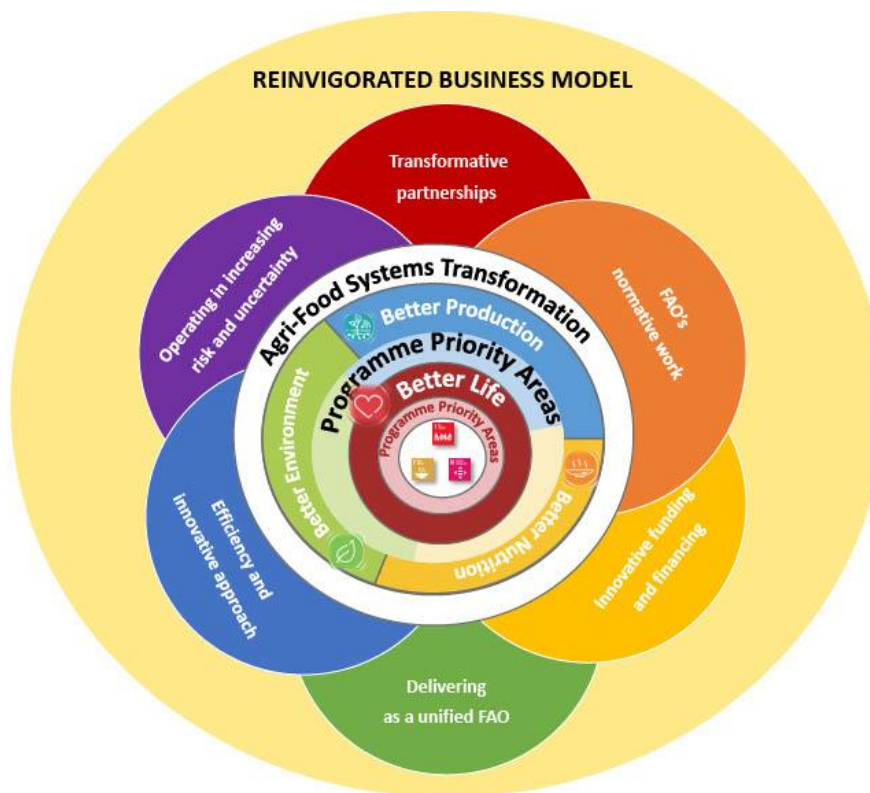
43. To do so, the Organization will adjust its balance of work to better promote enabling other actors, providing a solid information and analytical base in order to attract significant, sustainable investments and take advantage of innovative financing mechanisms. This will mean repositioning FAO's analytical, technical, policy and investment assets to deliver better targeted and more impactful results through partnership-enabled services, bringing together normative and project work in a better focused, programmatic approach.

44. The programmatic approach will ensure the Organization fully leverages its comparative strengths to promote working at scale for greater sustainability and longer-term impact. Such an approach involves aligning the various levels and layers of the Organization around a common vision of objectives to be achieved and means of action to achieve those objectives in response to Members' needs.

45. The improved, programmatic approach will be supported by boosting transformative and expanded partnerships, ensuring optimal leverage of FAO's normative strengths, seeking innovative financing mechanisms and sources to complement its traditional funding modalities, working under a unified vision (One FAO), embracing efficient and innovative approaches, and being prepared for operating with increasing risk and uncertainty, as outlined in the Strategic Framework 2022-31 and shown in *Figure 7*.⁷

⁷ C 2021/7

Figure 7: FAO's reinvigorated business model fit for purpose



46. To ensure that the Organization continues to evolve as an agile enabler of change, FAO is putting in place a Change Management Strategy (CMS) in conjunction with the Strategic Framework, leading to a reinvigorated business model better fit-for-purpose.

PROGRAMME OF WORK AND BUDGET 2022-23

A. Main Features

Approach

47. The Programme of Work and Budget 2022-23 builds on the key foundational elements presented in the Strategic Framework 2022-31 and the Medium Term Plan 2022-25 including the vision around the *four betters* and the results framework with its 20 Programme Priority Areas anchored in the SDGs.

48. The PWB 2022-23 presents a quantification of costs under all sources of funds (net appropriation and extrabudgetary resources) across the budgetary chapters and organizational structure. It also includes a calculation of cost increases, an overview of long-term liabilities and reserve funds, and a draft Conference resolution for approval of the biennial programme of work and the budgetary appropriations.

49. The PWB 2022-23 has been developed around the following principles:

- a) maintain a flat nominal budget, with no change in the level of assessed contributions and net budgetary appropriation compared with 2020-21;
- b) ensure that all increased costs are covered without negatively impacting the technical work of the Organization;
- c) maintain the organizational structure currently in place to accelerate the delivery of effective and demonstrable results;
- d) adjust the budgetary Chapter structure to reflect the strategic narrative, with the first four Chapters representing the *four betters*; and
- e) identify areas of programmatic de-emphasis and realignment, based on developments and guidance received.

Programmatic and budgetary highlights

50. The PWB presents an integrated view of total resource requirements to carry out the Programme of Work comprising two distinct sources of funding. One source of funding is the assessed contributions by Members financing the net appropriation voted by the Conference in the Budgetary Appropriations Resolution. The other main source stems from extrabudgetary contributions provided by Members and other partners on a voluntary basis through direct support to the Organization, or through technical and emergency assistance to governments for clearly defined purposes linked to the MTP.

51. Through the results-based approach, these resources are subject to the same planning and oversight arrangements as a unified work programme. The Council recommends the results frameworks and the level of assessed budget and provides an estimate of extrabudgetary funding to the Conference. The Conference votes the net appropriation to be financed by assessed contributions, and in addition encourages Members to provide the estimated extrabudgetary voluntary contributions to facilitate implementation of the unified programme of work.

Budget level, savings and re-allocations

52. The proposed net appropriation budget for 2022-23 has been maintained at USD 1 005.6 million, the same nominal level as the approved budget for 2020-21. Extrabudgetary contributions are estimated at USD 2.25 billion.

53. Within the flat nominal level of the net appropriation budget, USD 30.6 million has been re-allocated to fund cost increases and high-priority areas. All adjustments are managed through

cost savings and efficiencies without negatively impacting the programme of work, as shown in Table 5.

Table 5: Overview of budgetary savings and re-allocations (USD million)

Budgetary savings and re-allocations		Amount
<i>A</i>	<i>Sources of Funding</i>	
1	Additional support cost recovery under FAO's cost recovery policy	26.3
2	Reduction in Capital Expenditure Facility budget	2.9
3	Reduction in workmonths of new posts	1.4
Total (sources of funding)		30.6
<i>B</i>	<i>Uses of Funding</i>	
1	Cost increases (personnel)	15.5
2	Increase in workmonths of new posts from previous budget	2.0
3	Strengthening in high-priority areas	13.1
Total (uses of funding)		30.6

54. Additional recoveries of USD 26.3 million are estimated for direct and indirect support costs associated with the implementation of trust fund projects (row A1). The new FAO Cost Recovery Policy, gradually introduced starting in January 2018, builds on the Comprehensive Financial Framework for cost recovery, approved by the FAO Council in 2015.⁸ The revised policy is designed to ensure that FAO's costs are correctly measured and distributed among all funding sources, consistent with UN-system policy and UN General Assembly-encouraged principles.⁹ The updated methodology for categorizing and measuring costs ensures that charges closely reflect actual project costs and improves transparency, equitability and accountability to Members and resource partners.

55. The resources for Capital Expenditure have been reduced by USD 2.9 million (row A2) reflecting expected efficiencies arising from less costly ICT investments under current operating models.

56. In line with the lapse factor methodology, new posts proposed in the PWB 2022-23 have been budgeted at reduced workmonths, resulting in lower costs of USD 1.4 million (row A3).

57. The largest item requiring additional resources in 2022-23 is cost increases on personnel costs (row B1) as further outlined in *Section C* and *Web Annex 10*.

58. Additional resources are required to bring new posts approved in 2020-21 up to full funding (row B2).

59. The strengthening in high-priority areas totaling USD 13.1 million (row B3) includes the following (the relevant budgetary Chapter is also indicated):

- a) *The twenty Programme Priority Areas* - USD 4 million in additional non-staff resources to strengthen strategic areas under the PPAs to better promote transformational change (Chapters 1 to 4);
- b) *Office of the Inspector General (OIG)* - USD 1.1 million to further strengthen the investigations function (Chapter 10);

⁸ CL 151/REP and FC 157/10

⁹ UN General Assembly Resolution 67/226; reaffirmed in UN General Assembly Resolution 71/243

- c) *Legal Office (LEG)* - USD 0.5 million to strengthen legal advice in areas that FAO is increasingly exploring such as digital developments and expanded use of new technologies (Chapter 10);
- d) *Ethics Offices (ETH)* - USD 0.3 million to support the increased workload, policy review and outreach, including training (Chapter 10);
- e) *Office of Communications (OCC)* - USD 0.8 million to support multilingualism, including translation of web materials into official languages (Chapter 8);
- f) *Resource Mobilization and Private Sector Partnerships (PSR)* - USD 0.5 million to strengthen compliance function and exercise due diligence in trust fund negotiation (Chapter 8);
- g) *Digitalization and Informatics Division (CSI)*¹⁰ - USD 2.5 million for the digital transformation of FAO, including advancements in the areas of digital public goods, digital workplace, and improvements to ICT Security and corporate ICT infrastructure (Chapter 9);
- h) *Human Resources Division (CSH)* - USD 0.8 million to strengthen recruitment and mobility practices, employee learning and engagement initiatives and for effective insurance contract management as described in the HR Strategic Action Plan¹¹ (Chapter 11);
- i) *Governing Bodies Servicing Division (CSG)* - USD 0.8 million to improve multilingualism, document production, and continued innovations and improvements in procedures, communications and liaison (Chapter 10);
- j) *Logistics Services Division (CSL)* - USD 0.4 million to manage the non-medical insurance needs of the Organization (Chapter 11);
- k) *Miscellaneous general service post realignments and non-staff strengthening* - USD 1.4 million (various Chapters).

Resources for commitments to conventions, treaty bodies, UN cost sharing, and other special needs

60. FAO's funding commitments for various conventions, treaty bodies and intergovernmental arrangements are managed by the head of the relevant technical unit in conjunction with the concerned Secretariat. As shown in *Table 6*, the resources for these commitments are maintained at their current level, totaling USD 24.3 million. The PWB 2022-23 also includes the budgeted contribution of USD 14.1 million to UN cost sharing arrangements.

¹⁰ Formerly IT Services Division (CSI)

¹¹ CL 165/11 paragraphs 15 and 18 and FC 183/4 paragraphs 41 and 42

Table 6: Resources for commitments to conventions, treaty bodies and UN cost sharing (USD million)

	PWB 2020-21 (C 2019/3)	(Further)Adjustments to the PWB 2020-21 (CL 163/3, CL 164/3)	PWB 2022-23 (C 2021/3)
Conventions, treaty bodies and intergovernmental arrangements			
Codex Alimentarius Commission	7.1	7.1	7.1
Joint FAO/WHO food safety scientific advice programme	1.6	2.6	2.6
International Plant Protection Convention	5.9	6.9	6.9
Rotterdam Convention	1.5	1.5	1.5
International Treaty on Plant Genetic Resources for Food and Agriculture	2.0	2.0	2.0
Committee on World Food Security	1.3	1.3	1.3
United Nations Standing Committee on Nutrition	1.0	1.0	1.0
Article XIV Bodies	1.9	1.9	1.9
<i>Subtotal Conventions, treaty bodies and intergovernmental arrangements</i>	<i>22.3</i>	<i>24.3</i>	<i>24.3</i>
UN cost sharing arrangements			
Inter-agency coordination mechanisms (CEB, ICSC, ILOAT, JIU) ¹²	2.2	2.2	2.2
UN security management system (UN-DSS, MAIP)	2.5	2.5	2.5
UN Resident Coordinator System	9.4	9.4	9.4
<i>Subtotal UN cost sharing arrangements</i>	<i>14.1</i>	<i>14.1</i>	<i>14.1</i>
Total	36.4	38.4	38.4

61. As shown in *Table 6*, the increase of USD 1 million each provided in the *Adjustments to the PWB 2020-21* in December 2019 for the Joint FAO/WHO food safety scientific advice programme and the International Plant Protection Convention has been maintained.

Areas of technical de-emphasis and re-orientation

62. In order to effectively support the delivery of the *four betters*, technical units have outlined areas of de-emphasis and re-alignment, within existing resources, arising from reduced demand for some technical areas of work or services and to ensure that the focus is on the Programme Priority Areas.

63. Under the natural resources and sustainable production stream the following areas are identified for de-emphasis and re-orientation:

- a) Research and development on machine-generated irradiation technologies such as x-rays and electron beams will be de-emphasized in favour of R&D activities on determination of irradiation dose and its effects in food irradiated by gamma ray sources.

¹² United Nations System Chief Executives Board for Coordination (CEB), International Civil Service Commission (ICSC), International Labour Organization Administrative Tribunal (ILOAT); Joint Inspection Unit (JIU)

- b) Simple material treatment for mutation induction and analytical services for pesticide residues and soil samplings, as well as technical development in areas related to methodologies for the application and management of agrochemicals such as specific fertilizer and pesticides will be de-emphasized. The emphasis will be shifted to increasing efficiency of mutation breeding, developing greenhouse gas measuring techniques, and food authenticity and traceability for food safety.
- c) The Aquatic Sciences and Fisheries Abstracts (ASFA) work will continue, but with more emphasis under a new business model supported by the ASFA Trust Fund.
- d) Support for the entry into force and implementation of the IMO Cape Town Agreement (CTA) will be de-emphasized, while the promotion of the CTA and related technical discussions will be integrated with extrabudgetary funding for the global capacity development programme on combatting illegal, unreported and unregulated (IUU) fishing.
- e) After completing a global review resulting in the production of FAO Guidelines to prevent and reduce bycatch of marine mammals in capture fisheries, work will be de-emphasized, while focus will be given to supporting the development and release of the PSMA¹³ Global Information Exchange System and the development of a joint global fisheries accident and fatality reporting system.
- f) Publication of the *European Price Report* will be reduced from monthly to quarterly and the Information and Analysis on World Fish Trade (GLOBEFISH) will have a regular monthly publication, while emphasis will be given to building capacity at country or regional level to foster access to global markets by increasing compliance to the applicable frameworks, promotion of digitalization in fish value chain development, and the introduction of blockchain technology in traceability infrastructure.
- g) Aquatic disease outbreak investigations and risk assessments will be re-oriented toward building capacity of national offices to conduct preliminary investigations and to focus on emerging diseases, as well as to developing e-learning courses on aquatic animal health and food safety.
- h) Development of data- and capacity-intensive methods for assessing the state of fisheries and fish stocks will be de-emphasized, as this work is well covered by academic and research institutions, while emphasis will be given to supporting the development and early adoption of data- and capacity-poor methods and approaches.
- i) Following guidance from the Committee on Forestry, the shift from a relatively narrow focus on sectoral issues to cross-sectoral work will continue.
- j) Publications on forestry will continue to be streamlined by focusing on higher-impact publications, while stronger emphasis will be put on increasing the proportion of digital publications.
- k) Work on the alliance for water quality will be de-emphasized, while focus will be given to the programme on fit-for-purpose water quality use in alignment with FAO priorities related to circular agriculture economy, green cities, and One Water One Health.
- l) Following its conclusion at the end of 2020, work on the Kyoto Protocol will be de-emphasized, while work on the Clean Development Mechanism will be refocused to support emerging priorities related to the Paris Agreement and countries' priorities expressed in their Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs).

¹³ Agreement on Port State Measures (PSMA) to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing

- m) Extensive field-level engagements on climate risks and energy will be realigned and scaled down and gradually transferred to decentralized offices, while emphasis will be given to climate-risk data, capacity building and information management for development of GEF and GCF¹⁴ proposals, the Hand-in-Hand Initiative, global knowledge products, and strengthening global and regional partnerships.

64. Under the economic and social development stream the following areas are identified for de-emphasis and re-alignment:

- a) In the area of support to the formulation of agriculture and agro-industry development strategies, based on experience, many developing countries already have strategies in place - at least for the agricultural sector as a whole, or possess sufficient country-level capacities to develop them without much technical assistance, while priority is required to making sector development strategies more focused and to providing guidance on the policies and investments countries must prioritize to achieve their national development objectives.
- b) Following the finalization of corporate frameworks on migration, child labour in agriculture and youth employment, the related activities will be de-emphasized, while focus will be shifted towards supporting their uptake and use by governments and other stakeholders in addressing these thematic areas.
- c) A further update of the set of e-learning courses in decent rural employment sub-thematic areas, including productive work and decent employment, youth employment, child labour in agriculture, and rural migration, as well as their translation into several languages for broader dissemination was completed and the related activities will be de-emphasized.
- d) The updated FAO Gender Equality Policy was finalized, including the revision of minimum standards and related indicators, and relevant activities will be de-emphasized, while focus will shift to supporting the roll-out and monitoring of the Policy.
- e) After the completion of the interagency advocacy document *Rural Women and Girls 25 years after Beijing - Critical Agents of Positive Change*, follow-up activities to the Fourth World Conference on Women will be de-emphasized. Attention will focus on the preparation and the implementation of the Gender Action Plan for the Policy on Gender Equality 2020-2030, which will include short to medium-term gender equality targets, to ensure adequate operationalization and monitoring of progress towards the high-level gender policy objectives.
- f) Work related to the development of cost-effective tools and guidelines to collect agricultural statistics will be refocused toward the development of capacities of national offices to collect data using the methodologies and guidelines developed in the previous biennium.
- g) Emphasis on the manual compilation and validation of FAO data to produce reports on FAO's ODA¹⁵ expenditure will be reduced and will be replaced by an automatized mechanism that will process data directly from FAO systems.
- h) Reduced emphasis will be needed for the methodological development and capacity development on the measure of damage and loss from extreme events in agriculture, considering the work implemented in the two previous biennia that ended in a tested methodology.
- i) After the completion of the methodological work on the development of an extension of the System of Environmental-Economic Accounting to include ecosystems services related to

¹⁴ Global Environment Facility (GEF); Green Climate Fund (GCF)

¹⁵ Official development assistance (ODA)

agriculture, forestry and services, this work will be de-emphasized and shifted to offering capacity development services to country members that require support for its implementation.

Budgetary chapter allocations and sources of funding

Transition from 2020-21 PWB to 2022-23 Proposal

65. The budgetary Chapter structure has been adjusted to align to the results framework, with the first four Chapters of the budget reflecting the *four betters*, as shown below. Under the previous framework, the first five Chapters of the budget reflected the five Strategic Objectives. Objective 6 adjusts to the new cross-cutting areas and accelerators, as reflected in its revised title. The Technical Cooperation Programme (Chapter 7), Functional Objectives (Chapters 8 - 11) and Special Chapters (12 - 14) remain the same, with a minor title adjustment in Functional Objective 9.

Budgetary Chapter structure in 2020-21

- 1 Contribute to the eradication of hunger, food insecurity and malnutrition
- 2 Make agriculture, forestry and fisheries more productive and sustainable
- 3 Reduce rural poverty
- 4 Enable more inclusive and efficient agricultural and food systems
- 5 Increase the resilience of livelihoods to threats and crises
- 6 Technical quality, statistics and cross-cutting themes (climate change, gender, governance and nutrition)
- 7 Technical Cooperation Programme
- 8 Outreach
- 9 Information Technology
- 10 FAO governance, oversight and direction
- 11 Efficient and effective administration
- 12 Contingencies
- 13 Capital Expenditure
- 14 Security Expenditure

Budgetary Chapter structure in 2022-23

- 1 Better Production
- 2 Better Nutrition
- 3 Better Environment
- 4 Better Life
- 6 Technical quality, statistics, cross-cutting themes and accelerators
- 7 Technical Cooperation Programme
- 8 Outreach
- 9 Information and Communications Technology (ICT)
- 10 FAO governance, oversight and direction
- 11 Efficient and effective administration
- 12 Contingencies
- 13 Capital Expenditure
- 14 Security Expenditure

66. To enable a comparison of the 2020-21 biennial resources with the 2022-23 proposal, an ex-post mapping of old Strategic Objective resources to the *four betters* and Programme Priority Areas has been undertaken, based on the area of work supported. *Table 7* shows the resource mapping of the *Further Adjustments to the PWB 2020-21*¹⁶ to the new budgetary chapter structure for 2022-23, where the resources under the five Strategic Objectives and Objective 6 have been mapped to the *four betters* and Objective 6. The small shift of resources into Chapter 6 is due to the

¹⁶ CL 164/3

consolidation of resources for the cross-cutting themes to focus on few, key issues of critical importance to the 2030 Agenda and in support of the strategic narrative. With this logic, resources for the Office of Innovation (OIN), previously budgeted under the Strategic Objectives, are now fully budgeted in Chapter 6. This increase is partially offset by the transfer of resources for the key cross-cutting areas of climate change and nutrition to be explicitly visible in the PPAs with specific accountability to Members.

67. All resource comparison tables between 2020-21 and 2022-23 in the document present the 2020-21 resources re-mapped to the new budgetary chapters, as shown in *Table 7*.¹⁷

Table 7: Resource transition of 2020-21 PWB (CL 164/3) to new budgetary chapter structure (USD thousand)

	Budgetary Chapter	Further Adj. PWB 2020-21	Re-mapping	Further Adj. PWB 2020-21 re-mapped
1	Contribute to the eradication of hunger, food insecurity and malnutrition	85 795		
2	Make agriculture, forestry and fisheries more productive and sustainable	202 407		
3	Reduce rural poverty	66 929		
4	Enable more inclusive and efficient agricultural and food systems	113 766		
5	Increase the resilience of livelihoods to threats and crises	55 823		
1	Better Production			155 224
2	Better Nutrition			130 194
3	Better Environment			96 280
4	Better Life			140 087
1-5	<i>Subtotal</i>	524 720	(2 935)	521 785
6	Technical quality, statistics, cross-cutting themes and accelerators	67 225	2 935	70 160
7	Technical Cooperation Programme	140 788	0	140 788
8	Outreach	72 877	0	72 877
9	Information and Communications Technology (ICT)	36 378	0	36 378
10	FAO governance, oversight and direction	58 836	0	58 836
11	Efficient and effective administration	64 898	0	64 898
12	Contingencies	600	0	600
13	Capital Expenditure	16 892	0	16 892
14	Security Expenditure	22 421	0	22 421
	Total Appropriation (Net)	1 005 635	0	1 005 635

Budgetary chapter allocations

68. *Table 8* presents the proposal for the PWB 2022-23 at the budgetary chapter level. The change in allocation of the flat USD 1 005.6 million net appropriation among budgetary chapters

¹⁷ Regarding resources for the FAO country office network (FAOR), the standing approach of integrating the work of the country offices into the results based framework is maintained (C 2011/3). Under the new budgetary chapter structure, FAOR resources are therefore apportioned to the first four budgetary chapters (the *four betters*).

arises mainly from the impact of the new cost recovery model, the estimated cost increases, and the proposed allocations to areas of priority as set out in this document.

Table 8: Comparison of net appropriation between the 2020-21 biennium and the proposed PWB 2022-23 (USD thousand)

	Budgetary Chapter	Further Adj. PWB 2020-21 (re-mapped)	Change	PWB 2022-23
1	Better Production	155 224	2 335	157 559
2	Better Nutrition	130 194	1 404	131 597
3	Better Environment	96 280	907	97 187
4	Better Life	140 087	2 088	142 175
6	Technical quality, statistics, cross cutting themes and accelerators	70 160	152	70 312
7	Technical Cooperation Programme	140 788	0	140 788
8	Outreach	72 877	(1 529)	71 348
9	Information and Communications Technology (ICT)	36 378	(681)	35 696
10	FAO governance, oversight and direction	58 836	562	59 398
11	Efficient and effective administration	64 898	(2 345)	62 553
12	Contingencies	600	0	600
13	Capital Expenditure	16 892	(2 892)	14 000
14	Security Expenditure	22 421	0	22 421
Total Appropriation (Net)		1 005 635	0	1 005 635

69. Concerning the resources for the *four betters* (Chapters 1 to 4) and Chapter 6, there is a net increase of USD 6.9 million, which is mainly as a result of the increased resources provided to PPAs and the impact of cost increases.

70. Resources for the Functional Objectives (Chapters 8 - 11) decrease by USD 4.0 million arising mainly from additional recoveries under the new cost recovery model. These additional recoveries fully cover the increased resources provided to high-priority areas as described above, as well as offset some of the costs previously funded by the net appropriation.

71. The resources for the Technical Cooperation Programme (Chapter 7) have been maintained at USD 140.8 million, or 14 percent of the net budgetary appropriation, in line with Conference Resolution 9/89 and the recommendation of Conference at its 39th Session.

72. *Annex 5* presents the net appropriation budget by budgetary chapter and region, *Annex 6* by budgetary chapter and organizational unit, and *Annex 7* presents the budget proposal by organizational unit.

Overview of resources planned and sources of funding

73. The PWB proposes a biennial Programme of Work funded from the assessed contributions by Members and an estimate of extrabudgetary voluntary contributions. *Table 9* provides a summary of overall resource requirements for 2022-23 by budgetary Chapter and source of funding, i.e. net appropriation of USD 1 005.6 million funded from assessed contributions by Members and an estimate of extrabudgetary resources.

Table 9: 2022-23 Budget proposal by chapter and funding source (USD thousand)

	Budgetary Chapter	Net appropriation	Extra-budgetary	Total
1	Better Production	157 559	443 791	601 350
2	Better Nutrition	131 597	196 125	327 723
3	Better Environment	97 187	317 502	414 690
4	Better Life	142 175	1 236 550	1 378 724
6	Technical quality, statistics, cross-cutting themes and accelerators	70 312	20 427	90 739
7	Technical Cooperation Programme	140 788	0	140 788
8	Outreach	71 348	6 064	77 412
9	Information and Communications Technology (ICT)	35 696	0	35 696
10	FAO governance, oversight and direction	59 398	10 512	69 910
11	Efficient and effective administration	62 553	19 153	81 706
12	Contingencies	600	0	600
13	Capital Expenditure	14 000	0	14 000
14	Security Expenditure	22 421	0	22 421
	Total	1 005 635	2 250 125	3 255 760

74. The extrabudgetary resources reflect the preliminary estimates for voluntary contributions in 2022-23, comprising 69 percent (USD 2 250 million) of overall resource requirements. The estimates of delivery are based on operational projects that will extend into the next biennium, proposed projects in the pipeline and likely to be approved, prospects based on project ideas and positive contacts with partners, and an analysis of trends.

75. FAO has an increasingly diversified pool of partners, where the traditional OECD-DAC¹⁸ resource partners have remained constant, while emerging donors from the Global South and FAO engagement with international financing institutions (IFIs) and vertical funds have grown and now account for approximately half of the total resources mobilized.

76. Over 95 percent of the extrabudgetary contributions are currently fully earmarked to specific projects, which limits the possibility to allocate resources based on changing needs or underfunded priorities. In order to encourage a programmatic approach and reduce transaction costs, FAO currently makes available to resource partners specialized pooled and funding mechanisms, including the FAO Flexible Multi-partner Mechanism (FMM), the Special Fund for Emergency and Rehabilitation Activities (SFERA), the Special Fund for Development Finance Activities (SDFDA) and the Africa Solidarity Trust Fund (ASTF). In order to achieve greater impact, it is important that the share of funding channelled through these types of mechanisms increases significantly.

77. More than half of the overall forecasted extrabudgetary resources relate to funding of emergency and resilience interventions, to build the resilience of people's livelihoods against a growing number of threats and crises. FAO aims to assist 60 million people annually with emergency and resilience interventions, and through investments in anticipatory action that will reduce humanitarian needs in the future and achieve sustainable development. This is an ambitious target which will require a significant increase of current funding levels.

¹⁸ Organisation for Economic Co-operation and Development (OECD) - Development Assistance Committee (DAC)

78. Climate and environment finance provided through the Global Environment Facility (GEF) and the Green Climate Fund (GCF) represent a growing share of extrabudgetary resources. GEF is a financial mechanism aiming to conserve and sustainably utilize biodiversity, mitigate and adapt to climate change, combat desertification, and remove hazardous agricultural chemicals. A core objective in engaging with the GCF, the primary financial mechanism of the Paris Agreement, is to support Members to invest in sustainability-driven innovations that reduce poverty, hunger and inequality and help Members face the challenges of climate change. GCF projects are specifically designed to help Members deliver their nationally determined contributions (NDCs), ensuring that the FAO-GCF partnership contributes meaningfully to the Agenda 2030. The partnerships with GCF and GEF are fully aligned with the priorities in the Strategic Framework.

Adjustments to the PWB 2022-23

79. The MTP and PWB provide a solid foundation for FAO's programme of work in the 2022-23 biennium. Nonetheless, given that this document has been prepared one year before the start of the biennium, adjustments to the results frameworks and associated resource allocations are foreseen as part of the established process. In the first instance, the Organization will need to reflect relevant decisions and guidance received from the Governing Bodies during the first half of 2021. Furthermore, after Conference-approval of the budget, the more detailed work planning process that will occur across the Organization in the second half of 2021 may necessitate further fine-tuning to programme formulations and resources. These will include any required adjustments to the additional SDG targets to promote coherence and interlinkages across PPAs, as well as to ensure that appropriate indicators are in place to ensure a robust measurement of Outcomes at the end of the MTP period, 2025.

80. Of particular importance, and as signaled in the Medium Term Plan, adjustments to ensure a good flow between the top down and bottom up planning and delivery will arise from the further articulation and refinement of the Programme Priority Areas in close consultation with decentralized offices. The estimated level and distribution of voluntary contributions will also be updated as we move closer to PWB 2022-23 implementation. These changes will be reported in the Adjustments to the PWB 2022-23 for consideration by the Council in December 2021, in line with the established programming and budgeting process.

Regional dimensions

81. FAO integrates its work in the regions with Regional Initiatives (RIs) which serve as a multidisciplinary mechanism to ensure effective country delivery and impact of FAO's work in supporting countries in achieving the SDGs. The Regional Initiatives (RIs) are derived from regional priorities and will be implemented, within the context of the results framework, in close alignment with Programme Priority Areas (PPAs) which share the same SDG targets, and in full consideration of country realities. The 2020 Regional Conferences reviewed the achievements of Regional Initiatives and endorsed their continuation and rearrangement as shown in *Table 10* and further summarized below.

Table 10: Regional Initiatives endorsed by the 2020 Regional Conferences

<p>Africa</p> <ul style="list-style-type: none"> Africa's Commitment to End Hunger by 2025 Sustainable Production Intensification and Value Chain Development in Africa Building Resilience in Africa's Drylands <p>Asia and the Pacific</p> <ul style="list-style-type: none"> Zero Hunger through promotion of sustainable transformation of food and agriculture systems to end poverty and malnutrition Climate Change and enhancement of sustainable management and use of natural resources One Health and control of transboundary animal and plant pests and diseases Interregional Initiative on SIDS Pacific component on food security, nutrition and climate resilience <p>Europe and Central Asia</p> <ul style="list-style-type: none"> Empowering smallholders, family farms and youth, facilitating rural livelihoods and poverty reduction Transforming food systems and facilitating market access and integration Managing natural resources sustainably and preserving biodiversity in a changing climate <p>Latin America and the Caribbean</p> <ul style="list-style-type: none"> Sustainable food systems to provide healthy diets for all Hand in Hand towards prosperous and inclusive rural societies Sustainable and resilient agriculture <p>Near East and North Africa</p> <ul style="list-style-type: none"> Water Scarcity Small-Scale Family Farming Building Resilience for Food Security and Nutrition

82. **Africa:** The current three Regional Initiatives will be maintained, and further refined in the context of the UN Development System repositioning and new initiatives. FAO's work in the region will support countries on mainstreaming SDGs into country strategies, policies, programmes and investment plans; enhancing country support for policy design, implementation, public-private dialogue and building implementation capacities; putting greater focus on cross-sectoral interventions to foster the development of sustainable agri-food systems; mainstreaming gender, nutrition and climate change; promoting youth employment, small- and medium-sized agri-food enterprises, food safety, digital innovations and technologies, partnerships with development finance institutions; and enhancing knowledge management and communications.

83. **Asia and the Pacific:** The overall number of Regional Initiatives in the region will be consolidated into four, as shown in *Table 10*, while ensuring their scope is broadened to address important areas such as the sustainable management of natural resources, including deforestation and sustainable water management and utilization in the region. The previous Regional Initiative on Blue Growth will be incorporated in the expanded Regional Initiative on Climate Change. The expanded Regional Initiatives will provide sharpened support to the Organization's Strategic Framework and countries for achieving the SDGs.

84. **Europe and Central Asia:** The Regional Initiatives will be revised under key priorities of importance for FAO's work across the region. FAO's work in the region will support countries on formulating effective policies, promoting digital innovation and facilitating rural livelihoods, with emphasis on smallholders, women and youth; agri-food system transformation and support in exploring new markets through the alignment of trade, food safety and sanitary and phytosanitary policies to meet WTO¹⁹ commitments and promote value chain development; promoting sustainable natural resource management and facilitating resilience in agriculture, forestry and other land-use sectors, including mitigating and adapting to climate change; and addressing food insecurity and reducing all forms of malnutrition.

85. **Latin America and Caribbean:** The Regional Initiatives will be reformulated as shown in *Table 10* to give emphasis to sustainable agri-food systems, increasing food supply, facilitating physical and economic access to healthy food and healthy consumption patterns; eradicating hunger and extreme poverty, creating new development opportunities in rural areas, promoting sustainable and resilient land and marine ecosystems; and improving farmer, community and ecosystem resilience.

86. **Near East and North Africa:** The Regional Initiatives will be rearranged under the overall umbrella of "Transforming agri-food systems to achieve the SDGs". FAO's work in the region will be implemented in the context of four regional priority areas: transforming rural areas for youth employment; developing agri-food systems for food security and healthy diets; reversing environmental degradation and addressing water scarcity in the context of a rapidly changing climate; and resilience of rural livelihoods.

¹⁹ World Trade Organization (WTO)

B. Improved delivery

87. The Director-General is committed to creating an inclusive and agile Organization that is efficient, transparent, open, innovative, effective and impactful and that serves its Members to achieve the *four betters*. These are key aspects of FAO's reinvigorated, fit-for-purpose business model introduced in the Strategic Framework²⁰ which supports the new theory of change and results frameworks. The reinvigorated business model aims to be transformative and comprehensive, addressing not only what needs to change in terms of approaches, systems and processes, but also by introducing innovative ways of collaborating internally and with external partners, and to manage that change.

88. A comprehensive internal assessment of the Organization is underway to include a well-orchestrated, synchronized and sequenced set of actions and initiatives to achieve the desired changes, and will be further developed into FAO's Change Management Strategy.

89. The main elements to support FAO's improved delivery under the Strategic Framework are described below.

Organizational and management structure

Organizational structure

90. In 2020-21, the Director-General introduced a first set of initiatives for institutional strengthening, in the form of programmatic, managerial and structural adjustments to ensure an organization that is fit-for-purpose, modern, inclusive and agile, while preserving technical capacity to tackle the challenging tasks before us. The FAO Council at its 164th Session welcomed the focus on increasing efficiency, breaking silos and improving flexibility to respond to emerging needs and priorities through innovative approaches.²¹ The new modular and flexible organizational structure is one of the main initiatives.

91. The three elements of the headquarters structure are: (i) *Offices*, which have a cross-cutting function within the Organization; (ii) *Centres*, which have a strong collaboration function with other UN agencies or with international financing institutions; and (iii) *Divisions*, which house FAO's specific technical, economic and social expertise or provide the operational and logistics support to ensure the enabling environment.

92. Key new offices which were introduced in 2020-21, and are helping to pave the way forward under the Strategic Framework, include the Office of Innovation (OIN), the Office of SIDS, LDCs, and LLDCs (OSL), and the Office of SDGs (OSG).

93. The increased budget allocations approved in the *Further Adjustments to the PWB 2020-21* to units in the new structure have been maintained, including for example the increase of USD 8 million for the FAO Investment Centre (CFI), which supports public and private investments in countries through a unique business model involving governments and IFIs. Given the estimated cost of achieving the SDGs of USD 2.5 trillion per year, and the availability of approximately USD 153 billion per year in ODA, it is clear that the bulk of the needed financial resources needs to come from private sector investments, including those made by farmers and other development actors themselves, and through public and private financial investments.

94. No changes are proposed to the organizational structure (*Annex 9*), while three name changes to existing units are proposed for clarity and simplification (OSP, ESP, and CSI).

²⁰ C 2021/7 Section E

²¹ CL 164/REP

95. The internal structures of the decentralized offices are gradually shifting to be more reflective of the way headquarters is organized and an overall review is ongoing, as further described below.

Management structure

96. The current modular organizational structure, which removed the layer of ADG in the supervisory structure, provides a more streamlined reporting line from the divisions, offices and centres directly to a component of the core leadership team, facilitating information flows and senior management insight in operations.

97. The establishment of an “A” and “B” alternate co-oversight and reporting line and the possibility to flexibly modify the reporting arrangement based on the specific skills of the relevant senior manager or to take into consideration workload changes and priorities, increases the senior managers’ supervisory capacity and provides a means to strengthen internal control and avoid control gaps. It embraces a collegial leadership of the Organization and its divisions, centres and offices at headquarters and the decentralized offices.

98. The unified core leadership team with the three DDGs, the Chief Scientist, the Chief Economist and the Directeur de Cabinet supporting the Director-General, creates a platform for close communication, transparent exchange, and collegial decision on issues and initiatives of corporate relevance allowing all to benefit from information flows throughout the Organization on different aspects, including regarding internal control and risk management. This enables better informed decision-making and rapid reaction to managing emerging issues and risks, something which has already been proven very effective during the management of the COVID-19 crisis.

99. The internal control framework remains mostly unaltered, but has been revised to reflect the above-mentioned changes, as required.

Posts overview

100. Post changes arise mainly from the allocations to high-priority areas, as described in paragraph 58. The evolution of budgeted posts by location and category is summarized in *Table 11*, and the post count by grade group and organizational unit is shown in *Annex 8*.

Table 11: Evolution of budgeted posts by location and category

Grade category	Further Adj. PWB 2020-21 (re-mapped)	Change	PWB 2022-23
Headquarters			
Director and above	80	2	82
Professional	856	14	870
General Service	534	(2)	532
<i>Total Headquarters</i>	1 470	14	1 484
Decentralized			
Director and above	51	0	51
Professional	605	1	606
General Service	826	0	826
<i>Total Decentralized</i>	1 482	1	1 483
All Locations			
Director and above	131	2	133
Professional	1 461	15	1 476
General Service	1 360	(2)	1 358
Total All Locations	2 952	15	2 967

Notes: Professional counts in the decentralized offices include 32 officers outposted from headquarters: 1 liaison officer, 21 investment officers, 5 finance officers, 2 legal officers, and 3 field security officers. The 25 junior professional posts are included in the headquarters count.

101. The majority of the post changes stems from additional allocations to high-priority areas, including two new investigation posts in the Office of the Inspector General (OIG), two new professional posts each in Resource Mobilization and Private Sector Partnerships (PSR) and Human Resources (CSH) Divisions, two professional posts each in the Legal Office (LEG) and Governing Bodies Servicing Division (CSG), and one professional post each in the Ethics (ETH) and Communications (OCC) Offices. Some additional re-alignment between professional and general service categories stems from cost-neutral restructurings within units.

102. Two posts have been upgraded from P-5 to D-1 to better reflect their roles and level of responsibilities, namely the IPPC²² Coordinator (NSP) and the Chief of the Security Service (CSLS). The change in the decentralized locations is to regularize the regional gender officer post in the Regional Office for Europe and Central Asia (REU), funded from existing resources, to align it with that of other regional offices.

²² International Plant Protection Convention (IPPC)

103. The transfer of posts between organizational units to better align functions and resources, include the following:

- a) In order to further consolidate the management of closely linked areas of work, the responsibility for the fraud risk and fraud prevention policies (one professional and one GS post) is transferred from DDG Thomas to the Office of Strategy, Programme and Budget (OSP) which already manages FAO's policies on internal control, accountability and risk management. The oversight of relevant policies, including for fraud prevention, remains with the Internal Control Board, chaired by DDG Thomas.
- b) Following the recommendations of the recent evaluation of FAO's private sector partnership strategy,²³ the due diligence team, comprising of two professional posts, is transferred from the Partnerships and UN Collaboration Division (PSU) to the Project Support Division (PSS).
- c) To better harmonize the work across the Organization and improve coordination, FAO's land tenure team, comprising of five professional and two GS posts, is transferred from PSU and integrated in the Inclusive Rural Transformation and Gender Equality Division (ESP).²⁴
- d) To better align senior-level posts, one of the two D-1 posts in PSU is transferred to the Resource Mobilization and Private Sector Partnership Division (PSR) to serve as the Deputy Director.
- e) Following the establishment of the Joint FAO/WHO Centre (CJW) in 2020-21 and to conclude re-alignment of the Codex Alimentarius Commission posts, one additional professional post was transferred from ESF to CJW.
- f) To further consolidate travel-related resources, two professional and one GS post handling travel are transferred from the Finance Division (CSF) to the Logistics Services Division (CSL).

²³ PC 127/2; PC 127/2 Sup.1

²⁴ Formerly Inclusive Rural Transformation and Gender Equity Division (ESP)

Decentralization

104. Following the revamping of the headquarters structure, the Organization is now focusing on ensuring regional and subregional offices are fit-for-purpose to support the country offices and are integrated with headquarters structure to ensure FAO delivers tangible, impactful, and visible results to its Members as One FAO. FAO's five regional offices, ten subregional offices, six liaison offices and 144 country offices constitute a powerful network to deliver core services to Members.

105. In its efforts towards an efficient and modern decentralized network, the Organization has taken a two-pronged approach focusing on: (i) a review of regional structures; and (ii) transformation of the FAO business model for country offices.

106. The review of regional structures is envisioned to mirror the changes introduced at headquarters. It is expected to increase quality, opportunity, and effectiveness of regional work and its support to FAO Representations, and to foster collaboration and break down silos between regional, subregional and national teams and units. Strong cross-continental cooperation is encouraged across the FAOR system to ensure experience sharing among Members.

107. Task force teams consisting of internal (from headquarters, regional or subregional levels) and external experts will be established to respond to specific country-level needs in a comprehensive manner, with task force coordinators situated at regional level and overall task force coordination support provided by subregional levels. The regions will adopt a programmatic approach integrating normative, technical, operational, investment and policy support, assembling multidisciplinary technical groups to improve the quality, efficiency and effectiveness of technical assistance to countries and ensuring coordination with national programmes and institutions.

108. Core Regional Leadership teams will be established, comprised of the ADG/Regional Representative, the two Deputy Regional Representatives (with redesigned roles) and senior staff members that support regional programmes under the Programme Priority Areas and other key priorities of the Strategic Framework. A key focus will be innovation, including innovation in digital technologies, but also innovation in mindset, in new forms of collaboration, in policy-making and in governance.

109. The country office review will focus on ensuring these offices can deliver successfully under the Strategic Framework, position themselves strategically within the UN system in responding collectively to aspirations of countries in the attainment of the SDGs, and fully observe international standards of accountability, internal control and good management to focus the limited resources on the delivery of the critical functions and propose a renewed structure of the country office network to optimize the presence of the Organization at national level.

110. Following the subsidiarity principle, FAO aims to further empower its decentralized offices at regional, subregional and country levels for decision-making over resources and personnel skill mixes by revamping policies to best serve the needs of decentralized structures and field delivery, in order to shift the Organization from a centre-out approach to one driven by demands at country and regional level.

111. The proposed changes in decentralized business processes and approaches will be implemented concomitantly with the Strategic Framework and be reported on through the normal process. Any proposed changes of a budgetary or structural nature will be reported in the Adjustments to the PWB 2022-23 for consideration by the Council in December 2021, in line with the established programming and budgeting process.²⁵

²⁵ Basic Texts, Volume II Part F

Strengthening results based management in FAO

112. Specific initiatives will be identified and implemented within a change management mindset to promote managing for results, *inter alia*: (i) an enhanced monitoring and evaluation system that stresses the importance of organizational learning and includes a set of robust quantitative and qualitative measures to steer and improve performance; (ii) an improved accountability framework that empowers and holds accountable managers and staff for the delivery of results, including the enabling environment, and management of financial resources within the direct control of FAO, while incentivizing a more active risk management and course correction; and (iii) the implementation of needs' assessment, awareness raising and capacity development initiatives to ensure that managers and staff view managing for results as an integral part of their responsibilities and are able to more effectively and efficiently put it into practice in their programmatic work.

Other key areas for efficiency and modernization in FAO's enabling environment

113. In order to ensure a more efficient and modern FAO over the next ten years, the following areas will also receive careful attention and specific strategies have been developed:

- a) *Business Management* - moving towards FAO as a real UN enterprise, in line with findings of external assessments (e.g. MOPAN):²⁶ robust discharge of fiduciary responsibilities, internal control and risk management instruments; upgrading of ERP system taking advantages of technological improvement offered by cloud-based systems, and ensuring an integrated management of information and resources under the key administrative work flows (e.g. budget, finance, HR, project management, procurement, meetings, inventories, etc.) supported by user-friendly dashboards and tools available in all locations; simplified administrative processes supported by automation and digitalization; a new integrated, service-oriented Logistics Services Division for corporate administrative and logistics support to all locations, including post-COVID office premises management; and a further strengthened Shared Services Centre.
- b) *Human Resources* - continue transformation into a knowledge Organization valuing its personnel as its main asset: ensuring qualified and motivated staff; improving learning strategies; increase the ratio of professional to support staff; increased leadership competencies of managers; new organizational culture with great emphasis on youth and diversity; and accountability and zero tolerance for misconduct.
- c) *Digital FAO* - digital transformation through a ten-year, multi-stage roadmap, based on three pillars: (i) digital agriculture, solutions to be used directly in the delivery of Organization's substantive work; (ii) digital workplace, new tools to unify for One FAO and move away from old office-centric ways of working; (iii) digital culture, to help FAO workforce embrace new technologies and tools.
- d) *Governance* - greater transparency and accountability: modernization of Governing Bodies' meetings, with continuous inter-sessional dialogue; enhanced liaison with Members, integration of innovated communication platforms e.g. Members' Gateway, FAO website and mobile applications with continuous attention to multilingualism.
- e) *Communications* - a new strategy matching communication needs in modern age, with multiple media communication beyond simple information sharing and a special focus on social media; FAO.org at the heart of changes, as a partnership platform and the reference website for the general public on food and agriculture matters; strengthen communications capacity at regional and country level.

²⁶ Multilateral Organization Performance Assessment Network (MOPAN)

- f) *Multilingualism* - boost translation delivery to ensure that all important and priority FAO products are translated and made available timely into all official FAO languages; continue to allow and increase the support to translation of useful regional and country products into local languages upon request and with sponsorship; help keep indigenous languages alive by providing necessary support for the translation of key products; escalate and innovate interpretation services and improve communication with FAO's Members.
- g) *Safety, security and health services* - FAO personnel supported in all locations with adequate services to deliver safely including in extreme environments, with appropriate attention to duty of care obligation.

C. Financial and budgetary dimensions

114. The section presents the requirements to fully fund the Programme of Work, including anticipated cost increases, and also sets out requirements to provide for long-term liabilities and reserve funds. A draft Conference Resolution is presented for approval of the biennial Programme of Work and the Budgetary Appropriations funded from assessed contributions.

Overview of anticipated cost increases

115. The cost increase estimates cover the recosting of Regular Programme inputs from 2020-21 to 2022-23 levels to deliver the Programme of Work, namely for personnel, goods and services, and the lapse factor. The methodology, assumptions, and the detailed breakdown of the costs are provided in *Web Annex 10*.

116. The cost increase estimates are developed on a biennial basis from actual cost adjustments that are occurring during the course of the current biennium (*biennialization*), and forecasted adjustments to unit costs that will take effect in the next biennium (*inflation*).

Personnel, goods and services

117. *Personnel services* comprise all staff costs, including salaries, pension fund contributions, dependency allowances, social security, other staff-related entitlements, and after-service benefits for both the professional and general service staff categories. The changes in personnel services costs are derived from the decisions regarding the United Nations common system, as reviewed and determined by the International Civil Service Commission (ICSC) and the United Nations General Assembly, independent verification, and other external factors.

118. *Goods and services* include other non-staff human resources (e.g. consultants), travel, general operating expenses, contracts and other (e.g. furniture and equipment).

119. The total cost increases for personnel services in 2022-23 are estimated at USD 15.5 million equivalent to a 2 percent increase in the biennium, consisting of USD 1.4 million under *biennialization* and an increase of USD 14.1 million for *inflation*.

120. The inflation for *total goods and services* is estimated at USD 4.6 million, assuming the same expenditure pattern as in the last biennium. These costs will be absorbed within the proposed net appropriation through the ongoing efforts to reduce costs building on past and current efficiency and innovative approaches.

121. The evolution of the estimated cost increases for 2022-23 is summarized by input category in *Table 12* and explained below.

Table 12: Summary of cost increases under the net appropriation in 2022-23 (USD million)

	Proposed net appropriation at 2020-21 Cost	Cost increases biennialization	Cost increases inflation	Total cost increases	Proposed net appropriation at 2022-23 costs	Percentage cost increases (biennial)
Personnel Services						
Salaries, Pension Fund Contributions and Allowances	697.3	(3.8)	14.1	10.3	707.6	1.5%
After-service benefits	66.8	5.3	0.0	5.3	72.0	7.9%
Total Personnel Services	764.1	1.4	14.1	15.5	779.6	2.0%
Total Goods and Services	430.1	0.0	0.0	0.0	430.1	0.0%
Corporate and Other Income	(204.1)	0.0	0.0	0.0	(204.1)	0.0%
Budget Level for Net Appropriation	990.1	1.4	14.1	15.5	1 005.6	1.6%

122. *Biennialization* results in a moderate increase of USD 1.4 million reflecting the lower-than-budgeted increase in the professional staff net remuneration, postponement of the place-to-place (cost-of-living) and salary surveys due to the COVID-19 pandemic, appreciation of the US dollar, and the reductions in other allowances and entitlements reflecting the gradual implementation of the revised compensation package since 2016.²⁷

123. *Inflation* estimates for salaries, pension fund contributions and allowances have been calculated at USD 14.1 million. The inflation estimates are based on the lower range of recent Economist Intelligence Unit (EIU) Consumer Price Index (CPI) forecasts in the region or country where FAO has large offices.

124. FAO Governing Bodies have been advised that staff costs are difficult to predict despite the refined information systems used to analyse current cost patterns and quantify trends, which leads to variances from the budgetary estimates prepared in advance for the budget implementation.²⁸ The effort to reduce the personnel costs pursued by the UN system since 2015 contributes to the lower-than-estimated staff costs in 2020-21 and allows for the moderate staff cost inflation in 2022-23.

²⁷ FC 160/10; FC 161/9; FC 164/8 paragraphs 1 and 2; FC 169/10; FC 170/8; FC 173/12

²⁸ FC 113/10

Lapse factor

125. The 2022-23 lapse factor is 1.75 percent for professional and 1.78 percent for general service costs respectively. Compared to the percentages used in 2020-21, the lapse factor has slightly increased for the professional category and decreased for the general service category from 1.52 percent and 1.92 percent, respectively. Given the overall minimal change, the new lapse factor has a marginal impact on staff costs of USD 1 million when applied to all locations.²⁹

126. The Finance Committee at its 175th Session requested the Secretariat to review the feasibility of updating the lapse factor methodology taking into account the latest human resource data.³⁰ The reviewed lapse factor methodology is presented in *Web Annex 10: Cost increase methodology and estimates*.

Elements for improving FAO's financial health, liquidity and reserves

Overview of balances on General and Related Funds

127. The financial health of the Organization can be appraised in relation to three components of the General and Related Funds as follows:

- a) the **General Fund** - reflects the accumulated historical result of all assessments on Members, miscellaneous and other income, offset by cumulative expenditures to execute the Programme of Work;
- b) the **Working Capital Fund (WCF)** - in accordance with Financial Regulation 6.2, the primary purpose of the WCF is to advance monies to the General Fund to finance expenditures pending receipt of assessed contributions to the budget. The WCF can also be used to finance emergency activities not contemplated in the budget;
- c) the **Special Reserve Account (SRA)** - established by Conference Resolution 27/77 in 1977 and expanded by Conference Resolutions 13/81 and 17/89 and further guidance from Conference in 2005,³¹ the SRA protects the Programme of Work against the effects of unbudgeted extra costs arising from adverse currency fluctuations and unbudgeted inflationary trends. The SRA can also advance monies on a reimbursement basis to the General Fund.

128. The balances on General and Related Funds as at 31 December 2019³² are summarized in *Table 13*.

Table 13: Balances on General and Related Funds as at 31 December 2019

	USD million
General Fund (deficit)	(937.6)
Working Capital Fund	25.7
Special Reserve Account	31.5
Total General and Related Funds (deficit) at 31 December 2019	(880.4)

129. The main factors which have contributed to the deficit balance on the General and Related Funds at 31 December 2019 are summarized below.

²⁹ For country and liaison offices, the Conference approved in 2009 the removal of the lapse factor adjustment.

³⁰ CL 161/4

³¹ C 2005/REP

³² FC 180/2

Unfunded past service costs for ASMC and TPF

130. Since 1997 the Organization has progressively recorded an increased value of the past service liability associated with the After-service Medical Coverage (ASMC) plan and the Termination Payments Fund (TPF) as determined by the external actuarial valuation. The total unfunded liabilities reported at 31 December 2019 amounted to USD 928.5 million of which USD 866.0 million related to ASMC and USD 62.5 million related to TPF.

Unbudgeted expenditures

131. In the period since 1998, unbudgeted expenditures totalling USD 59.3 million have not been matched with funding and have contributed to a deterioration of the total General and Related Fund deficit:

- a) Conference Resolutions 7/97 and 3/99 authorized the Director-General to meet redeployment and separation costs over and above the net budgetary appropriations approved for 1998-99 and 2000-01 respectively. The related costs of USD 10.6 million³³ and USD 8.4 million³⁴ were charged to the General Fund;
- b) payments in excess of the amounts determined by the actuarial valuation for the Termination Payments Fund (TPF) amounting to USD 9.4 million³⁵ in 2002-03; USD 2.9 million in 2004-05;³⁶ and USD 8.2 million in 2006-07³⁷ were charged to the General Fund without matching funding;
- c) unbudgeted current service costs of USD 13.4 million (*C 2009/5A footnote 6*) for ASMC were charged to the General Fund without matching funding in 2006-07; and
- d) a charge of USD 6.4 million (*C 2009/5A footnote 6*) was made against the Special Reserve Account in 2006-07 for a portion of the unforeseen headquarters general service salary increase.

Requirements to stabilize the General Fund deficit

132. As reported in previous biennia, unless significant measures are adopted by the governing bodies to address unfunded liabilities, the accumulated deficit under the General Fund will continue to deteriorate.

Funding After-service Medical Coverage past service liability

133. The ASMC past service liability represents the Organization's share of the cost of medical insurance claims that it is required to pay on behalf of retirees over their expected remaining lifetimes based on their past services with FAO. It should be distinguished from current service cost,³⁸ which is a standard component of staff costs and is covered in each biennium's Regular Programme budgetary appropriations. The total unfunded ASMC liability reported at 31 December 2019 amounted to USD 866.0 million.

134. FAO's ASMC past service liability has never been met from the budgetary appropriations or the Programme of Work. Whilst the PWB provides funding for the current service costs (i.e. the amounts which will be earned by staff members during the current biennium), there is only a partial funding mechanism to fund that part of the liability earned by staff members in prior periods (i.e. the past service liability). Beginning with the 2004-05 biennium and through the 2016-17 biennium,

³³ C 2001/5, note 11

³⁴ C 2003/5, note 10

³⁵ C 2005/5A, note 10

³⁶ C 2007/5A, note 9

³⁷ C 2009/5A, footnote 6

³⁸ The current service cost arises each year as active staff members provide their services in exchange for these benefits to be paid in the future.

the Conference approved separate additional assessments on Members towards funding the ASMC past service liability. No separate additional assessments were approved by the Conference for the 2018-19 and 2020-21 biennia.

135. In its regular review of this matter, the Finance Committee has consistently highlighted that the underfunding of After-service Medical Coverage liabilities was an issue facing all United Nations System Organizations and has emphasised the importance of adopting a common approach to address it amongst the members of the United Nations Common System.³⁹

136. In light of the ongoing review and discussion of this matter by both FAO's administration and the United Nations Common System, it is recommended to reinstate the approach previously followed of approving partial funding of USD 14.1 million towards the After-service Medical Coverage past service liability as a separate additional assessment for the biennium.

Funding Termination Payments Fund past service liability

137. Termination payments are the end of service payments, including accrued annual leave, repatriation grant, termination indemnities and cost of repatriation travel that will arise when staff members separate from the Organization. The liability at any point of time reflects an actuarial estimate of amounts earned by existing staff members. The total unfunded Termination Payments Fund (TPF) liability reported at 31 December 2019 amounted to USD 62.5 million.

138. Whilst the PWB provides funding for the current service costs (i.e. the amounts which will be earned by staff members during the current biennium), there is no funding mechanism to fund that part of the liability earned by staff members in prior periods (i.e. the past service liability). This unfunded past service liability has never been met from the budgetary appropriations or the Programme of Work.

139. Given the emphasis to date on identifying measures to address the more significant unfunded past service liability for After-service Medical Coverage and the ongoing review and discussions on that matter, no incremental funding is requested to address the unfunded TPF liability in the 2020-21 biennium.

Requirements to address liquidity shortages

140. FAO continues to remain vulnerable to the timing of payments of major contributions and the Organization's recourse to external commercial borrowing to cover liquidity shortfalls during 2005, 2006 and 2007 was preceded by the full utilization of the Working Capital Fund (WCF) plus any available balance of the Special Reserve Account (SRA). This section quantifies the amounts to be considered for a one-time replenishment of the WCF and SRA reserves.

Replenishment of Working Capital Fund

141. The current authorized level of the Working Capital Fund was established in 1991 when it represented approximately one month of Regular Programme cash outflow. This level of USD 25.7 million is insufficient to cover even one month of current cash outflow (approximately USD 45 million). Preservation of the WCF at its authorized level means there is a risk of external commercial borrowing to deliver the approved programme of work.

142. An increase of the WCF from the currently authorized level of USD 25.7 million to at least one-month's Regular Programme cash flow (USD 45 million) would enable mitigation against potential vulnerability of the Organization with respect to delays in payments of Members. Similarly, an authorized level covering two months' cash flow (USD 90 million) would provide a superior safety net. Given the continued vulnerability that the Organization experiences with respect to delays in the payments of Members, it is recommended in this PWB that there be a one-time assessment on Members of USD 19.2 million to bring the WCF to USD 45 million.

³⁹ CL 160/4, paragraph 8.d)

Replenishment of Special Reserve Account

143. The authorized level of the SRA was set at 5 percent of the subsequent biennium budget by Conference Resolution 13/81 (equivalent to USD 50.3 million in the 2020-21 biennium), although it has not been replenished since 1991. The actual balance was USD 31.5 million at 31 December 2019.

144. Based on the historical analysis of charges to the SRA carried out in 2014⁴⁰ and in particular since the implementation of split assessments, the present balance of the SRA is considered adequate to cover the risks of unbudgeted costs due to inflationary factors and to cover foreign exchange gains and losses which have a cash impact on the Organization's reserves. No funding request to increase the SRA is therefore presented in this PWB.

Summary requirements

145. This section provides an overall view of the funding requirements to execute the 2022-23 Programme of Work under all sources of funds; the requirements to tackle the financial health, liquidity situation and reserves; and how the funding requirements for the Programme of Work would impact on future financial commitment of Members.

Funding requirements for Programme of Work

146. The PWB presents an integrated view of total resource requirements to carry out the Programme of Work, in the form of assessed contributions to fund the net budgetary appropriation, and estimated extrabudgetary resources from voluntary contributions, as summarized in *Table 14*.

147. For the *net budgetary appropriation*, the starting point is the 2020-21 level of USD 1 005.6 million. As explained in *Section A*, the PWB 2022-23 maintains a flat nominal budget, with no change in the level of assessed contributions and net budgetary appropriation compared to 2020-21. This has been possible as a result of reinvesting identified savings to cover increased costs. In particular, savings from increased cost recoveries on extrabudgetary projects (USD 26.3 million), reduction in requirements for future Capital Expenditure investments in ICT infrastructures and systems (USD 2.9 million), and costing of new posts for only part of the biennium (USD 1.4 million) were reinvested to cover estimated cost increases for personnel for 2022-23 (USD 15.5 million), reinstatement of full cost of budgeted posts created in the 2020-21 biennium (USD 2 million), and other high-priority areas (USD 13.1 million).

148. Therefore, the total proposed net budgetary appropriation level to be funded from assessed contributions in 2022-23 is USD 1 005.6 million, with a *zero percent* increase over the 2020-21 net budgetary appropriation.

149. The level of *extrabudgetary resources* reflects the delivery estimates of voluntary contributions of USD 2.25 billion in 2022-23. This comprises estimated voluntary contributions provided by Members and other partners through direct support to the Organization, or through Trust Funds to provide technical and emergency assistance to governments for clearly defined purposes linked to the Programme of Work.

⁴⁰ FC 154/5, paragraphs 14 to 16

Table 14: Cumulative funding requirements in 2022-23 for the Programme of Work

Programme of Work	(USD million)
Requirements under the net appropriation	
Budgetary requirements at 2020-21 cost levels	1 005.6
<i>Incremental requirements</i>	
Cost Increases (personnel)	15.5
Full cost of new posts created in 2020-21	2.0
High-priority areas	13.1
<i>Sources of funding</i>	
Additional support cost recovery	(26.3)
Reduction in Capital Expenditure Facility budget	(2.9)
Reduction in workmonths of new posts	(1.4)
Programme of Work net budgetary appropriation for 2022-23 at 2022-23 cost levels	1 005.6
Percent change in net appropriation	0%
Total requirement under voluntary contributions	2 250.1
Total integrated Programme of Work in 2022-23	3 255.8

Improving financial health, liquidity and reserves

150. The requirements to improve FAO's financial health, liquidity and reserves are summarized as follows:

- a) reinstate the approach previously followed of partial funding of USD 14.1 million towards the After-service Medical Coverage past liability as a separate additional assessment for the biennium in light of the ongoing discussions on the recurring incremental requirements to address staff-related liabilities; and
- b) one-time assessment on Members of USD 19.2 million to bring the Working Capital Fund to the level of at least one month Regular Programme cash flow (USD 45 million).

Impact on assessments of funding requirement under the programme of work

151. As in past biennia, the assessed contributions in 2022-23 will be based on the biennial net appropriation plus any other agreed funding to restore the financial health of the Organization. The impact on assessments of the net appropriation funding requirement for the Programme of Work is outlined below.

152. In calculating Members' assessed contribution, Financial Regulation 5.2(a) foresees that the resolution on the Budgetary Appropriation should include a deduction for estimated Miscellaneous Income. The Miscellaneous Income estimate for 2022-23 is set at the same level as in 2020-21, USD 5.0 million.

153. The overall 2022-23 funding requirement for the budget funded from assessed contributions after deduction of miscellaneous income amounts to USD 1 000.6 million, representing a zero percent increase in the level of net appropriation assessments compared with the present biennium.

154. Under the split assessment methodology adopted by Conference Resolution 11/2003,⁴¹ contributions to the budget shall be assessed partly in US dollars and partly in Euro, in accordance with the estimated expenditures in each of these currencies. The split assessment methodology was put in place to reduce the operational currency risk to the Organization by matching contributions to

⁴¹ Financial Regulation 5.6 refers.

the two main currencies of expenditure, thereby shielding the Organization from exchange rate fluctuations.

155. Based on past and expected expenditure patterns, the Organization has estimated the expected expenditure in US dollar and Euro for 2022-23 will not change from 2020-21. The Organization receives and spends contributions in these two currencies, using hedging techniques to manage marginal differences and expenditure in non-dollar and non-euro linked currencies.

156. *Table 15* reflects the overall impact on assessments of the proposed 2022-23 budget, compared with the approved US dollar and Euro contributions for 2020-21. It demonstrates that there are no changes in the assessments.

Table 15: Assessed contributions from Members in 2020-21 and 2022-23

Biennium	Funding Level for	USD million at EUR 1=USD 1.22	Assessments due (in USD million)	Assessments due (in Euro million)
2020-21	Implementation of Programme of Work funded from assessed contributions	1 005.6	546.4	376.4
	- Less Miscellaneous Income	(5.0)	(5.0)	0
Total Assessments paid by Members in 2020-21		1 000.6	541.4	376.4
2022-23	Implementation of Programme of Work funded from assessed contributions	1 005.6	546.4	376.4
	- Less Miscellaneous Income	(5.0)	(5.0)	0
Total Assessments proposed to Members in 2022-23		1 000.6	541.4	376.4
Percent difference from 2020-21		0%	0%	0%

157. The budget rate of exchange of the 2022-23 biennium, Euro 1 = USD 1.22, has been used in *Table 15* to restate the Euro assessment in US dollars as the functional currency of the Organization,⁴² and it is proposed to maintain this rate for 2022-23. The level of the budget rate of exchange has no effect on the level of assessed contributions in US dollars and Euros, nor on the operations of the Organization. It only affects the nominal restatement of the Euro portion of the assessments in US dollars to derive the level of the net appropriation stated in US dollars. The use of a constant budget rate of exchange facilitates the comparison of the budgetary appropriations,⁴³ in particular with regards to the PWB 2022-23 proposal that maintains a flat nominal budget.

⁴² Financial Regulation 3.2 and 11.4

⁴³ For example, UNESCO has adopted the use of constant or fixed USD to EUR exchange rate since 1996 to facilitate the comparison of the regular budget from one biennium to another.

DRAFT RESOLUTION FOR ADOPTION BY THE CONFERENCE

RESOLUTION _/2021

Draft budgetary appropriations 2022-23**THE CONFERENCE,**

Having considered the Director-General's Programme of Work and Budget;

Having considered the proposed total net appropriation of USD 1 005 635 000 for the financial period 2022-23 at the 2020-21 rate of EUR 1 = USD 1.22, which assumes US dollar and Euro expenditure equal to USD 546 399 000 and EUR 376 423 000;

Having considered that the above net appropriation remains equivalent to USD 1 005 635 000 at the same budget rate of EUR 1 = USD 1.22 established for 2022-23 after translation of the EUR portion;

1. **Approves** the Programme of Work proposed by the Director-General for 2022-23 as follows:

a) Appropriations are voted at a rate of EUR 1 = USD 1.22 for the following purposes:

	USD
Chapter 1: Better Production	157 559
Chapter 2: Better Nutrition	131 597
Chapter 3: Better Environment	97 187
Chapter 4: Better Life	142 175
Chapter 6: Technical quality, statistics, cross-cutting themes and accelerators	70 312
Chapter 7: Technical Cooperation Programme	140 788
Chapter 8: Outreach	71 348
Chapter 9: Information and Communications Technology (ICT)	35 696
Chapter 10: FAO governance, oversight and direction	59 398
Chapter 11: Efficient and effective administration	62 553
Chapter 12: Contingencies	600
Chapter 13: Capital Expenditure	14 000
Chapter 14: Security Expenditure	22 421
Total Appropriation (Net)	1 005 635 000
Chapter 15: Transfer to Tax Equalization Fund	117 422 000
Total Appropriation (Gross)	1 123 057 000

b) The appropriations (net) voted in paragraph (a) above minus estimated Miscellaneous Income in the amount of USD 5 000 000 shall be financed by assessed contributions from Member Nations of USD 1 000 635 000 to implement the Programme of Work. Such contributions shall be established in US dollars and Euro and shall consist of USD 541 399 000 and EUR 376 423 000. This takes into account a split of 54% US dollars and 46% Euro for the appropriations (net) and of 100% US dollars for Miscellaneous Income.

c) An additional amount of USD xxx shall also be financed by assessed contributions from Member Nations to fund the After-service Medical Coverage (ASMC) past service liability. The

contributions shall be established in US dollars and Euro, taking into account a split of 33% US dollars and 67% Euro, and shall therefore amount to USD xxx and EUR yyy.

- d) The total contributions due from Member Nations to implement the approved Programme of Work and to fund the amortization of ASMC shall amount to USD xxx and EUR yyy. Such contributions due from Member Nations in 2022 and 2023 shall be paid in accordance with the scale of contributions adopted by the Conference at its Forty-Second Session.
 - e) In establishing the actual amounts of contributions to be paid by individual Member Nations, a further amount shall be charged through the Tax Equalization Fund for any Member Nation that levies taxes on the salaries, emoluments and indemnities received by staff members from FAO and which are reimbursed to the staff members by the Organization. An estimate of USD 8 000 000 has been foreseen for this purpose.
2. **Encourages** Members to provide voluntary contributions in support of the implementation of the Strategic Framework through the integrated Programme of Work.

(Adopted on _____ 2021)
















Annex 1: Results Framework 2022-25

Chapter 1: Better Production







BETTER PRODUCTION

Ensure sustainable consumption and production patterns, through inclusive food and agriculture supply chains at local, regional and global level, ensuring resilient and sustainable and agri-food systems in a changing climate and environment

BP1: Green Innovation	  
BP2: Blue Transformation	 
BP3: One Health	  
BP4: Small-Scale Producers' Equitable Access to Resources	  
BP5: Digital Agriculture	    

BP1: Green Innovation	
Gap	Global agricultural production must increase by at least 40 percent by 2050 with limited resources to cover expected food needs; yet, current agricultural production systems lack integration, optimization, diversification and innovation, while relying on intensive use of agricultural inputs and natural resources. Current systems are thus on an unsustainable trajectory for meeting future food, fiber and fuel demands while maintaining natural resources and, at the same time, they fall well short of their potential for economic and livelihood opportunities
Outcome	Integrated green entrepreneurial and business opportunities, inclusive of small-scale and vulnerable producers, created across sustainable crop, livestock and forestry production systems and supported through innovation, technologies and enabling policies
SDG targets	<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>6.4 By 2030, substantially increase water use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p>
SDG Indicators	<p>2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size</p> <p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status</p> <p>2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture</p> <p>6.4.1 (custodian) Change in water-use efficiency over time</p> <p>6.4.2 (custodian) Level of water stress: freshwater withdrawal as a proportion of available freshwater resources</p> <p>15.2.1 (custodian) Progress towards sustainable forest management</p>

BP1: Green Innovation	
 Accelerators	<p>Technology: Technological innovations for increased up-scaling and use of productivity-enhancing green innovations (e.g. high-quality seeds, breeds, feeds, environmental fertilizers, energy, water and resilient crop and livestock health), as well as climate-smart cropping, livestock and forestry systems and sustainable protection technologies and delivery tools</p> <p>Innovation: Optimize crop production systems, improve the efficient use of resources as crops and livestock, and strengthen the management of soils, water, forests and agroforestry systems</p> <p>Data: Collection, analysis and dissemination of relevant data/information at disaggregated territorial level for crops, livestock and forestry with linkage to the Hand-in-Hand Initiative (HIH) geospatial platform</p> <p>Complements: Promote evidence-based policy dialogue and governance (institutional and political economy) analysis that incentivize uptake of green innovations, set sustainability standards, and develop markets for sustainable products; this includes improved access to enabling environments for innovators to access knowledge, financial services, markets and opportunities for value addition and investments; leverage HIH Platform and employ tools for analyzing policy interactions and trade-offs</p>
Key thematic components	<ul style="list-style-type: none"> • Green production innovation: green production systems and practices, green agricultural inputs and greener, more productive processes • Green transformation support through integration, demonstration and dissemination • Green policies for an enabling environment: green policy formulation and enabling environments for implementation of green innovation • Enhance crop production and protection systems (e.g. tropical, drylands and urban/peri-urban agriculture) with high quality, productivity, efficiency and diversity through geographical indications (GI) • Improve resource use efficiency in livestock (including insect) production and health through GI • Optimize the sustainable use of forests for agricultural productivity and income generation
 Normative aspects	<ul style="list-style-type: none"> • Second Global Plan of Action (Second GPA) for Plant Genetic Resources for Food and Agriculture (PGRFA) • Global Programme on Sustainable Dryland Agriculture • World Information and Early Warning System (WIEWS) on Plant Genetic Resources for Food and Agriculture (PGRFA) and the Domestic Animal Diversity Information System (DAD-IS) • International Plant Protection Convention (IPPC) • Global Action for Fall Armyworm Control • Global assessment of the contribution of livestock to food security, sustainable agri-food systems, nutrition and healthy diets • Secretariat of the Advisory Committee on Sustainable Forest-based Industries
 Core function strategy	<ul style="list-style-type: none"> • Transforming data and intelligence systems, including statistics and data collection on agricultural production, land use and tenure, resource use, and rural/urban household livelihood profiles, as well as their linkage to the HIH Platform for advanced geospatial modelling and analytics • Norms and standards through intergovernmental forums (e.g. Committee on World Food Security (CFS), Committee on Agriculture (COAG) and its Sub-Committee on Livestock) • Governance and policy dialogue will play a central role in creating an enabling environment and scaling up GIs • Capacity development for upscaling green production practices and integrated approaches • Partnerships and catalyzing coalitions to put GIs and strategies in practice for improved productivity and sustainability • Practices and technologies tailored to smallholders, including digital tools
 Trade-Offs	<p>Depending on the target ecosystem (e.g. tropical, dryland and urban/peri-urban agriculture), production systems (e.g. crop, livestock and forestry) and geography, potential trade-offs exist between short-term economic profitability and environmental sustainability</p>

BP1: Green Innovation**Risk/mitigation****⚠ Risks:**








1. Insufficient resources and uptake of appropriate technologies and innovations due to limited accessibility, organizational capacity and economic incentives
2. Limited market demand for green technologies, also due to conflictual food and agricultural incentives and subsidies

🌈 Mitigation:


1. Identify and engage relevant stakeholders at all stages, to ensure buy in and capacity development, and support business risk management
2. Work with governments and other partners to develop appropriate policy support and incentive schemes



BP2: Blue Transformation	
Gap	Transformed blue food systems can provide humanity with a significant proportion of the nutritious food and resilient livelihoods required to meet the 2030 Agenda for Sustainable Development, but their potential is either underdeveloped (e.g. for aquaculture and post-harvest) or threatened (e.g. for sustainable fisheries)
Outcome	More efficient, inclusive, resilient and sustainable blue food systems promoted through improved policies and programmes for integrated science-based management, technological innovation and private-sector engagement
SDG targets	<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</p> <p>14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics</p> <p>14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation</p> <p>14.7 By 2030, increase the economic benefits to small island developing States (SIDS) and least developed countries (LDCs) from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism</p> <p>14.b Provide access for small-scale artisanal fishers to marine resources and markets</p> <p>14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS,⁴⁴ which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want</p>
SDG Indicators	<p>2.1.1 (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p> <p>2.2.2 Prevalence of malnutrition</p> <p>14.2.1 Number of countries using ecosystem-based approaches to managing marine areas</p> <p>14.4.1 (custodian) Proportion of fish stocks within biologically sustainable levels</p> <p>14.6.1 (custodian) Degree of implementation of international instruments aiming to combat IUU fishing</p> <p>14.7.1 (custodian) Sustainable fisheries as a proportion of GDP in SIDS, LDCs</p> <p>14.b.1 (custodian) Legal frameworks which recognizes and protects access rights for small-scale fisheries</p> <p>14.c.1 (contributing) Number of countries making progress in ratifying, accepting and implementing through legal, policy and institutional frameworks, ocean-related instruments that implement international law, as reflected in the United Nation Convention on the Law of the Sea, for the conservation and sustainable use of the oceans and their resources</p>

⁴⁴ United Nations Convention on the Law of the Sea (UNCLOS)




BP2: Blue Transformation	
 Accelerators	<ul style="list-style-type: none">  Technology: Technical innovations for productivity and ecosystem protection throughout value chains, including capture, production and food processing  Innovation: Innovative policies and practices, including digital solutions for production, market transparency and enhancement of consumer information systems and integrated blue economy planning  Data: Enhanced disaggregated data collection with multidimensional fishery and aquaculture--related data available through the Hand-in-Hand Initiative geospatial platform, other alternative sources and existing data systems  Complements: Capacity development for data-poor management systems, including climate change adaptations; break the technological divide through extension services and South-South and Triangular Cooperation; enhance value chains through policy coherence and capacity support
Key thematic components	<ul style="list-style-type: none"> • Component 1: ensure a growing contribution of aquaculture to sustainable agri-food systems, alleviates poverty and generates income for farmers, including youth • Component 2: transform and upgrade fish value chains to reduce loss and waste, promote transparency, stimulate sustainability, increase benefits and food distribution • Component 3: build transformative and innovative fisheries management systems through an Ecosystems Approach to Fisheries, particularly in data-poor regions
 Normative aspects	<ul style="list-style-type: none"> • Code of Conduct for Responsible Fisheries and related technical guidelines • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • Port State Measures Agreement (PSMA), UN Fish Stocks Agreement, Compliance Agreement • Ecosystem Approach to Fisheries (EAF) and Aquaculture (EAA) • FAO Strategy on Biodiversity Mainstreaming across Agricultural Sectors • Vision and Strategy for FAO's Work in Nutrition • Addressing the Climate Change and Poverty Nexus • UN Decade on Ecosystem Restoration, UN Decade of Ocean Science, International Year of Artisanal Fisheries and Aquaculture • Regional fisheries bodies; Regional fisheries management organisations
 Core function strategy	<ul style="list-style-type: none"> • Statistical services: collection, curation and analysis of aggregated and disaggregated production, consumption and trade data for blue systems; assessment and analysis of food security and nutrition trends and impacts on communities and households • Lead policy dialogues and processes with FAO Members and regional organizations, private sector and civil society to implement or develop normative instruments, particularly the Code of Conduct for Responsible Fisheries and associated instruments, including PSMA, SSF Guidelines, VGCDs,⁴⁵ VGGT and others • Capacity development for data-poor management methodologies and data collection systems, novel management practices, ecosystems-based approaches, blue economy planning, extension services to facilitate technology and knowledge transfer, and stakeholder participation in decision-making • Establish partnerships and catalyze coalitions, including with civil society, the private sector and investment partners to escalate transformation • Advocacy that highlights and promotes socio-economic and environmental benefits from sustainable production of food from blue systems





⁴⁵ Voluntary Guidelines for Catch Documentation Schemes (VGCDs)





BP2: Blue Transformation	
 Trade-Offs	<p>Sustainable food production requires management trade-offs, which depend on the Programme focus in each country or region. Expected trade-offs include those between food production and other blue economic sectors (e.g. energy and tourism), between aquatic and land based agri-food systems (e.g. agriculture), and between overall ecological, social and economic outcomes. The Programme facilitates participatory prioritization processes that consider latest science, traditional knowledge and the precautionary approach to evaluate and assess trade-offs</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Expectations for global aquaculture growth overestimate potential and inputs cannot keep up with production demand which may lead to insufficient biosecurity and disease control 2. Climate change impacts and ecosystem degradation restrict production capacity. Climate change impacts reduce sustainability of stocks; ecosystem restoration and targeted protection fails to improve ecosystem status <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Support regulatory frameworks and monitoring programmes as well as development of capacity feasible technologies specific to country realities 2. Apply climate-adapted Ecosystem Approaches focused on flexible and proactive management arrangements that foster social-ecological and environmental resilience







BP3: One Health	
Gap	Increasing losses to production and adverse health effects caused by the spread of biological threats, including zoonotic infections of pandemic potential and antimicrobial resistance (AMR) in the crop, animal and aquaculture sectors
Outcome	Strengthened and better performing national and international integrated One Health systems for human, animal, plant and environmental health achieved through improved pest and disease prevention, early warning and management of national and global health risks, including AMR
SDG targets	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters 3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks 15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
SDG Indicators	1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies 3.d.1 International Health Regulations (IHR) capacity and health emergency preparedness 15.8.1 Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species [+AMR Indicator]
 Accelerators	<ul style="list-style-type: none"> 🔧 Technology: Accelerating uptake of technical innovations and biosecurity guidance to curb pest and disease losses 🚀 Innovation: Innovative, digital solutions for expansive scaling-up of engagement, addressing inequalities in health systems through an integrated One Health approach 📊 Data: Multiple-source surveillance information system at the territorial level, integrated with the Hand-in-Hand Initiative geospatial platform to better target actions and support user-level decisions 🔗 Complements: Governance (institutional and political economy) analysis to improve One Health governance, global to national; improved food chain monitoring for health and safety; systems-based training and focused capacity development; enhanced science-policy interface
Key thematic components	<ul style="list-style-type: none"> • Integrated information systems (on animal and plant pests and diseases) • One Health and biosecurity human capital and resilience building • Preventing the next pandemic through a One Health approach • Emergency operations against transboundary plant pests and animal diseases • Transforming access to biosecurity and best-practice guidance • Health systems performance in sanitary and phytosanitary measures (SPS) standards for better trade and food security • Antimicrobial resistance: addressing AMR in the agriculture, fisheries and environment sectors
 Normative aspects	<ul style="list-style-type: none"> • Joint FAO-OIE-WHO⁴⁶ Global Early Warning and Response System (GLEWS) for Major Animal Diseases, including Zoonoses, FAO Desert Locust Information Service (DLIS), FAO-WHO International Food Safety Authorities Network (INFOSAN) • Rotterdam Convention • International Plant Protection Convention (IPPC), Codex Alimentarius (“Food Code” for food safety) • Global Action Plan on Antimicrobial Resistance, and Tripartite Zoonoses Guide • FAO-OIE Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs) • FAO Good Emergency Management Practices (GEMP)

⁴⁶ World Organisation for Animal Health (OIE); World Health Organization (WHO)

BP3: One Health	
 Core function strategy	<ul style="list-style-type: none"> • Data services for One Health decision-making: global pest, disease and health data systems on animal and plant pests and diseases for epidemic management and investment decisions in national health systems • Norms and standards development in SPS areas, biosecurity and health security systems (with SPS performance, including plant health) • Governance (including arrangements with the UN system, as well as non-UN partnerships) in the One Health/ecosystem services and biodiversity interface, and with FAO Members regarding measuring performance of health systems and AMR progress, and with international conventions on plant protection (IPPC) and food safety standards (Codex Alimentarius) • Capacity development for One Health and biosecurity implementation, through digital tools and partnerships, with innovative extension and adult learning for national human capital development • Policy development: implementation of the global strategies for major animal and plant pests and diseases, including <i>Peste des Petits Ruminants</i> (PPR), African Swine Fever (ASF), fall armyworm, locust management, Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs), Global Action Plan on AMR • Lead policy dialogues and processes with FAO Members and regional organizations, the private sector and civil society
 Trade-Offs	<p>Trade-off management is central to sustainable resource utilization, and trade-offs can be expected depending on the context and target groups which are the focus of the Programme. In particular, trade-offs may occur between increasing disease intelligence and restrictions on trade for sanitary reasons; and stringency of biosecurity in international movements for trade <i>vis-à-vis</i> access and participation of small holders in markets; and in wildlife harvesting and health security</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Reduced public expenditures on prevention, due to impact of COVID-19 on budgets and priorities, may reduce manageability and increase impact of Animal and Plant Pests and Diseases (APPDs) 2. National UN system programming priorities do not include agricultural biosecurity <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Focus on an all-hazards approach within FAO programming and support resilience building and small farmer and producer level through advocacy and policy change 2. Extend the One Health approach to embrace all sectors (APPDs and AMR under biosecurity programmes)




BP4: Small-Scale Producers' Equitable Access to Resources	
Gap	Small-scale producers are responsible for a large share of food production and are custodians of natural resource and biodiversity management; yet they lack equitable access to resources and participation in policy and decision-making processes
Outcome	Enhanced equitable access of small-scale producers and family farmers to economic and natural resources, markets, services, information, education and technologies ensured through improved policies, strategies and programmes
SDG targets	<p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets</p>
SDG Indicators	<p>1.4.1 Proportion of population living in households with access to basic services</p> <p>1.4.2 (contributing) Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure</p> <p>2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size</p> <p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status</p> <p>2.4.1 (custodian) proportion of agricultural area under productive and sustainable agriculture</p> <p>9.3.2 Proportion of small-scale industries with a loan or line of credit</p>
Accelerators	<p> Technology: Technological innovations for productivity increase through best practices, labour efficiency and supporting food storage and processing</p> <p> Innovation: Inclusive and adapted innovative technologies including digitalization for sustainable production and improved market access; development of digital capacity</p> <p> Data: More comprehensive small-scale food producer data disaggregated by gender across the food system available on the FAO Database and the Hand-in-Hand Initiative geospatial platform</p> <p> Complements: Level- and context-specific governance analysis to identify critical institutional, human capital and political economy bottlenecks to small-scale producers' access to productive resources; development of scenario-based analysis of alternative strategies for policy and institutional change</p>
Key thematic components	<ul style="list-style-type: none"> • Access to economic resources, infrastructure and natural resources; and promoting best practice • Ensure secure tenure rights to land, water bodies, forests and grazing lands • Access to extension, information, services and training, technologies and innovations, and digitalization • Scale up and enhance social protection in increasing productivity; support small-scale producers to manage risks better • Promote local agri-food systems, emphasizing integrated production systems and food diversification • Respect and promote indigenous peoples' agri-food systems

BP4: Small-Scale Producers' Equitable Access to Resources	
 Normative aspects	<ul style="list-style-type: none"> • Transforming food and agriculture to achieve the Sustainable Development Goals • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) • Improving Governance of Pastoral Lands • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • FAO Policy on Gender Equality • FAO's Framework on Rural Extreme Poverty; FAO Social Protection Framework • The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • Addressing the climate change and poverty nexus
 Core function strategy	<ul style="list-style-type: none"> • Promoting small-scale producers practices and technologies adapted to local conditions with focus on increasing productivity, efficiency and sustainability, including digital and labour-saving solutions, tools and machinery • Gathering and analysing statistics on rural households, their make up (i.e. gender and age group), income status, contribution to economic growth, production profiles, food and nutrition security, consumption patterns, and gender-disaggregated work burden • Capacity development for small-scale producers with focus on young rural women and men fostering more sustainable food production, processing, marketing and consumption • Establishing partnerships and catalysing coalitions, including South-South and Triangular Cooperation, to agree on a common vision • Engaging with development banks and the private sector to mobilize investment in small-scale producer programmes • Inclusive policy dialogue and processes strengthening cross-ministerial linkages to consider benefits and trade-offs, including rural–urban linkages and supporting implementation of normative work and standard-setting • Advocacy for small-scale producer inclusion in decision-making and for inclusive governance models and policies
 Trade-Offs	<p>Trade-offs can be expected depending on the context and target groups which are the focus of the Programme. A greater focus on income generation in a particular context area (e.g. economic) could lead to a trade-off situation with a programme on natural resources management (e.g. environment)</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Increasing pressure on already scarce natural and economic resources, exacerbated by the current disruption due to ongoing COVID-19 pandemic and new unexpected shocks 2. Exclusion of extreme poor and most vulnerable groups <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Coordinate activities within FAO and with external partners to increase resilience of production systems and value chains 2. Strengthen small-scale producers through building cooperatives to ensure better negotiation and bargaining power, and support adequate expansion and configuration of social protection programmes to support small-scale producers and extreme rural poor and proper inclusion of women, youth and indigenous peoples

BPS: Digital Agriculture	
Gap	Affordable access to digital networks and digital public goods are paramount to unleashing the potential of rural communities and reaping the dividends of the digital economy, thus contributing to the 2030 Agenda
Outcome	Accessible digital ICT ⁴⁷ technologies to enhance market opportunities, productivity and resilience integrated into agri-food systems policies and programmes, with particular focus on ensuring affordable and equitable access of poor and vulnerable rural communities
SDG targets	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance 5.b Enhance the use of enabling technology, in particular ICT to promote the empowerment of women 9.c Significantly increase access to ICT and strive to provide universal and affordable access to the Internet in least developed countries 17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism and enhance the use of enabling technology, in particular ICT
SDG Indicators	1.4.1 Proportion of population living in households with access to basic services 5.b.1 Proportion of individuals who own a mobile telephone, by sex 9.c.1 Proportion of population covered by a mobile network, by technology 17.8.1 Proportion of individuals using the Internet
 Accelerators	<ul style="list-style-type: none">  Technology: Digital innovations for better production, post-harvest operations and integration in shortened and global value chains  Innovation: Innovative policies and best practices, including digital solutions for increased production and transparent value chains  Data: Enhanced disaggregated data collection and dissemination on and for the uptake of digital technologies in agriculture available through the FAO Database, the Hand-in-Hand Initiative geospatial platform and FAO Digital Services  Complements: Identify and develop strategies for overcoming institutional, human capital and political economy constraints on inclusive digital agriculture; introduce and build support for appropriate standards of ownership, privacy and security; address scale-neutrality and access issues
Key thematic components	<ul style="list-style-type: none"> • Increase the access, amount, timeliness and quality of digital solutions (data, information, knowledge and technology) available to the poor • Promote digital learning, which itself enhances technology adoption among farmers • Increase the transformative and innovative use of digital technologies to facilitate access to financial services and increase resilience
 Normative aspects	<ul style="list-style-type: none"> • International Platform for Digital Food and Agriculture • Rome Call for AI⁴⁸ Ethics • Principles for Digital Development • UN Secretary-General's Roadmap for Digital Cooperation • E-agriculture Strategy Guide

⁴⁷ Information and communications technologies (ICT)

⁴⁸ Artificial Intelligence (AI)
















BP5: Digital Agriculture	
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Statistical services: collection, curation and analysis of aggregated and disaggregated data; assessment and analysis of food security and nutrition trends and impacts on communities and households (e.g. Food Insecurity Experience Scale, FIES) • Lead policy dialogues and processes with FAO Members, international organizations, the private sector and civil society to implement or develop knowledge and best practices, create cross-cutting data privacy and blockchain usage policies (including for product labelling for consumer protection and awareness) under the guidance of the FAO-led International Platform for Digital Food and Agriculture and in close collaboration with the Broadband Commission for Sustainable Development and the Rome Call for AI Ethics • Capacity development for innovative data collection and dissemination through digital services, augmentation of extension services to facilitate technology and knowledge transfer, and stakeholder participation in decision-making • Establish partnerships and catalyzing coalitions, including with civil society, the private sector and investment partners to escalate digital transformation in food and agriculture • Advocacy that highlights and promotes socio-economic and environmental benefits from better use of scarce resources through Digital Agriculture; Usable, Useful and Used Data, Information and Knowledge; FAO advocates for the protection of farmers' digital rights, gender equality, and the role of youth through the Rome Call and the International Platform for Digital Food and Agriculture
 <p>Trade-Offs</p>	<p>Digital technologies can deliver significant benefits to food and agriculture, but also entail risks and challenges, e.g. issues related to the ownership and use of data collected, access to digital dividends and privacy concerns. These can be discussed, and mitigation measures proposed in the International Platform for Digital Food and Agriculture</p>
 <p>Risk/mitigation</p>	<p>▲ Risks: Issues relating to digital technologies, including data ownership and use, distorting effects on markets and potential increase of the digital divide affect digital technology adoption and impact</p> <p>🌈 Mitigation: Promote collaboration between all stakeholders and contribute to further development of the regulatory framework for digital technology for food and agriculture. Identify barriers and propose solutions to ensure transparent and inclusive application of digital technologies</p>

Chapter 2: Better Nutrition






BETTER NUTRITION

End hunger, achieve food security and improved nutrition in all its forms (including promoting nutritious food and increasing access to healthy diets)

BN1: Healthy Diets for All	    
BN2: Nutrition for the Most Vulnerable	  
BN3: Safe Food for Everyone	 
BN4: Reducing Food Loss and Waste	 
BN5: Transparent Markets and Trade	  

BN1: Healthy Diets for All	
Gap	Lack of availability and accessibility of affordable nutritious foods is a driver of hunger and all forms of malnutrition that currently affect one of three individuals and every country in the world; in addition, consumers are often not informed, empowered or incentivized to consume healthy diets
Outcome	The right to adequate food established, and transition towards healthy diets for national populations prioritized in integrated institutional, policy and legal environments that ensure and incentivize engagement of consumers and the private sector
SDG targets	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100 000 live births</p> <p>3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births</p> <p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development</p> <p>14.b Provide access for small-scale artisanal fishers to marine resources and markets</p>
SDG Indicators	<p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable</p> <p>2.1.1 (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p> <p>2.2.1 prevalence of stunting</p> <p>2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)</p> <p>2.2.3 prevalence of anaemia in women aged 15 to 49</p> <p>3.1.1 Maternal mortality ratio</p>

BN1: Healthy Diets for All	
	<p>3.2.1 Under-5 mortality rate</p> <p>3.2.2 Neonatal mortality rate</p> <p>3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease</p> <p>12.8.1 Extent to which (i) global citizenship education and (ii) education for sustainable development are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment</p> <p>14.b.1 (custodian) Degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries</p>
 Accelerators	<p>Technology: Use of available state-of-the-art technology to improve data collection and analysis, the sustainability of agri-food systems and access to and affordability of healthy diets</p> <p>Innovation: Innovation on knowledge sharing and on policy instruments and advice to increase access to and affordability of healthy diets and sustainable agri-food systems</p> <p>Data: Harmonized dietary data from individual food consumption surveys, household consumption surveys and supply utilization accounts, together with a global indicator for diet quality (e.g. Minimum Dietary Diversity for Women, MDD-W)</p> <p>Complements: Enhanced food and nutrition governance analysis and strengthening to identify institutional and political economy incentives and bottlenecks; increased use of geo-referenced, evidence-based analysis to identify and manage policy impact trade-offs; strategies to build coalitions for transformative change to ensure healthy diets for all</p>
Key thematic components	<ul style="list-style-type: none"> • Support agri-food system reforms for improving access to and affordability of healthy diets from sustainable agri-food systems • Influence consumer desire for healthy diets and the engagement of food chain actors to produce, label and market nutritious foods • Shape the policies, strategies, legislations and support institutional coordination and programmes to mainstream nutrition across sector policies • Support the education, information, capacities and awareness-raising of stakeholders and consumers
 Normative aspects	<ul style="list-style-type: none"> • SOCO, SOFA, SOFI⁴⁹ • Committees on World Food Security (CFS), on Agriculture (COAG), on Commodity Problems (CCP), on Fisheries (COFI), on Forestry (COFO) • Products from economic, socio-political and legal analysis • FAO/WHO Global Individual Food consumption data Tool (GIFT), Codex Alimentarius Commission guidelines and standards
 Core function strategy	<ul style="list-style-type: none"> • Further development, dissemination and implementation of nutrition and dietary guidelines and standards, and provision of policy guidance and support to national implementation of intergovernmental instruments such as the Voluntary Guidelines on food systems and nutrition (CFS), for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (CFS), and to support the Progressive Realization of the Right to Food in the context of national food security, and follow-up process of the UN Food Systems Summit • Improved availability and analysis of data to link policy and legislative action to changes in agri-food system operations, empowerment and sustainability in order to improve evidence-based decisions for food-system transformation • Production of evidence-based policy and legal advice for more sustainable agri-food systems from production, processing and marketing to consumption, improved nutrition education and awareness and price measures to make healthy foods more affordable • Fostering partnerships with civil society, the private sector, and the UN system to pool evidence, coordinate advocacy and raise awareness, promote investments to transform agri-food systems to deliver healthy, affordable food for all

⁴⁹ The State of Agricultural Commodity Markets (SOCO); The State of Food and Agriculture (SOFA); The State of Food Security and Nutrition in the World (SOFI);

BN1: Healthy Diets for All



Trade-Offs

Focusing on healthy foods could lead to trade-offs in sustainability and the cost of diet; however, benefits to a reduction in non-communicable diseases can offset costs in the long run. Through improved data availability and analysis this programme area plans to identify and minimize trade-offs, focusing on evidence-based policy and governance, policy coherence and dialogue to negotiate trade-offs








Risk/mitigation





⚠ Risks:



1. Governments, consumers and businesses resist or only partially support the necessary change with lack of coordination and integration of actions among concerned stakeholders

🌈 Mitigation:




1. Engage in capacity building as well as continuous engagement and collaboration among concerned institutional and non-institutional stakeholders for sustaining agri-food system transformation. Support advocacy and awareness raising on the benefits of healthy diets and supportive policies to drive behavioral change on the part of consumers and private sector through robust evidence







BN2: Nutrition for the Most Vulnerable	
Gap	Undernutrition is an underlying cause for approximately 45 percent of all child deaths, while – despite common perception – only one in four children with undernutrition is experiencing a humanitarian crisis. Furthermore, in all contexts children, women and indigenous people and minorities are at higher risk of hunger and all forms of malnutrition. Yet optimal data, targeting, policies and programmes to reach and respond to their needs is lacking
Outcome	Identifying and ending food insecurity and malnutrition for the most vulnerable individuals in all contexts made the specific focus of targeted policies, strategies and programmes developed and implemented by countries
SDG targets	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100 000 live births</p> <p>3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births</p>
SDG Indicators	<p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable</p> <p>2.1.1 (custodian) prevalence of undernourishment</p> <p>2.1.2 (custodian) prevalence of moderate or severe food insecurity in the population (FIES)</p> <p>2.2.1 prevalence of stunting</p> <p>2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)</p> <p>2.2.3 prevalence of anaemia in women aged 15 to 49</p> <p>3.1.1 Maternal mortality ratio</p> <p>3.2.1 Under-5 mortality rate</p> <p>3.2.2 Neonatal mortality rate</p>
Accelerators 	<p> Technology: Geographic Information Systems (GIS) and mobile technologies to map and monitor the vulnerable and reach the remotest of places for data collection and actions</p> <p> Innovation: Innovation combined with technology for creative and flexible solutions to identify the most vulnerable, their needs and leave no one behind</p> <p> Data: Geo-localized and digital technology will be used to identify and map vulnerable populations and collect data for groups where data are non-existent</p> <p> Complements: Build national analytical and institutional capacities, including data systems and policy frameworks to track and support action to prevent food insecurity and malnutrition with a focus on the poor and vulnerable</p>
Key thematic components	<ul style="list-style-type: none"> • Enabling environment for ensuring food security and nutrition including targeting drivers that increase risks for individuals most affected by hunger and malnutrition in all contexts • Design, develop and strengthen food, dietary, and nutrition monitoring systems and support the integration of data monitoring into surveillance systems • Scale-up new methods and technologies for data collection, its management and dissemination • Integrate food and nutrition needs into social protection/safety-net programmes and improve targeting • Support policies to incorporate food security and nutrition in disaster risk monitoring, surveillance and early warning and develop recovery programmes to prevent future burdens of malnutrition • Support assistance focused on prevention of hunger and malnutrition to mitigate future risks of malnutrition and address food security and nutrition needs of the most vulnerable, including through implementing the Global Action Plan for Child Wasting




BN2: Nutrition for the Most Vulnerable	
 Normative aspects	<ul style="list-style-type: none"> • SOFI • 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Integrated Food Security Phase Classification (IPC) work • Codex Alimentarius Commission guidelines and standards • Other reports (and guidance) on fragile, conflict and disaster-affected states
 Core function strategy	<p>Monitoring and improving access to data is a critical core function and allows to:</p> <ul style="list-style-type: none"> • Ensure that the most vulnerable individuals and their needs, risks, drivers and potential solutions to ensure food security and nutrition are identified • Inform how we build partnerships and coalitions for collective action that reaches the most vulnerable individuals • Focus normative work on guidance to support specific needs of the most vulnerable in any context • Advocate for those needs and the use of normative products • Develop and strengthen capacities for evidence-informed responses
 Trade-Offs	<p>The Programme will also address individuals' food security and nutrition needs within the poverty-disaster-climate change nexus, generating potential trade-offs of economic sustainability, and will require the development of integrated solutions that balance trade-offs (social protection programmes, gender, youth, resilience/shock response programmes)</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Response is fragmented between national actors, including within the UN system, with unpredictable financing for integration of hunger and malnutrition prevention programming, especially in fragile contexts <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Pursue a more systematic and integrated collaboration that leverages the collective strengths of all stakeholders – including governments, UN agencies, civil society and the private sector, including flexible and innovative funding mechanisms that facilitate overcoming the humanitarian-development divide





BN3: Safe Food for Everyone	
Gap	Each year worldwide, unsafe food causes 600 million cases of food-borne diseases and 420 000 deaths (of which 143 000 are children under 5 years of age)
Outcome	Integrated, multi-sectoral food safety policies and legislation across national agri-food systems adopted and implemented by governments, and capacities and awareness of value chain operators and consumers enhanced
SDG targets	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons 3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births
SDG Indicators	2.1.1 (custodian) Prevalence of undernourishment 2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) 2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age 2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) 3.2.1 Under-5 mortality rate 3.2.2 Neonatal mortality rate
 Accelerators	<ul style="list-style-type: none"> 🔧 Technology: Technological solutions and data-driven optimization of agri-food systems are critical to enable safer food for all 💡 Innovation: Innovation in food testing, processing and in agricultural production will fuel food systems to produce safer food and in sufficient quantities 📊 Data: Data on regulatory alignment, regulatory performance, surveillance and the capability of launching risk-based food safety responses and for tracking timely and credible national food safety indicators 🤝 Complements: Strengthen national food safety incentives and capacities across all agri-food value chains to improve health, ensure inclusive access to markets, and protect incomes. Improve transparency and public awareness to increase trust among consumers and public and global trading partners
Key thematic components	<ul style="list-style-type: none"> • Food safety regulatory frameworks • Food safety governance and food control systems • Enhancing food safety capacity of value chain operators • Enhancing food safety awareness of consumers • Increase foresight, resilience and emergency response capacity • Strengthen and extend partnerships for food safety
 Normative aspects	<ul style="list-style-type: none"> • FAO-led or co-led work on chemical, microbiological and nutritional risk assessments (JECFA, JEMRA, JMPR, and JEMNU)⁵⁰ • The FAO/WHO Codex Alimentarius Commission

⁵⁰ Joint FAO/WHO: Expert Committee on Food Additives (JECFA); Expert Meetings on Microbiological Risk Assessment (JEMRA); Meeting on Pesticide Residues (JMPR); Expert Meetings on Nutrition (JEMNU)

BN3: Safe Food for Everyone	
 Core function strategy	<ul style="list-style-type: none"> • FAO has a wide network for collecting data and information on food and agriculture to assess the need for science and standards • FAO, jointly with WHO, has the expertise for food safety science, risk assessment, and scientific advice (through JECFA, JEMRA, JMPR and JEMNU) to define evidence-based standards • FAO, jointly with WHO, is accepted as a neutral platform, convener and facilitator and has created the normative flagship for risk management, Codex Alimentarius • FAO is globally present to deliver capacity development, advice and support to Members to assess their needs and to assist them in implementation of evidence-based approaches to ensure food safety for all
 Trade-Offs	<p>Risks stemming from the efforts of other programmes may impact on food safety, e.g. reducing food loss and waste or promoting minimally processed foods as parts of healthy diets could increase risks to food safety if not managed appropriately</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Pandemic control measures can cause disruptions in food chain operations and increase the risk of food insecurity 2. Lack of political will to embrace the systems approach required to ensure safe food for all can delay or prevent the adoption of necessary measures 3. Climate change, including adverse and extreme weather events, will pose new risks to food safety <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Develop and disseminate risk-based resource distribution and innovative electronic tools (e.g. remote inspection) 2. Organize public high-level multi-sectorial food safety events with decision makers to drive sustained commitments 3. Policy, programmes, and partnerships will need to integrate flexibly to respond to new challenges

BN4: Reducing Food Loss and Waste	
Gap	Fourteen percent of all food produced is lost up to but excluding retail, and another non-negligible percentage is wasted from retail; food loss and waste (FLW) disproportionately affects high-value perishable foods needed for a healthy diet, thus contributing to malnutrition that affects one of three people globally
Outcome	Clear, specific and contextualized roadmaps to prompt and enable all actors in the food supply chain, the food environment and at consumer level to reduce FLW put in place and implemented by governments and intergovernmental organizations
SDG targets	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
SDG Indicators	2.1.1 (custodian) Prevalence of undernourishment 2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) 2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age 2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) 12.3.1 (custodian) (a) Food loss index and (b) food waste index
 Accelerators	<p> Technology: Blockchain and artificial intelligence (AI) approaches to track food that is being lost or wasted along a supply chain and use that information to find alternative uses for that food</p> <p> Innovation: Innovative solutions to resolving causes of FLW, and innovation on data collection approaches and media channels to reach consumers of all ages will be at the core of FAO strategies to accelerate FLW reduction</p> <p> Data: FLW data collection for all stages of value chains within countries to inform policy, programme and individual decisions for reducing FLW</p> <p> Complements: Capacity development and training to scale up action by improving human capital and institutions dealing with FLW; FAO knowledge also comes in the form of normative guidance in support of policy, programme and personal decisions</p>
Key thematic components	<ul style="list-style-type: none"> • Overcome the data deficit to support achievement of SDG 12.3 • Identify simple business cases for reducing FLW • Contribute to regulatory frameworks on FLW • Improve access to technologies and support innovations for more efficient and resilient harvest, storage, processing, packaging and logistics • Invest in human capital through education and training • Enable the implementation of the Voluntary Codes of Conduct for FLW Reduction • Raise consumer awareness and empowerment • Safely and effectively recover food and redistribute it
 Normative aspects	<ul style="list-style-type: none"> • Voluntary Codes of Conduct for FLW Reduction • State of Food and Agriculture (SOFA) 2019 -Moving forward on FLW reduction • FAO Technical Platform on the Measurement and Reduction of FLW

BN4: Reducing Food Loss and Waste	
 Core function strategy	<ul style="list-style-type: none"> • Inform policy and decision-making by providing data on FLW through FAO's custodianship of the relevant SDG indicator 12.3.1 • Capacity development of country-led institutions for FLW data management methodologies and data collection systems • Establish partnerships and coalitions with country-led institutions in support of Members' efforts to reduce FLW • Provide normative guidance on regulatory frameworks through analysis of strategies for FLW reduction and modalities for targeting resources for Members to achieve SDG target 12.3 • Advocacy and communication that highlights and promotes FLW reduction, including preparing material for information campaigns, education and training
 Trade-Offs	<p>There is risk to food safety in the efforts to reduce food losses and waste due to attempts to maintain foods in the food supply. Thus, efforts to reduce FLW must be coordinated with appropriate means to ensure food safety. The processing of foods to reduce losses and waste potentially introduces a reduction in quality of food (i.e. through introduction of salt or other substances) that could challenge the ability to ensure healthy diets and thus processing should be done in a nutrition-sensitive manner</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Identifying the ways of addressing FLW is challenging as the underlying causes differ widely by the developmental status of a country; the level of organization in food supply chains and their stages and geographical location 2. Reductions in FLW are not appropriately targeted to food security and nutrition or the environmental objectives being pursued, resulting in few ancillary benefits or important trade-offs <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Define innovative approaches to developing incentives to reduce FLW in the presence of limited information on causes 2. Develop food loss data and emerging data on waste and increase awareness of where, how, and by which magnitude FLW occurs, in order to ensure that measures to reduce FLW are coherent with broader environmental, food security and nutrition benefits for society

BN5: Transparent Markets and Trade	
Gap	Lack of timely and credible market information contributes to policies that exacerbate market shock impacts and price volatility, with negative impacts on food security and nutrition; weak institutional capacities to negotiate trade agreements and put in place trade-related policy measures and digital solutions limit inclusivity and benefits of trade for consumers and small-scale actors
Outcome	Improved market transparency and equitable participation in markets, global value chains and international trade achieved through policy coordination and human and institutional capacities for evidence-based decision-making
SDG targets	<p>2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round</p> <p>2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility</p> <p>10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements</p> <p>17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020</p>
SDG Indicators	<p>2.b.1 Agricultural export subsidies</p> <p>2.c.1 (custodian agency) Indicator of food price anomalies</p> <p>10.a.1 Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff</p> <p>17.11.1 Developing countries' and least developed countries' share of global exports</p>
Accelerators	<p> Technology: Promote wide uptake of FAO systems and tools through leveraging new technology and innovation</p> <p> Innovation: Innovative technical and policy solutions to support digitalization in agricultural markets and trade, promotion of countries' digital preparedness and adoption of best practices in harnessing information and communications technologies (ICTs)</p> <p> Data: Timely and credible data on markets and prices; harmonized trade data in nutrient equivalents; sex-disaggregated data on value chain participation</p> <p> Complements:</p> <ul style="list-style-type: none"> • Leverage AMIS,⁵¹ CCP and the IGGs⁵² to provide mechanisms and neutral forums to enhance market transparency and promote trade policy responses • Develop tools and e-training to increase human capital and institutional capacity at country and regional levels
Key thematic components	<ul style="list-style-type: none"> • Establish market intelligence and early warning systems at country and regional levels to collect and analyze market and trade data • Assist countries in developing human capital and institutional capacities for formulating, negotiating and implementing multilateral and regional trade agreements • Support innovative policy and technical approaches, and novel business models promoting and facilitating the integration of small-scale actors into markets and value chains • Strengthen multi-stakeholder regional networks to advance regulatory cooperation on trade facilitation measures, including on SPS-related issues • Promote the adoption of ICT and digital solutions to simplify trade processes, facilitate market integration and increase the potential for consumers and small-scale actors to reap benefits from trade

⁵¹ Agricultural Market Information System (AMIS)

⁵² FAO Intergovernmental Group (IGG)

BN5: Transparent Markets and Trade	
 Normative aspects	<ul style="list-style-type: none"> • SOCO, SOFIA, SOFO • Products from Global Information and Early Warning System (GIEWS) • OECD⁵³-FAO Agricultural Outlook
 Core function strategy	<ul style="list-style-type: none"> • Collection, monitoring and dissemination of agricultural market and trade data to promote access to timely and credible information, enabling evidence-based policy decision-making • Establish knowledge and evidence on policies affecting agricultural markets, trade and negotiations for evidence-based policy recommendations and promote of knowledge sharing • Capacity development and technical assistance: strengthen human and institutional capacities for negotiating and implementing multilateral and regional trade agreements; improve adoption of digital solutions that simplify trade processes, facilitate market integration, and enhance inclusivity and trade benefits for consumers and small-scale actors • Productive capacity development to promote adoption of innovative business models that facilitate the integration of small-scale farmers and actors into markets and value chains • Organization of policy dialogues and multi-stakeholder governance mechanisms to promote policy coordination, advance regulatory cooperation, and advocate for a fair and equitable multilateral trading system
 Trade-Offs	<p>The programme aims for markets and trade to contribute more to global food security and nutrition through enhanced transparency and inclusivity. Markets and trade cannot alone ensure equal distribution of benefits and can also lead to intensification, therefore trade-offs can result with programmes under <i>better life</i> and <i>better environment</i>. Policies to minimize the trade-offs on distributional effects will be assessed and implemented</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Developing countries participation in markets is not increased 2. Policies that lead to non-distorted and properly functioning markets are not implemented 3. Novel technologies and innovative approaches are not adopted <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Prioritize partnerships and support to multi-sectoral food security and nutrition governance, linking programmes, within FAO, so that synergies are developed 2. Promote regional collaboration, support the creation of international coalitions, facilitate multi-stakeholder and multi-sectoral dialogues at the national and international levels 3. Partner with other organizations working on similar technical areas, to pool resources and investments to achieve impacts at scale and sustain the benefits

⁵³ Organisation for Economic Co-operation Development (OECD)

Chapter 3: Better Environment







BETTER ENVIRONMENT

Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agri-food systems


BE1: Climate Change Mitigating and Adapted Agri-Food Systems	  
BE2: Bioeconomy for Sustainable Food and Agriculture	
BE3: Biodiversity and Ecosystem Services for Food and Agriculture	  

Title	BE1: Climate Change Mitigating and Adapted Agri-food Systems
Gap	Without tackling climate change, agri-food systems remain unsustainable and vulnerable to climate impacts; yet current global climate actions are insufficient, and countries are inadequately supported in their ambitions and actions towards innovative agri-food system solutions that address climate adaptation, mitigation and resilience
Outcome	Transformation and resilience of agri-food systems to achieve sustainability and Paris Agreement goals enabled through the establishment and implementation of climate-smart agricultural practices, policies and programmes
SDG targets	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p> <p>13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities</p> <p>14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</p>
SDG Indicators	<p>2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture</p> <p>13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030</p> <p>13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications</p> <p>13.2.2 Total greenhouse gas emissions per year</p> <p>13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities</p> <p>14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations</p>

Title	BE1: Climate Change Mitigating and Adapted Agri-food Systems
 <p>Accelerators</p>	<p>Technology: Promotion of most appropriate climate technologies and local knowledge that contribute to increasing the efficiency and climate-resilience of agri-food systems, including to help identify risks such as water scarcity and promote efficient irrigation</p> <p>Innovation: Innovative practices, tools and digital innovations in agri-food systems for climate change mitigation, adaptation and resilience</p> <p>Data: Additional disaggregated climate-related data at national level, with geospatial platform linkage to support uptake of innovative climate-smart technologies and policies; data collection and dissemination on climate-related disaster impacts on agriculture and changes in farming practices for improved climate adaptation and mitigation</p> <p>Complements: Strengthen national and institutional capacities to develop, assess tradeoffs, implement and sustain policies and strategies for climate action. Enhance country support for climate finance from GEF,⁵⁴ GCF,⁵⁵ the Adaptation Fund and bilateral donors</p>
<p>Key thematic components</p>	<ul style="list-style-type: none"> Enhance Members' capacities to generate agri-food related responses to climate-change mitigation and adaptation Integrate agri-food responses in the international climate debate, including implementation of the Paris Agreement and the Koronivia Joint Work on Agriculture Strengthen the coordination and delivery of FAO's work on climate-change mitigation and adaptation, including higher access to climate finance Enhance opportunities for youth and women to engage in climate-action activities, such as Climate Smart Agriculture (CSA) and climate-related knowledge events
 <p>Normative aspects</p>	<ul style="list-style-type: none"> Koronivia Joint Work on Agriculture FAO Strategy on Climate Change FAO's contribution to the Capacity-building Initiative for Transparency (CBIT) Addressing the climate change and poverty nexus (Publication) FAO's work under the Paris Agreement FAO Voluntary Guidelines for Sustainable Soil Management of the Global Soil Partnership (GSP) Collaborative Partnership on Forests
 <p>Core function strategy</p>	<p>Most FAO core functions are applicable and will be considered under the programme; a functional mix achieving the best catalytic effect and scale-up for impact includes:</p> <ul style="list-style-type: none"> Ensuring FAO's global visibility and leadership in climate action, including engagement in policy dialogue and country support Linking the Climate Action programme to post-COVID response and green recovery plans Supporting access to climate data, finance and tools to strengthen countries' capacities and actions Expanding partnerships and advancing outreach and communication to disseminate knowledge to wider audiences and increase impacts
 <p>Trade-Offs</p>	<p>The programme will consider trade-offs and synergies resulting from actions needed to achieve the Paris Agreement goals and the SDGs while contributing to the <i>four betters</i>. For example, trade-offs on cost of healthy diets, on water, soils, biodiversity, and synergies and linkages between actions on climate change, hunger and poverty, as well as with other proposed programmes, will be considered to ensure that such actions complement each other and not pose additional risks</p>







⁵⁴ Global Environment Facility (GEF)

⁵⁵ Green Climate Fund (GCF)

Title	BE1: Climate Change Mitigating and Adapted Agri-food Systems
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Low priority of climate action in the country programming and recovery programs due to economic crisis and lack of understanding of the urgency 2. Koronivia Joint Work on Agriculture is not extended or followed up in 2021 during the COP26⁵⁶ and the importance of agri-food systems is getting lower in the climate agenda 3. Re-programming climate financing for agri-food systems to other topics under the funding priorities and policies <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Advocacy on the climate crisis and the urgency of action in order to avoid negative changes in the agri-food systems which may become irreversible, working with external partners to design concrete measures 2. Actively participate in the UNFCCC⁵⁷ and Paris Agreement processes and continue engagement in technical and political debates to voice agri-food concerns, in collaboration with countries and other key stakeholders 3. Engage with bilateral donors and investors to raise the profile of food security and agriculture while addressing sustainability issues

⁵⁶ 26th UN Climate Change Conference of the Parties (COP26)






⁵⁷ United Nations Framework Convention on Climate Change (UNFCCC)





Title	
Gap	Food systems are “broken”, causing high rates of biodiversity loss, climate change, water contamination and air pollution, and resulting in unsustainable use of biological resources
Outcome	A bioeconomy that balances economic value and social welfare with environmental sustainability promoted through formulation and implementation of integrated evidence-based policies and practices in micro and macro environments, using technological, organizational and social innovations
SDG targets	12.2 By 2030, achieve the sustainable management and efficient use of natural resources 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
SDG Indicators	12.2.1 Material footprint, material footprint per capita, and material footprint per GDP 12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment 12.5.1 National recycling rate, tons of material recycled
 Accelerators	<p> Technology: Scientifically validated biological, digital and engineering solutions to strengthen the resilience of local and regional food production and supplies contributing to circularity and sustainable use of natural resources</p> <p> Innovation: Bio-based innovations are important to increase productivity, address health issues and preserve natural ecosystems</p> <p> Data: Monitoring sustainable bioeconomies using a globally harmonized set of indicators and methods, including by fully implementing the natural capital accounting framework for agriculture, forestry and fisheries and the wider economy, as a tool to measure changes in natural capital stocks at various territorial levels and account for ecosystem services value</p> <p> Complements: Strengthen institutions and capacities for analysis of impacts and trade-offs among policy and investment decisions, increase public investment and partnerships in research and innovation, and promote inclusive infrastructure and education for bioeconomy</p>
Key thematic components	<ul style="list-style-type: none"> • Access to data, information and knowledge on environmental and social costs in agri-food systems • Integrating sustainability benefits and trade-offs into policies, strategies, and normative and standard setting instruments related to sustainable circular bioeconomy • Linking research and development (R&D) to agri-food industries • Partnerships and knowledge -sharing between governments, development partners, civil society and the private sector at global, regional and national levels and communication on sustainable circular bioeconomy for food and agriculture • Consumer awareness of market incentives for the bioeconomy • Limitation of pollution from and promotion of sustainable waste management in agri-food systems
 Normative aspects	<ul style="list-style-type: none"> • Cartagena Protocol on Biosafety to the Convention on Biological Diversity • International Code of Conduct on Pesticide Management • International Plant Protection Convention (IPPC) • International Code of Conduct for the Sustainable Use and Management of Fertilizers • Basel, Rotterdam and Stockholm Conventions in their relation to agri-food systems sustainability • Aspirational Principles and Criteria for Sustainable Bioeconomy

Title		BE2: Bioeconomy for Sustainable Food and Agriculture
 Core function strategy	<ul style="list-style-type: none"> • Assemble, analyze, monitor and improve access to data and information on benefits and risks to inform the development of bioeconomy policies, strategies and plans and monitor its performance against Aspirational Sustainability Principles and Criteria • Facilitate, promote and support policy dialogue and formulation at global, regional and country levels, to build partnerships on sustainable, circular bioeconomy for food security and nutrition between governments, development partners, civil society/consumers and the private sector at global (ISBWG, IACGB),⁵⁸ regional (EU Green Deal, IBF⁵⁹) and national levels • Facilitate and support countries in the development and implementation of international agreements, codes of conduct and technical standards aimed at preventing and reducing point- and non-point sources of pollution in air, soils, surface waters, and ocean as an integral part of sustainable production and consumption priorities of bioeconomy policies, strategies and plans • Develop capacities at country and regional level to participate in global R&D programmes in a few breakthrough areas (e.g. novel foods, green urban agriculture and sustainable aquaculture) • Assemble, disseminate and improve the uptake of knowledge, technologies and good practices of sustainable circular bioeconomies with a focus on agri-food systems by supporting countries in establishing favorable enabling environment for disruptive technologies transfer • Facilitate development of public-private partnerships for food security and nutrition, agriculture and rural development with an emphasis on bioeconomy, to prevent and manage environmental contaminants, including agricultural plastics • Advocate and communicate at national, regional and global levels to create a common understanding and shared goals around bioeconomy among consumers 	
 Trade-Offs	<p>The concept of bioeconomy seeks to apply biological knowledge, science, innovation and technologies with the goal to enhance synergies and reduce trade-offs in agri-food systems for more sustainable production and consumption. The potential trade-offs and synergies which bioeconomy aims to address are manifold and context-specific, including agricultural productivity vs. climate change action, agricultural productivity vs. employment, nutrient recovery from wastewater vs. human health and soil quality, and land use vs. ecosystem services</p>	
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of empirical evidence on economic, environmental and social impacts and trade-offs of bioeconomy lead to difficulties in mainstreaming benefits and trade-offs of bioeconomy policies and performance into strategies and programmes 2. Weak market uptake, low consumer awareness and inadequate diffusion, transparency and adoption of research and innovation will hamper circular bioeconomy development 3. Innovative bioeconomy practices are developed without due account of interests of the extreme poor and most vulnerable groups, who are further disadvantaged <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Generate a strong analytical case and organize specific awareness and communication activities targeted at the governments of participating countries to disseminate 2. Share with decision makers lessons learnt from other countries and business ventures to encourage potential models 3. Ensure adequate expansion and configuration of social protection programmes in R&D and support for women and youth entrepreneurship in bioeconomy 	

⁵⁸ International Sustainable Bioeconomy Working Group (ISBWG); International Advisory Council on Global Bioeconomy (IACGB)

⁵⁹ International Bioeconomy Forum (IBF)

Title	
BE3: Biodiversity and Ecosystem Services for Food and Agriculture	
Gap	Healthy ecosystems and their biodiversity are essential for food production and rural livelihoods; yet biodiversity loss and ecosystem degradation caused by agricultural sectors continue, jeopardizing the achievement of Zero Hunger, Agenda 2030 and FAO Members' Global Goals
Outcome	Biodiversity for food and agriculture maintained and sustainable use, conservation and restoration of marine, terrestrial and freshwater ecosystems, and their services promoted through adoption of targeted policies and practices
SDG targets	<p>2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed</p> <p>14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics</p> <p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p>15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world</p> <p>15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development</p> <p>15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed</p>
SDG Indicators	<p>2.5.1 (custodian) Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities</p> <p>2.5.2 (custodian) Proportion of local breeds classified as being at risk of extinction</p> <p>14.4.1 (custodian) Proportion of fish stocks within biologically sustainable levels</p> <p>15.1.1 (custodian) Forest area as a proportion of total land area</p> <p>15.3.1 (contributor) Proportion of land that is degraded over total land area</p> <p>15.4.2 (custodian) Mountain Green Cover Index</p> <p>15.6.1 (contributor) Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits</p>
 Accelerators	<p> Technology: Accelerate the use of geospatial information based on state-of-the-art technologies to monitor progress and interactive platforms for knowledge dissemination</p> <p> Innovation: Innovation based on locally adapted biodiversity-friendly agricultural practices</p> <p> Data: Data collection and dissemination of more regular and disaggregated data through FAO databases, geospatial platforms and flagship publications; new biodiversity and ecosystem restoration monitoring framework</p> <p> Complements: Provide data, analysis, policy guidance and normative instruments needed to scale up integrated actions at all levels; build individual and collective capacities, capitalizing on FAO's farmer field schools, multi-stakeholder partnerships and other collective action approaches</p>
Key thematic components	<ul style="list-style-type: none"> • Maintain genetic resources and biodiversity for food and agriculture • Ensure the sustainable use and conservation of natural resources for food and livelihoods • Transform agri-food systems to prevent loss of biodiversity and degradation of ecosystems • Restore degraded marine and terrestrial ecosystems to increase food and agricultural productivity and enhance rural livelihoods • Support countries' efforts to mobilize finance to mainstream biodiversity and ecosystem restoration in national planning and implementation

Title		BE3: Biodiversity and Ecosystem Services for Food and Agriculture
 Normative aspects	<ul style="list-style-type: none"> • FAO Strategy on Mainstreaming Biodiversity Across Agricultural Sectors and its Action Plan • Global plans of action on genetic resources for food and agriculture • State/Status of the World reports on Biodiversity for Food and Agriculture; Forests; Fisheries and Aquaculture; Land and Water Resources; Soil Resources; and Food and Agriculture • Global Forest Resources Assessment • Codes of Conduct, e.g. on Pesticides, Fertilizers, Responsible Fisheries • Guidelines on sustainable management of forests, agriculture, fisheries, soil and water, and restoration of drylands • Commission on Genetic Resources for Food and Agriculture (CGRFA) • International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA); agreements concluded under Article 15 	
 Core function strategy	<ul style="list-style-type: none"> • Data and information on the socio-economic benefits of biodiversity and ecosystem restoration • Normative and standards setting: continue engagement with CBD⁶⁰ and on BBNJ⁶¹ • Governance and policy: further enhance the political will and commitments to improve the enabling environment for food and agricultural systems transformation to maintain biodiversity, and prevent and reverse ecosystems degradation • Capacity development: provision of technical knowledge and guidance needed to scale up actions on the ground • Partnerships and coalitions: capitalize on and develop synergies between the three UN Decades on Ecosystem Restoration, Ocean Science for Sustainable Development and Family Farming • Advocacy and communications: Develop and implement a communication and outreach strategy on biodiversity and ecosystem services for food and agriculture, and create a global movement (#GenerationRestoration) 	
 Trade-Offs	<p>Trade-offs may occur between the need to increase agricultural productivity and safeguarding the environment. Efforts will be made for mainstreaming biodiversity for food and agriculture; for restoration of the productivity of degraded terrestrial, freshwater and marine ecosystems; and for environmental issues to be fully integrated into the transformation of agri-food systems</p>	
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Insufficient political commitment at national level, worsened by the economic crisis linked to COVID-19, and insufficient engagement of private companies, farmers, pastoralists, fishers and forest users 2. Lack of secure tenure and good governance 3. Lack of access to finance, investments, incentives and markets <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Collect evidence and create awareness and urgency through a communication and outreach strategy of the economic benefits of ecosystem restoration and sustainable management of biodiversity 2. Continue FAO's work to promote the VGGT and legal and sustainable agricultural value chains 3. In addition to actions above, further engage with likeminded partners (e.g. Global Environment Facility Trust Fund (GEF-8), European Green Deal), the private sector and investment banks 	























⁶⁰ Convention on Biological Diversity (CBD)

⁶¹ Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)









Chapter 4: Better Life

**BETTER LIFE**

Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women)






BL1: Gender Equality and Rural Women's Empowerment	 
BL2: Inclusive Rural Transformation	   
BL3: Achieving Sustainable Urban Food Systems	   
BL4: Agriculture and Food Emergencies	  
BL5: Resilient Agri-Food Systems	 
BL6: Hand-in-Hand (HIH) Initiative	  
BL7: Scaling up Investment	   





Title	BL1: Gender Equality and Rural Women's Empowerment
Gap	Rural women play a critical role in agriculture, rural transformation and resilience-building, yet they encounter greater obstacles than men in accessing and benefiting from productive resources, assets, services, technologies, markets, decent work and social protection; excessive work burdens due to multiple productive, household and community roles; and discriminatory social norms limiting their participation in public life and freedom of choice and mobility
Outcome	Women's equal rights, access to and control over resources, services, technologies, institutions, economic opportunities and decision-making ensured, and discriminatory laws and practices eliminated, through gender-responsive policies, strategies, programmes and legal frameworks
SDG targets	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
SDG Indicators	2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status, 5.a.1 (custodian) (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights -bearers of agricultural land, by type of tenure 5.a.2 (custodian) Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control 5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment 5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location

Title	BL1: Gender Equality and Rural Women's Empowerment
 <p>Accelerators</p>	<ul style="list-style-type: none">  Technology: Promote digital technologies and other ICTs to empower women economically, politically and socially  Innovation: Institutional and social innovations promoting gender equality and women's empowerment, taking into account their specific needs and priorities  Data: Increasing availability of gender statistics for evidence-based policy-making in areas such as women's access to and control over natural and productive resources, women's empowerment, gender differences in rural employment, access to services, and time use  Complements: Strengthen governance analysis to identify institutional and political economy road blocks, as well as policy reforms and coalition-building strategies to promote and sustain inclusive, gender-equitable rural transformation
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Promote rural women's economic empowerment through decent work and access to markets • Enhance women's voice, leadership, and decision-making in rural institutions and organizations • Promote equal rights, access to and control over natural and productive resources • Reduce women's work burden • Promote the uptake of gender-transformative approaches in rural, peri-urban and urban agri-food systems
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) • Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • Developing gender-sensitive value chains – a guiding framework (FAO publication, 2016) • FAO Policy on Gender Equality; FAO Corporate Framework on Rural Extreme Poverty • Convention on the Elimination of All Forms of Discrimination against Women (CEDAW): General Recommendation 34 on the rights of rural women • UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW) • CFS Voluntary Guidelines on Gender Equality and Women's Empowerment
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Evidence, knowledge, and sex-disaggregated data to identify gender gaps, inform policy and programmatic actions and measure results • Policy and technical support for gender-responsive policy, legal and investment frameworks governing the agricultural sector • Capacity development to enhance women's technical, business and entrepreneurial skills; promote women-friendly and labour-saving agricultural technologies and practices; strengthen rural women's leadership and participation; and improve capacities of institutions and organizations for gender-responsive action • Partnerships with national stakeholders and other development actors to strengthen Programme impact and foster uptake of approaches for rural women's socio-economic empowerment • Advocacy and communication to promote gender equality and women's empowerment, and influence debates about women's role in sustainable agriculture and rural transformation
 <p>Trade-Offs</p>	<p>Trade-offs can be expected depending on the context, e.g. between time rural women allocate to economic activities vs. their other roles and responsibilities, and the resulting risk of increasing women's work burden. Policies and interventions will be implemented to minimize those trade-offs</p>






Title	BL1: Gender Equality and Rural Women's Empowerment
 <p data-bbox="181 521 357 551">Risk/mitigation</p>	<p data-bbox="405 241 501 271">⚠ Risks:</p> <ol data-bbox="405 277 1473 450" style="list-style-type: none"> <li data-bbox="405 277 1473 342">1. Lack of political commitment to gender equality and weak national capacity and expertise on gender <li data-bbox="405 349 1473 378">2. Women's economic empowerment may lead to gender-based violence <li data-bbox="405 385 1473 450">3. Women are further marginalized due to shocks associated with economic fluctuations, climate change, natural disasters, pandemics or conflicts <p data-bbox="405 456 580 486">🌈 Mitigation:</p> <ol data-bbox="405 492 1473 763" style="list-style-type: none"> <li data-bbox="405 492 1473 591">1. Advocate for gender equality with civil society and non-governmental organizations and strengthen capacities in formulating, implementing, monitoring and evaluating gender-responsive policies and programmes at country level <li data-bbox="405 598 1473 663">2. Promote gender transformative approaches and engage with men, boys, and norm-holders to mitigate against GBV⁶² and establish feedback and complaint mechanisms <li data-bbox="405 669 1473 763">3. Enhance capacities of decision-makers in addressing gender-based risks faced by women, introduce climate-smart technologies and practices, and enhance women's involvement in recovery programmes and projects





⁶² Gender-Based Violence (GBV)

Title	BL2: Inclusive Rural Transformation
Gap	Rural people depend on agri-food systems for their livelihoods, yet they face stark inequality in educational and employment opportunities; access to assets, resources, and services; and participation and equal voice in policy and decision-making processes
Outcome	Inclusive transformation and revitalization of rural areas ensuring equal participation of and benefits to poor, vulnerable and marginalized groups accelerated through implementation of targeted policies, strategies and programmes
SDG targets	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day</p> <p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p>14.b Provide access for small-scale artisanal fishers to marine resources and markets</p>
SDG Indicators	<p>1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)</p> <p>8.3.1 Proportion of informal employment in total employment, by sector and sex</p> <p>8.5.1 Average hourly earnings of employees, by sex, age, occupation and persons with disabilities</p> <p>8.5.2 Unemployment rate, by sex, age and persons with disabilities</p> <p>10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population</p> <p>10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities</p> <p>10.7.2 Number of countries that have implemented well-managed migration policies</p> <p>14.b.1 (custodian) Degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries</p>
 Accelerators	<p> Technology: Addressing the constraints to access and adoption of technologies faced by poor, marginalized and vulnerable people can spur inclusive rural transformation</p> <p> Innovation: Tools, platforms, and capacity development for institutional and social innovation to promote inclusivity, empowerment; access to innovation for poor and vulnerable people; and innovation to inspire youth participation in food and agriculture</p> <p> Data: Production and analysis of agroclimatic, environmental, economic, and demographic data, relevant to the rural areas, to identify constraints, barriers and outcomes to promote inclusive rural development</p> <p> Complements: Improve governance analysis and transparency (in institutions and political economy) to identify institutional reforms that enable agency, voice and participation of the poor and marginalized through individual and collective action; invest in human capital and skills; and ensure access to productive resources</p>

Title	BL2: Inclusive Rural Transformation
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Render agri-food systems and rural areas attractive to youth • Foster multisectoral and territorial approaches to anti-poverty, anti-hunger, and rural development policies and programmes • Promote collective action and participation and inclusive institutions and organizations • Support agripreneurship, agri-MSMEs,⁶³ responsible investments and inclusive agri-food value chain development • Facilitate income diversification and decent work along agricultural value chains • Improve and expand access to social protection
<p> Normative aspects</p>	<ul style="list-style-type: none"> • Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • FAO Voluntary Guidelines (e.g. Responsible Governance of Tenure of Land, Fisheries and Forests; Securing Sustainable Small-Scale Fisheries); Code of Conduct for Responsible Fisheries • FAO Frameworks on Migration; Ending Child Labour in Agriculture; Rural Extreme Poverty; Social Protection; and Empowering Youth to Engage in Responsible Investment in Agriculture and Food Systems • FAO Policies on Gender Equality; and Indigenous and Tribal Peoples • FAO's Participatory and Negotiated Territorial Development (PNTD) approach • UN Decade of Family Farming 2019-2028 Global Action Plan
<p> Core function strategy</p>	<ul style="list-style-type: none"> • Design and implementation of multisectoral anti-poverty, anti-hunger and environmentally sustainable rural development policies, strategies, programmes and governance structures, and ensuring participatory, multi-stakeholder policy dialogue • Availability and use of data and statistics to improve understanding of the livelihoods of the rural poor, the constraints, barriers and vulnerabilities they face, and the functioning of labour markets and value chains • Capacity development for rural people, particularly young women and men, to improve skills and facilitate better engagement in, and benefit from, sustainable agri-food systems • Through partnerships, bring stakeholders together to achieve inclusive rural transformation jointly, based on specific context and needs
<p> Trade-Offs</p>	<p>Measuring trade-offs resulting from the implementation of policies and investments will require balancing between business formalization, consolidation and specialization; labour-intensive, labour-saving, and productivity-enhancing practices, such as digitalization and automation, with economic inclusion of the poor and vulnerable</p>
<p> Risk/mitigation</p>	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Unfavourable changes in government policy priorities, budget allocations and financial constraints and a poor enabling environment for opportunities in agri-food value chains 2. Slow buy-in of value chain stakeholders and investors 3. Health-related pandemic, conflicts, ecosystem degradation and natural disasters/climate change <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Communicate the business case for social protection, decent work and responsible investments for poverty reduction, socio-political stability and sustainable growth; advocate for government commitment to necessary rural infrastructure, services, and governance and institutional mechanisms; and engage private sector and producer organizations to promote business and market orientation 2. Promote commercially viable and market-oriented approaches, bolstering public-private collaboration; facilitate the sharing of best practices convey message that responsible business conduct reduces companies' risks 3. Adopt risk reduction and mitigation plans, integrating climate change adaptation and mitigation measures, including social protection


⁶³ Micro, small and medium-sized enterprise (MSME)





Title	BL3: Achieving Sustainable Urban Food Systems
Gap	Urban populations are expected to rise to 68 percent by 2050 and more than 90 percent of that increase is expected in developing countries. Demand for food and essential services in urban areas is growing, coupled with rising levels of malnutrition and pressures on national resources; yet, local governments and other local actors in agri-food systems are insufficiently recognized as key players in the transformation towards robust, inclusive and sustainable urban and peri-urban agri-food systems
Outcome	More efficient, inclusive, resilient and sustainable urban and peri-urban agri-food systems transformation that addresses urban poverty, food insecurity and malnutrition, enables healthy diets and catalyzes inclusive and sustainable rural transformation, promoted through the adoption of supportive policies and programmes, and the initiation and scaling-up of actions and investments by national and local stakeholders
SDG targets	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> <p>12.1 Implement the Ten-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p>
SDG Indicators	<p>1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)</p> <p>2.1.1: (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p> <p>11.a.1 Number of countries that have national urban policies or regional development plans that (a) respond to population dynamics; (b) ensure balanced territorial development; and (c) increase local fiscal space</p> <p>12.1.1 Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production</p>
 Accelerators	<p> Technology: Technical innovations to shorten and/or simplify the supply chain and reduce food loss and waste; GIS technology for urban agri-food systems analysis</p> <p> Innovation: Institutional innovation to build a network of cities and city-to-city exchange; virtual learning and digital capacity development; stakeholder engagement and participation as entry point to promote innovation</p> <p> Data: Hand-in-Hand Initiative geospatial platform populated with survey data from agri-food system projects and administrative data from local governments food system projects and administrative data from local governments</p> <p> Complements: Innovative, evidence-based urban food systems governance mechanisms for transparent monitoring, multi-sectoral coordination and inclusive decision-making; technical capacity to assist city and national governments in agri-food systems planning and identifying and addressing multi-dimensional risks, triggers and institutional responses</p>
Key thematic components	<ul style="list-style-type: none"> • Support better understanding of the drivers and structure of urban agri-food systems including inequality in access to food; food environment and food supply chain; urban-rural linkages and territorial dimensions; risks and vulnerabilities to shocks and stresses • Strengthen capacities of local and national governments for mainstreaming urban agri-food systems development and nutrition in urban policy and national and local legislative, regulatory and planning frameworks • Facilitate the establishment of food and nutrition governance and coordination mechanisms (e.g. Food Policy Councils) • Technical support for promoting innovation, green technologies and investments across the food supply chain, including urban and peri-urban agriculture, food environments, food


Title		BL3: Achieving Sustainable Urban Food Systems
		<p>public procurement and food waste reduction and management, applying gender transformative approaches</p> <ul style="list-style-type: none"> • Support city-to-city exchanges on urban food policy, planning and actions including South-South and Triangular Cooperation
 <p>Normative aspects</p>		<ul style="list-style-type: none"> • Urban Food Agenda and Urban Food Actions Platform • FAO Framework for the Urban Food Agenda • Milan Urban Food Policy Pact (MUFPP) Indicator framework • Rapid Urban Food Systems Appraisal Tool (RUFSA)⁶⁴ • City Region Food Systems Toolkit • FAO training module on integrating food into urban planning⁶⁵ • Policy Briefs: Urban Food Systems and COVID-19 Pandemic
 <p>Core function strategy</p>		<ul style="list-style-type: none"> • Data, indicators and information on urban agri-food systems (production, analysis, dissemination and proper disaggregation) • Inclusive policy dialogue for raising the voice of local governments and bridging the national-local governance gaps • Capacity development of stakeholders at subnational level to mainstream sustainable agri-food systems in local policies, programmes, plans and actions • Establishing partnerships and catalyzing coalitions, including UN-Habitat, international city networks, and the Milan Urban Food Policy Pact • Local government-friendly technologies (e.g. urban agri-food systems geospatial platform) • Engaging with development banks and the private sector to mobilize investment • Promote urban agri-food systems and the potential of local governments through a variety of communication products
 <p>Trade-Offs</p>		<p>Trade-offs (including inter-temporal) between environmental and food security objectives can be expected depending on the context and target groups. Social protection measures, capacity strengthening and an integrated policy framework are necessary to ensure the resolution of trade-offs</p>
 <p>Risk/mitigation</p>		<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Political instability and lack of capacity of local governments in managing the engagement of local actors, such as the private sector and civil society organizations, for the establishment of the food governance mechanism <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Ensure early inclusion, dialogue and consensus building among relevant national and local stakeholders in the programme design using strategic communication, choice of champions and forming of alliances with multiple actors 2. Engage in strategic communication, identify champions and form alliances with multiple actors





⁶⁴ To be published






⁶⁵ Under development

Title	BL4: Agriculture and Food Emergencies
Gap	In 2019, 135 million people in 55 countries were acutely food-insecure and around 183 million were at risk of slipping into crises or worse, populations in acute food insecurity need urgent food, livelihood and nutrition assistance as a result of conflict, weather extremes, transboundary animal and plant pests and diseases, economic shocks, or a combination of these drivers
Outcome	Countries facing or at risk of acute food insecurity provided with urgent livelihood and nutrition assistance and, adopting a humanitarian-development nexus and its contribution to a peace approach, their populations equipped with appropriate capacities to better withstand and manage future shocks and risks
SDG targets	<p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>16.1 Significantly reduce all forms of violence and related death rates everywhere</p>
SDG Indicators	<p>1.5.1 Number of deaths, missing persons and persons affected by disaster per 100 000 people</p> <p>1.5.2 (contributor) Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)</p> <p>1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies</p> <p>1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction</p> <p>2.1.1 (custodian) prevalence of undernourishment</p> <p>2.1.2 (custodian) prevalence of moderate or severe food insecurity in the population (FIES)</p> <p>2.2.1 prevalence of stunting</p> <p>2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)</p> <p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status</p> <p>16.1.2 Conflict-related deaths per 100 000 population, by sex, age and cause</p>
 Accelerators	<p>Technology: Enhance speed and quality of the response in humanitarian contexts using state of the art digital technologies</p> <p>Innovation: Innovate in combining risk information, green recovery and scaling-up tools to boost timely response for recovery</p> <p>Data: Timely production and analysis of data along the agri-food system to inform preparedness, early warning, anticipatory action and emergency response</p> <p>Complements: Promote timely, efficient and sustainable emergency response by identifying and building up existing capacities and promoting localization through human capital development and institutional strengthening of local delivery mechanisms</p>
Key thematic components	<ul style="list-style-type: none"> • Preparedness measures developed in advance of potential risks and hazards • Inclusive and equitable anticipatory action built on forecasting information and forward planning • Effective local, national and international emergency response to assist affected populations • Contributing to sustained peace and conflict prevention at local level in humanitarian contexts • Embedding longer-term resilience building within humanitarian activities to withstand future shocks, reduce future risks and protect development gains

Title	BL4: Agriculture and Food Emergencies
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • Global Network Against Food Crisis: 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Early warning analysis of acute food insecurity hotspots (FAO–WFP publication, 2020) • Applying an inclusive and equitable approach to anticipatory action (FAO publication, 2020) • The Programme Clinic: designing conflict-sensitive interventions (FAO publication, 2019) • Practitioner’s Guide for Seed Security Assessments (FAO publication, 2015) • Fisheries and aquaculture emergency response guidance (FAO publication, 2014) • Livestock Emergency Guidelines and Standards (FAO publication, 2015) • Social protection and resilience: supporting livelihoods in protracted crises and in fragile and humanitarian contexts (FAO position paper, 2017) • FAO and Cash+ How to maximize the impacts of cash transfers (FAO publication, 2018)
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Implement emergency interventions benefiting from the latest knowledge, technologies or good practices • Produce data and information on crisis contexts and impacts to support evidence-based emergency responses • Advocate and communicate food and agriculture needs within the context of the global food security cluster in support of humanitarian appeal processes and FAO’s emergency response • Develop capacity for evidence-based emergency preparedness and response interventions, enhancing localization and inclusivity, with dedicated attention to women empowerment • Facilitate partnerships to implement effective emergency response, promoting a humanitarian-development nexus and its contribution to a peace approach • Foster policy dialogue at global, regional and country levels, as through the Global Network Against Food Crises • Promote and further develop technical norms or flagship reports ensuring effective food and agriculture emergency response • Support effective humanitarian response through the co-leadership (with WFP) of the Inter-Agency Standing Committee (IASC) Global Food Security Cluster
 <p>Trade-Offs</p>	<p>Trade-offs can be expected as a result of increasing needs, with a level and degree of response depending on timely, multi-year, flexible and reliable funding. To minimize trade-offs, the Programme will address and work on the underlying causes of vulnerability through transformative change, working across the social, economic and environmental dimensions of humanitarian relief and sustainable development in an inclusive and equitable manner. Emergency interventions need to ensure the involvement of communities and local institutions with thorough knowledge of the specific contexts to understand the magnitude of trade-offs and optimize synergies</p>
 <p>Risk/mitigation</p>	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of timely and stable finance in the medium- and long-term reduces capacity to scale up response 2. Inability to access hard-to-reach areas 3. Inadequate participation of the most vulnerable and at-risk men and women in programme implementation, such as indigenous people, elderly people and people with disabilities <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Active engagement with partners to advocate for and secure multi-year, flexible and reliable funding to ensure sustainable impact toward building resilience 2. Sustain long-term in-country presence enabling FAO to have a deep understanding of the context and interact with all actors 3. Work across the social, economic and environmental dimensions of humanitarian relief and sustainable development in an inclusive and equitable manner, involving communities and local institutions with knowledge of the specific contexts

Title	BLS: Resilient Agri-food Systems
Gap	Household livelihoods of approximately 4.5 billion people depend on agri-food systems exposed to multiple shocks and stressors; in 2019, 8.9 percent of the world population were hungry and some 135 million were facing acute food insecurity, and the COVID-19 pandemic may have added between 83 and 132 million people to the total number of undernourished in the world in 2020
Outcome	Resilience of agri-food systems and livelihoods to socio-economic and environmental shocks and stresses strengthened through improved multi-risk understanding and effective governance mechanisms for implementation of vulnerability reduction measures
SDG targets	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>
SDG Indicators	<p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable</p> <p>1.5.1 Number of deaths, missing persons and persons affected by disaster per 100 000 people</p> <p>1.5.2 (contributor) Direct disaster economic loss in relation to global GDP (=11.5.2)</p> <p>1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies</p> <p>1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction</p> <p>2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture</p>
 Accelerators	<p>Technology: Technology applied in the context of resilience, both for primary producers but also along food value chains, to reduce the risk of shocks and stressors; technology on instruments to measure risk and uncertainty will be used</p> <p>Innovation: Innovate in operationalizing the resilience concept, taking an agri-food system perspective, and deliver timely quality information to manage risk and reduce vulnerabilities</p> <p>Data: Analyze acute and chronic food insecurity, and to develop indicators for vulnerability/resilience measurement at the domestic network level and for the overall functioning of the agri-food system at the national level to inform policies and decision making</p> <p>Complements: Improve human capital and institutional capacity for identifying risks and development of policies, strategies and plans to manage risks along social, economic and environmental dimensions of agri-food systems</p>
Key thematic components	Working across interlinked agri-food system layers - i.e. (i) individual producers and agri-food workers on and off-farm; (ii) businesses; (iii) workers on and off-farm; (iv) food supply chains; (v) domestic food networks; (vi) consumers (with focus on access to healthy diets); and (vii) agri-food systems - and in line with the humanitarian-food systems and the ecosystem that support those systems, will imply strengthening multi-risks understanding at these different levels, enhancing resilience of agri-food systems and the ecosystem that support those systems to inform multiple risk governance and decision-making for the implementation of vulnerability reduction measures


Title	BLS: Resilient Agri-food Systems
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • State of Food and Agriculture (SOFA) 2018, 2020 • State of Food Security and Nutrition in the World (SOFI) 2017, 2018 • 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Managing Climate Risks through Social Protection - Reducing Rural Poverty and Building Resilient Agricultural Livelihoods (Publication by FAO-International Red Cross and Red Crescent Movement's Climate Centre, 2019) • Programme Clinic: Designing Conflict-Sensitive Interventions (FAO Facilitation Guide, 2019) • Guidelines for Increasing Access of Small-Scale Fisheries to Insurance Services in Asia - A Handbook for Insurance and Fisheries Stakeholders (FAO publication, 2019) • CGIAR Consortium of International Agricultural Research Centres • FAO Corporate Framework to support sustainable peace in the context of the Agenda 2030
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Data collection in collaboration with country-led institutions to enhance multiple risk understanding and reduce agri-food system vulnerabilities, and contribute to improved resilience of the poor and in vulnerable situations • Capacity development focus on transitioning from a reactive management of shocks to a proactive approach based on enhanced understanding of agri-food system vulnerabilities and risks • Partnership and coalition dimensions bring together different actors along agri-food systems and sectors, fostering policy dialogue at all levels and supporting uptake of knowledge, technologies and good practices • Normative guidance on regulatory frameworks, investment strategies, and ways of targeting resources to achieve SDG targets 1.5 and 2.4 at a national level for Members • Advocacy and communication contribute to enhance resilience-thinking in terms of “resilience to what, of what, and for what” as a way of framing risk
 <p>Trade-Offs</p>	<p>Advocate for targeted action based on comprehensive evidence on return-of-investment and cost-benefit analyses and measuring of trade-offs resulting from investments. These will be addressed through multi-disciplinary work, stakeholder dialogue, quality assurance and safeguard policies/regulations based on FAO's normative work, as appropriate</p>
 <p>Risk/mitigation</p>	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of timely, predictable and flexible financing in the medium and long term to address underlying agri-food system vulnerabilities and needs of the most vulnerable communities 2. Enabling environment and political will, as well as multi-stakeholder commitment not guaranteed across different levels of an agri-food system 3. Communities and local institutions and organizations are not appropriately involved <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Actively engage with partners to advocate for multi-year, flexible and reliable funding to ensure sustainable impact toward sustaining resilience and allocate resources to the countries and communities most at risk based on evidence 2. Identify “bottlenecks” among the entry points that most impact ability of the vulnerable to face shocks and stressors and advocate for targeted action based on comprehensive evidence on return of investment and cost-benefit analyses 3. Sustain long-term in-country presence enabling deep understanding of context and interact with all actors and facilitate access to finance at local level for community-led resilience building





Title	BL6: Hand-in-Hand (HIH) Initiative
Gap	In most low-income countries and those in food crises, livelihoods are constrained by persistently low levels of productivity in agri-food production systems and access to markets, weak capacities to manage complex processes of agricultural and rural transformation, and limited ability to cope with complex, evolving markets and accelerating climate change
Outcome	Agricultural transformation and sustainable rural development accelerated through targeting the poorest and the hungry, differentiating territories and strategies, and bringing together all relevant dimensions of agri-food systems through analysis and partnerships
SDG targets	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day</p> <p>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries</p> <p>10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
SDG Indicators	<p>1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)</p> <p>1.2.1 Proportion of population living below the national poverty line, by sex and age</p> <p>2.1.1 (custodian) Prevalence of undernourishment</p> <p>2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age</p> <p>2.a.1 (custodian) The agriculture orientation index for government expenditures</p> <p>2.a.2 Total official flows (official development assistance plus other official flows) to the agriculture sector</p> <p>10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population</p> <p>10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities</p>
 Accelerators	<p> Technology: Deliver new technologies and adapt existing ones to local stakeholder needs and capacities; ensure quality control and monitor impact through data collection and analysis</p> <p> Innovation: Catalyze change, such as new business models, institutional development and new market entry, by leveraging innovative partner matchmaking</p> <p> Data: Foster the use of data science, geospatial data and non-conventional sources (e.g. Big Data) to fill data gaps at disaggregated subnational levels; introduce model-based analytics on drivers that determine productivity gaps</p> <p> Complements: Strengthen individual and institutional knowledge to identify and address capacity gaps for improved agency and collective action, ensuring inclusive and beneficial participation at all stages in agri-food production systems and markets</p>

Title	BL6: Hand-in-Hand (HIH) Initiative
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Stochastic profitability frontier analysis and governance technical analysis • Donor/partner mapping to accelerate learning and improve transparency • Country-led Executive Round Tables to improve inclusive decision-making • Partner matchmaking to promote development-oriented innovation • A comprehensive HIH Programme Investment Plan (PIP) to guide multi-partner collaboration • Robust HIH programme dashboards to facilitate partner coordination and communications • Mobilization of “whole of FAO” as a method for improving programme integration
<p>Normative aspects</p>	<ul style="list-style-type: none"> • International treaties, whether negotiated under FAO auspices or in other authoritative forums • Voluntary guidelines and policy guidance endorsed by the Committee on World Food Security (CFS) and FAO Governing Bodies • Authoritative policy decisions of multi-stakeholder bodies such as Codex Alimentarius • UN-endorsed rights-based obligations • Flagship publications such as SOCO, SOFA, SOFI, SOFIA, SOFO, SOLAW and SoW-BFA⁶⁶
<p>Core function strategy</p>	<ul style="list-style-type: none"> • Develop a platform to provide data and analytics to differentiate agro-economic potential at territorial level and an evidence base for stakeholder consultations, improved decision-making and impact evaluation • Facilitate and support governments and relevant stakeholders in the utilization of FAO normative instruments to promote sustainable and inclusive agricultural and rural transformation • Strengthen multi-stakeholder and inter-sectoral policy dialogue through Member-led Executive Round tables to develop comprehensive programme investment plans • Support institutional capacity development, including on the use of the HIH Platform and Dashboards for improved evidence-based policy development, implementation and coordination • Facilitate access to vital “means of implementation” for sustainable development through the innovative, requirement-focused HIH matchmaking approach to partnership development • Improve transparency and facilitate advocacy and communications among partners and stakeholders through the deployment of information technology enabled dashboards
<p>Trade-Offs</p>	<p>The Hand-in-Hand Initiative uses advanced modelling and an open data platform to identify and address systemic interactions and trade-offs among policy measures to achieve priority economic, social and environmental objectives. The modeling will allow to quantify the trade-offs and synergies of all HIH interventions so that adjustments are made and/or complementary policies are implemented to minimize negative externalities</p>

⁶⁶ *The State of Agricultural Commodity Markets (SOCO); The State of Food and Agriculture (SOFA); The State of Food Security and Nutrition in the World (SOFI); The State of World Fisheries and Aquaculture (SOFIA); the World's Forests (SOFO); the World's Land and Water Resources for Food and Agriculture (SOLAW); the World's Biodiversity for Food and Agriculture (SoW-BFA)*

Title	BL6: Hand-in-Hand (HIH) Initiative
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. The complex and vulnerable natural and social environments in HIH countries challenge sustainability of progress 2. Climate crisis and open market dynamics complicate the achievement of sustainable agri-food system improvements in HIH countries 3. FAO and its Members cannot mobilize the resources on the scale necessary to meet the programmatic needs identified in each investment plan 4. Changes in governments lead to shifting priorities and therefore a de-prioritization politically and financially within a country <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Enhance capacity to identify, assess and anticipate specific environmental risks through the HIH Platform; improve information flow and coordination among stakeholders; regular and ongoing real-time monitoring and communications; programme flexibility; strengthen national capacities, institutional efficacy, inclusion and legitimacy 2. Advance use of data, modeling and analytics to address and manage technical complexity, while introducing innovative uses of information systems to facilitate and ensure national ownership over more complex partnership arrangements 3. Ongoing communication and advocacy throughout the programme to sustain commitment and enable necessary adjustments in response to unforeseen developments 4. Implement the HIH engagement process, including technical analysis and broad partner consultation to stabilize support for the programme, which is flexible and adaptable and can adjust and scale as necessary

Title	BL7: Scaling up Investment
Gap	Delivering on the Sustainable Development Goals requires substantially more and better public and private investments
Outcome	Transformation towards sustainable agri-food systems with large-scale impacts on reducing inequalities and eradicating poverty and hunger accelerated through increased public and private investment, and improved capacities to leverage future investments
SDG targets	<p>1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions</p> <p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries</p> <p>10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes</p> <p>17.5 Adopt and implement investment promotion regimes for least developed countries</p>
SDG Indicators	<p>1.b.1 Pro-poor public social spending</p> <p>2.a.1 (custodian) The agriculture orientation index for government expenditures</p> <p>2.a.2 Total official flows (official development assistance plus other official flows) to the agriculture sector</p> <p>10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population</p> <p>10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities</p> <p>10.b.1 Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)</p> <p>17.5.1 Number of countries that adopt and implement investment promotion regimes for least developed countries</p>
 Accelerators	<p>Technology: Digital solutions for better decision-making; mobile banking and geodata-based financial tools for risk management; sustainable food and agricultural practices</p> <p>Innovation: Innovative digital finance; blended finance; broadened partnerships and platforms; reimbursable technical assistance; sustainable and nature-based food and agricultural solutions</p> <p>Data: Collection of data to monitor and assess the impact of investments and data-based digital solutions made available to small-scale farmers and small and medium enterprises (SMEs)</p> <p>Complements: Data-based decision-support and capacity development of subnational/national/regional/international organizations and institutions to improve pro-poor targeting of investments</p>
Key thematic components	<ul style="list-style-type: none"> • Support strategic investment planning in sustainable agri-food systems transformation and in fostering enabling policies • Increase support to public and private investment in sustainable agri-food systems, including “green” investment • Develop more knowledge and innovation-intensive investment solutions and better capacity for investment • Share investment-related information and knowledge, through effective communication

Title	BL7: Scaling up Investment
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • CFS-RAI, VGGT, Farmer Field Schools, FAO EX-ACT tool, GLEAM-I,⁶⁷ LPIS,⁶⁸ RuralInvest and Collect Mobile toolkits, Earth Map, AquaCrop and CropWat models • FAO's work on carbon neutrality, Geographical Indication (GI), and water harvesting investments • SOFA, SOFI, SOLAW
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Advocacy and communication to mobilize investments with development banks and private sector • Partnerships to leverage resources and provide high-level technical support that responds to countries' needs • Inclusive policy dialogue to create an enabling environment for inclusive and responsible public and private investment in resilient agri-food systems • Capacity development at national level to design, implement and evaluate public investment projects and to catalyze private investment to achieve large-scale sustainable impacts on the improvement of people's lives • Data collection and analysis for impact assessment and to make data-based digital solutions available to small-scale farmers and SMEs for better natural resource management, traceability, finance and risk management
 <p>Trade-Offs</p>	<p>The Programme has a strong functional, operational and country focus, with trade-offs between economic, social and environmental objectives as a result of the scaling up of activities. These will be measured and addressed through multi-disciplinary work, stakeholder dialogue, quality assurance and safeguarding policies and regulations based on FAO's normative work, as appropriate</p>
 <p>Risk/mitigation</p>	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. FAO and its partners are unable to meet the demand for quality investment support 2. Countries' capacity development for investment is not prioritized or correctly identified 3. Disruptions due to COVID-19 or new emergencies (and ensuing economic crises) may shift policy priorities and investment decisions away from agri-food systems <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Expand partnership arrangements that enable development of capacity. Develop a strategic plan to build capacity in investment support at all levels by linking effectively with universities and research centres 2. Advocate for capacity development for investment support to build commitment at national level and among donors, and provide relevant services 3. Raise awareness among country stakeholders about the economic, social and environmental benefits of investments in agri-food systems for governments, communities and investors. Maintain strong networks and partnerships with IFIs and resource partners to increase agri-food systems resilience

⁶⁷ Global Livestock Environmental Assessment Model - Interactive (GLEAM-i)

⁶⁸ Land Parcel Identification System (LPIS)

Objective 6: Technical quality, statistics, cross-cutting themes and accelerators

Result level	Accountability and measurement
Scope of work	Ensure and measure the delivery and quality of FAO's technical and normative work, knowledge and services; ensure quality data and statistics produced with integrity and disseminated by FAO; provide critical cross-cutting services to the Programme Priority Areas for work on gender, youth, and inclusion in support of the Agenda 2030; accelerate progress and maximize efforts in meeting the SDGs through the four accelerators, technology, innovation, data and complements.

Outcome	KPIs
Outcome 6.1: Quality and integrity of the technical and normative work of the Organization	6.1.A Quality of technical leadership (methodology for measurement to be developed)

158. The quality and integrity of the technical and normative work of the Organization is essential for effective implementation of the Strategic Framework. This Outcome is achieved through technical leadership and quality control by technical units; policy and technical dialogue at global, regional and national level; strengthened capacity to respond to emerging issues, including through a Multidisciplinary Fund; advances on fundamental challenges in the main disciplines through the Technical Committees; support to the development and implementation of normative and standard setting instruments for more efficient, inclusive, resilient and sustainable agri-food systems and the production of high-quality corporate flagship publications.

Priorities for 2022-23

159. Key priorities for 2022-23 will include building a stronger narrative, supported by evidence, on the pathways through which the normative and standard setting work of the Organization contributes to advance progress towards the SDGs; expanding the systematic peer review process beyond the FAO flagship publications to other key knowledge products; and strategic positioning of the food and agriculture sectors through the contribution of FAO governing bodies to the monitoring, follow-up and review process of the 2030 Agenda and the strengthening of the policy focus of the Technical Committees.

Outcome	KPIs
Outcome 6.2: Quality and use of FAO statistics to support evidence-based decision-making is improved	6.2.A Proportion of SDG indicators under FAO custodianship reported at national level in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1)
	6.2.B Proportion of FAO statistical processes of good quality on the basis of the FAO Statistical Quality Assurance Framework (SQAF)

160. High-quality statistics are essential for informing and designing targeted policies to reduce hunger, malnutrition and rural poverty and to promote the sustainable use and management of natural resources. This Outcome is achieved by the development of new international statistical methods and standards; the collection, processing, and global dissemination of internationally comparable country data; and the strengthening of national statistical institutions in collecting, analysing, disseminating and using food and agricultural statistics for monitoring SDG achievements and informing policy and investment decisions at country level.

Priorities for 2022-23

161. Key priorities in 2022-23 will be to improve international classifications and methodological frameworks for the statistical capture of activities in the food and agriculture sector; lead FAO's role
Key priorities in 2022-23 will be to improve international classifications and methodological

frameworks for the statistical capture of activities in the food and agriculture sector; lead FAO's role as custodian agency for 21 SDG indicators; coordinate the data collection and global reporting on relevant SDG indicators; support national statistical institutions in the adoption of internationally recognized definitions, concepts and classifications, and strengthen their capacity to develop SDG-compliant national statistical master plans.

Outcome	KPIs
Outcome 6.3: Cross-cutting areas: Gender, Youth, Inclusion	6.3.A Number of gender mainstreaming minimum standards implemented
	6.3.B Number of performance standards of revised UN SWAP on gender met or exceeded by FAO
	[Other KPIs to be developed during work planning process]

162. Cross-cutting areas help focus and enable critical areas to take into account across all of FAO's programmatic work in order to ensure leaving no one behind, in accordance with the FAO strategic narrative and UN programming principle. Achieving food security and nutrition, eradicating poverty and reducing inequalities depends to a great extent on obtaining equal rights and opportunities for women, men, youth, poor, vulnerable and marginalized groups, and enhancing their capacity, voice and participation to thrive as actors within their social and economic contexts.⁶⁹

163. FAO recognizes that the agriculture sector is still underperforming in most developing countries because half of its farmers - women - are not adequately supported and are still facing major constraints in voicing their needs and accessing the resources and services required to be productive and accomplished. The FAO Policy on Gender Equality 2020-2030 and the UN-SWAP 2.0 will guide the implementation, monitoring and reporting of activities focusing on gender equality and women's empowerment across all Programme Priority Areas, building on achievements and lessons learned since 2012.

164. FAO acknowledges that youth, as future managers of our eco- and agri-food systems, need to be explicitly targeted to ensure inclusive economic development that is resilient to future crises and shocks and contributes to the realization of the SDGs. FAO's Rural Youth Action Plan, endorsed by COAG Members, will guide the implementation, monitoring and reporting of youth-specific and youth-sensitive activities.

165. FAO's commitment to leave no one behind calls for an inclusive approach to agri-food systems' transformation to effectively reduce poverty, eradicate hunger and promote sustainable and sustained development. Inclusion addresses the inter-related and multidimensional drivers of social and economic exclusion. It entails addressing structural inequalities that prevent populations, particularly the rural poor and extreme poor and most vulnerable groups, to contribute to and benefit from development, and have their basic rights upheld. FAO will facilitate implementation, monitoring, and reporting based on the FAO's Framework on Rural Extreme Poverty and related sectoral frameworks.

Priorities for 2022-23

166. The priorities for 2022-23 are: (i) reinforcing the existing institutional mechanisms for gender mainstreaming, as defined by the guiding frameworks; (ii) ensuring their systematic implementation and further facilitating the integration of gender dimensions in FAO's programmatic and normative work; (iii) strengthening FAO's internal mechanisms and arrangements to ensure the Organization has the capacity to integrate and address youth and youth-sensitive elements in its programmes and initiatives; (iv) strengthening internal mechanisms and staff capacity to integrate and mainstream inclusivity throughout all of FAO's programmatic work; (v) supporting the collection and use of

⁶⁹ The funding for work on gender has been maintained at USD 21.8 million in the PWB 2022-23

sex-, age- and poverty-disaggregated data and information to expand the evidence base for informed gender-, age- and poverty-responsive policy and programme formulation and implementation; and (vi) providing technical guidance to all the Programme Priority Areas to fully incorporate gender, youth, and inclusion aspects in programme formulation.

Outcome	KPIs
Outcome 6.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	[KPIs to be developed during work planning process]

167. The four cross-cutting accelerators focus and accelerate efforts in all of FAO's programmatic interventions to fast-track progress and maximize efforts in meeting the SDGs and realizing the *betters* while minimizing trade-offs.

Priorities for 2022-23

168. The priorities for 2022-23 will be on applying the accelerators across all FAO interventions, as required by the context, while managing trade-offs; ensuring that the accelerators are inclusive and gender-sensitive; and supporting the Programme Priority Areas to leverage the accelerators to fast-track progress towards more efficient, inclusive, resilient and sustainable agri-food systems. A key priority for 2022-23 is developing and launching a framework for mainstreaming innovation in FAO to promote a more holistic, structured and coordinated approach for innovation within the organization, advance knowledge and evidence generation, foster stronger decision-making and policy advice, and aid in forging and reinforcing transformative partnerships.

Chapter 7: Technical Cooperation Programme

Result level	Accountability and measurement
Outcome Statement	The Technical Cooperation Programme (TCP) delivered in full alignment with the objectives of the FAO Strategic Framework, regional and country-specific priorities.
Scope of work	TCP allows facilitation of access by member countries to FAO's knowledge and technical expertise in all priority areas covered by the Organization's Strategic Framework, based on countries' specific priority needs. The priorities defined in the Country Programming Frameworks (CPFs) and Regional Conferences guide the use of TCP resources for strategic technical assistance intended to respond to governments' needs, help accelerate change through catalytic impacts, foster capacity development and assist in mobilizing resources in the efforts for achievement of the SDGs and the 2030 Agenda. TCP projects are designed to produce tangible and immediate results in a cost-effective manner and catalyse development changes. The TCP programme comprises two main components: the TCP Management and Support, shared between headquarters and the decentralized offices; and TCP Projects, providing direct assistance to member countries.

Outcome	KPIs
7.1: TCP management and support	7.1.A Approval rate of TCP resources against 2022-23/2024-25 appropriation
	7.1.B Delivery rate of TCP projects against 2016-17/2018-19 appropriation
	7.1.C Percent of projects approved against 2022-23/2024-25 appropriation that are gender sensitive/or contribute to gender equality.

Priorities for 2022-23

169. Focus and momentum on improving the timeliness of FAO's response to requests for assistance will be maintained, as well as ensuring strategic alignment, including with the UN development system repositioning efforts, providing capacity development and support to resource mobilization, and continuing to pursue gender equality targets. TCP projects will be designed to produce tangible and immediate results in a cost-effective manner, with the aim to ensuring relevance and sustainability of the assistance provided. Results of the programme and individual projects will be better captured and showcased in innovative ways.

170. The share of the TCP at 14 percent of the net budgetary appropriation is maintained in the current PWB 2022-23 proposal in line with Conference Resolution 9/89 and the recommendation of the Conference at its 41st Session in 2019.⁷⁰

171. The Organization will pursue efforts to address the findings and recommendations of the TCP Evaluation⁷¹ and Audit, and relevant guidance by the Governing Bodies at their November-December 2020 Sessions,⁷² in particular by exploring: (i) further streamlining and refining of the way FAO operates (policies and procedures); (ii) innovative approaches including modalities of leveraging the TCP as a catalytic fund more systematically, in alignment with the SDGs, and to attract additional extrabudgetary funding; and (iii) continued improvements in transparency, communication and reporting on TCP implementation and results. Efforts will focus on improving results monitoring and

⁷⁰ C 2019/REP, paragraph 70.e)

⁷¹ PC 129/2

⁷² JM 2020.2/2; CL 165/9; CL 165/10; CL 165/REP

reporting, specifically with a view to providing a more systemic overview of TCP project results, including showcasing alignment to priority initiatives such as Hand-in-Hand and highlighting innovation, sustainability and catalytic effects, and contribution to gender equality.

Functional Objective 8: Outreach

Result level	Accountability and measurement
Outcome Statement	Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management.
Scope of work	Under the responsibility of business units in the Partnerships and Outreach stream, Functional Objective 8 provides the basis for measuring the outreach functions of the Organization and the support to the enabling environment for these functions and for projects' implementation. These outreach functions support the delivery of FAO's objectives through diversified and expanded partnerships, including North-South, South-South and Triangular Cooperation partnerships, advocacy, increased public awareness, political support, resource mobilization, enhanced capacity development and knowledge management and sharing, complemented by fit-for-purpose corporate approaches, workflows and guidelines for project development and implementation. This includes the "due diligence" function in support to the implementation of FAO's Strategy for Private Sector Engagement 2021-2025.

Outcome	KPIs
8.1: Partnerships, advocacy and capacity development including South-South and Triangular Cooperation	8.1.A Number of strategic partnerships, alliances, networks and platforms with State and non-state actors brokered, established and sustained
	8.1.B Number of advocacy initiatives to advance the objectives of multi-stakeholder initiatives
	8.1.C Number of UN Agencies, Funds and Programmes, including Rome-based Agencies, initiatives, implemented
	8.1.D Number of capacity development instruments developed and applied

South-South and Triangular Cooperation

172. The South-South and Triangular Cooperation Division (PST) is responsible for coordinating South-South and Triangular Cooperation (SSTC) programmes and initiatives in FAO and supporting the mainstreaming of SSTC as a key delivery mechanism of the Strategic Framework. PST provides technical support on SSTC to all FAO units and assists them in the identification of potential SSTC partners and funding opportunities, while promoting exchange and sharing of development solutions and awareness and visibility raising of the SSTC.

Priorities for 2022-23

173. Key priorities for 2022-23 will include the implementation of FAO's new corporate Strategy for SSTC; integration and alignment of the SSTC with FAO's key priority programmes and initiatives; strengthening and expanding SSTC partnerships and strategic alliances through MoUs⁷³ and agreements; developing and expanding the knowledge exchange platform (SSTC Gateway) to link demand and supply for solutions and expertise; and deepening collaboration on SSTC with RBAs and the UN system.

Partnerships and UN Collaboration

174. The Partnerships and UN Collaboration Division (PSU) is responsible for coordinating and overseeing the identification, strengthening and stewardship of strategic partnerships with UN agencies and non-state actors in support of FAO's objectives and the SDGs, including with

⁷³ Memorandum of Understanding (MoU)

parliamentarians, civil society organizations, academia and research institutions, family farmers' and indigenous peoples' organizations. It does this through developing capacities, fostering dialogues, scaling up programmes and advocating for FAO's corporate goals. It ensures that multi-stakeholder processes and engagements at global, regional and country level are an integral part of FAO's work and provides targeted support to ensure that capacity development contributes to the SDGs. PSU has lead responsibility for the promotion of the CFS Principles for Responsible Investment in Agriculture and Food Systems (RAI) and the implementation of the Food Coalition, the Milan Urban Food Policy Pact, the UN Decade of Family Farming (UNDF), and FAO's Policy on Indigenous Peoples. In addition to facilitating relevant e-learning programmes, PSU promotes and facilitates knowledge sharing on sustainable food security and nutrition among research institutions and academia.

Priorities for 2022-23

175. Priorities for 2022-23 include the promotion, strengthening and development of partnerships with non-state actors and UN entities to ensure sustained and long-lasting impact; supporting the creation of enabling environments and related legal frameworks for the attainment of the SDGs through the promotion of Parliamentary Alliances Against Hunger and Malnutrition; fostering political commitment to attain SDG2 including through the Food Coalition; promoting indigenous peoples issues as a main element of leaving no one behind; building capacity and boosting impact, including through the e-Learning Academy; supporting the development and implementation of National Action Plans for implementation of the UNDF; and promoting the CFS-RAI Principles.

Outcome	KPIs
8.2: Communications	8.2.A Increased level of media presence (expressed as number of hits) as measured by central media monitoring service and other monitoring tools
	8.2.B Increased user traffic to FAO.org (based on the number of sessions on representative pages)
	8.2.C Increased aggregate number of followers of FAO's social media accounts (combined)
	8.2.D Increased reach of the key corporate communication campaigns measured as number of languages in which messages are promoted

Communications

176. The Office of Communications (OCC) promotes FAO's mandate and its contribution to the SDGs by highlighting the work of the Organization to target audiences and garnering recognition of FAO's unique contribution worldwide. It focuses on raising the Organization's profile and promoting awareness by informing the general public and more specialized audiences through news releases, social media, video and audio products. It develops and maintains digital platforms, ensures social media presence and creates digital engagement strategies and campaigns, in close collaboration with relevant FAO offices. It also performs a number of important knowledge management functions to support the production and dissemination of FAO publications via dedicated platforms.

Priorities for 2022-23

177. Key priorities in 2022-23 will be to strengthen the communication network in decentralized offices; increase 'brand' awareness and FAO's link with the SDGs through knowledge sharing and the delivery of successful campaigns, including through innovative partnerships with cities, television networks, outdoor advertising transport and retail companies, and through communicating FAO's work in an increasing number of languages; implement a Digital Publishing Strategy and increase the number of publications produced in globally accessible online formats with focus on new tools for

measuring uptake; re-vamp OCC's engagement and advocacy partnerships strategy to amplify FAO's messaging and mobilize support by making greater use of influencers, Goodwill Ambassadors and other external partners to expand its reach to more diverse and wider audiences.

Outcome	KPIs
8.3: Increased resource mobilization and expanded partnership base with the private sector	8.3.A Biennial level of voluntary contributions mobilized and sustained
	8.3.B Number of diversified resource partnerships
	8.3.C Number of strategic engagements with private sector entities
	8.3.D Number of FAO staff with increased capacity working on private sector partnerships
	8.3.E Percentage of projects that are in a condition that requires management action

Resource mobilization and private sector partnerships

178. The Resource Mobilization and Private Sector Partnerships Division (PSR) leads and coordinates the mobilization of voluntary contributions in support of FAO's strategic priorities. PSR is also responsible for partnerships with the private sector and will have a key role in the successful implementation of FAO's Strategy for Private Sector Engagement 2021-2025.

Priorities for 2022-23

179. The priorities for 2022-23 will be on scaling up the levels of contributions, partnerships and impact from all sources, with special emphasis on resources from vertical funds such as GEF and GCF, country self-funding through UTF⁷⁴ modalities, and pooled less-earmarked funding mechanisms and modalities, such as the FMM and ASTF,⁷⁵ and other programmatic funding instruments (such as SFERA, FIRST, COVID-19 Umbrella Programme, etc.)⁷⁶ to achieve the SDGs and Agenda 2030, in the context of the UN Funding Compact. This will require more effective engagement with current and pipeline resource partners through strategic dialogues, consultations and informal meetings; support of technical units for effective implementation and reporting; expanding, accelerating and showcasing value-for-money, catalytic effect and transformative impacts of multi-partner initiatives; producing quality products and documentation, including raising the visibility, outreach and marketing and making compelling business cases to attract new contributions from governments and the private sector.

Project support services

180. As part of the enabling environment, the Project Support Services Division (PSS) has the lead responsibility for ensuring that the Project Cycle, new operational modalities in FAO and due diligence are fit-for-purpose, adapt to, and facilitate the evolution of needs arising from the outreach functions and the new partnerships, including with the private sector, while ensuring quality of engagement, proper risk management at corporate level and oversight.

Priorities for 2022-23

181. Focus in 2022-23 will be on: a) developing new approaches to support new partners, developing and implementing programmes and projects, including with new operational modalities, and facilitating engagements at country and global level; b) enhancing support to regional and country offices to improve project and programme implementation oversight; c) supporting the

⁷⁴ Unilateral Trust Fund (UTF)

⁷⁵ Flexible Multi-Partner Mechanism (FMM); Africa Solidarity Trust Fund (ASTF)

⁷⁶ Special Fund for Emergency and Rehabilitation Activities (SFERA); EU-FAO Food and nutrition security impact, resilience, sustainability and transformation (FIRST) programme

implementation of FAO's Strategy for Private Sector Engagement 2021-2025; d) enhancing support to country and regional offices in due diligence, including for improved monitoring and reporting on the due diligence framework for risk assessment and management of engagement with the private sector; and e) supporting the development of an integrated, agile and streamlined information system to improve project/programme development, management, monitoring and reporting within a more programmatic approach, including for new implementation modalities.

Functional Objective 9: Information and Communications Technology (ICT)

Result level	Accountability and measurement
Outcome Statement	Delivery of FAO's work is accelerated through the establishment of a global digital environment, bringing forward technology opportunities and delivering transformative digital capabilities.
Scope of work	Functional Objective 9 enables the transformation of FAO into a digital organization through the delivery of digital public goods, provision of innovative technologies, and effective and cost-efficient ICT services supporting FAO's global operations. The responsible business unit is the Digitalization and Informatics Division (CSI).

Outcome	KPIs
9.1: ICT solutions and services	9.1.A Number of strategic platforms implemented for the delivery of global public goods
	9.1.B Percentage of digital assets effectively managed through established cybersecurity framework
	9.1.C Percentage of Service Level Agreements (SLAs) met as specified in the published service catalogue

Priorities for 2022-23

182. The priorities for 2022-23 will be to further accelerate the use of innovative technologies to enable the transformation of FAO into a digital organization, and continue to improve on a portfolio of ICT services and tools that will allow FAO personnel to effectively perform their work from any location and at any time.

183. Particular attention will be given to: facilitating and promoting data federation and information sharing through the Hand-in-Hand geospatial platform; assessing and enabling capabilities needed to embed digital innovations in FAO's programmes; continued support to the International Platform for Digital Food and Agriculture; promoting a dynamic infrastructure service delivery model, including further transformation to cloud-based services and tools; transitioning of *fao.org* into a global web presence; and implementing a cybersecurity framework for sustainable security of the FAO digital environment within a defined acceptable level of risk.

184. While further corporate efficiency gains are expected from digitalization and automation of administrative processes, including due to progress with regard to AI and an increasing systematic use of cloud-based solutions which reduce investment costs, there is in parallel an increase of licensing and operational costs linked to these digital solutions which has to be factored into budgetary allocations.

Functional Objective 10: FAO governance, oversight and direction

Result level	Accountability and measurement
Outcome Statement	Effective direction of the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight.
Scope of work	<p>Functional Objective 10 encompasses the governance, oversight and direction functions of the Organization. The responsible business units are the Governing Bodies Servicing Division (CSG), the Office of Evaluation (OED), the Office of the Inspector General (OIG), the Office of the Director-General (ODG), the Legal Office (LEG), the Office of Strategy, Programme and Budget (OSP), the Ethics Office (ETH), the Ombudsman Office (OMB) and the Office of Sustainable Development Goals (OSG).</p> <p>These functions aim for the effective direction of the Organization through strategic management and oversight, and enhanced political commitment and collaboration with Members. This involves establishing the institutional arrangements and processes to assess and take action on programmatic results and on the underlying health of the Organization; and supporting effective governance by ensuring compliance with the Basic Texts and with the policies adopted by the Governing Bodies.</p>

Outcome	KPIs
10.1: FAO Governance	10.1.A Governing Body documents delivered according to deadlines and language requirements
	10.1.B Implementation of Governing Body decisions within prescribed deadlines

FAO Governance

185. The Governing Bodies Servicing Division (CSG) supports the servicing of Governing and Statutory Bodies, the implementation of their decisions in a responsive and transparent way, the production of timely and precise standards translation of documents, and the provision of accurate and reliable interpretation services. It ensures coordination of all Secretariats and adherence to established rules for timely publication of documents in all FAO languages for meetings of the Governing Bodies.

Priorities for 2022-23

186. The focus in 2022-23 will be galvanised by the drive for an enhanced corporate enabling environment, and subsuming COVID-induced innovation into a new normal paradigm. Accordingly, innovative procedures and processes for more efficient Governing Body meetings will continue to be pursued; the provision of multilingual goods and services will be bolstered; and digitalization for enhanced and integrated communication instruments for FAO Members will be instituted.

Outcome	KPIs
10.2: Oversight	10.2.A Percentage of audit coverage delivered, including high-risk ones
	10.2.B Number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme and other major programme evaluations
	10.2.C Percentage of investigations completed within timeline

Oversight

187. The Office of Evaluation undertakes in-depth and objective assessments of the work of the Organization across all sources of funds. Through the evaluation of FAO's and system-wide contributions to development results at the global, regional and country levels, FAO will be in a better position to support the achievement of the SDGs.

188. The Office of the Inspector General (OIG) evaluates and contributes to the improvement of the Organization's governance, risk management and control processes, providing the *Director-General* and the functions and programmes audited with independent, objective assurance and consulting services designed to add value and improve FAO's operations. The Office also investigates allegations of misconduct involving FAO personnel and third parties and promotes policies and best practices to enhance the integrity of FAO's operations.

Priorities for 2022-23

189. The Office of Evaluation will focus on putting in place a new policy for the evaluation function which will include roles and responsibilities for system-wide and decentralized evaluations.

190. The Office of Inspector General will concentrate efforts on continued improvement of the efficiency and effectiveness of work practices, both in audit and investigation, and innovation, including through the use of technology and data. Special attention will be given to identifying the root causes of systemic deficiencies and weaknesses in the Organization's operations, and more emphasis on communicating effectively with internal and external stakeholders.

Outcome	KPIs
10.3: Direction	10.3.A Share of targets met [to be refined based on new results framework]
	10.3.B Percentage of recommendations of strategic evaluations where the agreed Management Response has been completed by the due date
	10.3.C Number of initiatives/tools to strengthen strategic coordination and monitoring over the decentralized offices network
	10.3.D Percentage of high-risk audit recommendations for which agreed actions have been completed by due date
	10.3.E Percentage of long-outstanding audit recommendations (i.e. 24 months and above)
	10.3.F Percentage of staff that have completed e-learning on prevention of harassment, sexual harassment and abuse of authority and on protection from sexual exploitation and abuse
	10.3.G Percentage of staff who agree that FAO has effective policies, processes and procedures to address harassment and other unacceptable behaviour

Direction

191. Direction encompasses the functions provided by the executive leadership of the Organization, in particular the Office of the Director-General and Core Leadership, as well as the Offices of the Legal Counsel; Strategy, Programming and Budget; Ethics; Ombudsman and the SDGs.

Priorities for 2022-23

192. In 2022-23, the Legal Office will prioritize support for the development of internal legal frameworks and processes which are fit-for-purpose, and enhance efficiency and support new ways of working and delivering. This will include addressing aspects of FAO's legal relationships with partners, particularly the private sector and International Financial Institutions, as well as legal issues arising in connection with digital and technical innovation. Support for the implementation of the new human resources action plan will be a further priority. Technical legal advice will focus on

responding to Members' requests for assistance in establishing legal and regulatory frameworks supporting their recovery from the impacts of the pandemic and building resilience to respond to other emergencies.

193. The Office of Strategy, Programming, and Budget will continue to focus on the implementation of the Strategic Framework for 2022-31, improvements related to corporate results-based work planning, budgeting and monitoring; integration of related data systems; policy and guidelines for preparing and monitoring Country Programming Frameworks under the country-level arrangements implemented with the UNDS repositioning; and preparation of the major planning and reporting documents for consideration by the governing bodies. Continued emphasis will be made to strengthen internal control and effective fraud and risk management, ensuring appropriate corporate processes are in place to assess, discuss and report on these areas.

194. Under this Functional Objective, work will also continue on improving oversight and ensuring coordinated, integrated and harmonized functioning of the decentralized offices network, including through the implementation of a modern monitoring system under the oversight of the Office of the DDG-Thomas. It will also continue to oversee progress in addressing risks and internal controls gaps detected by oversight bodies across all locations, and work on strengthening related tools and processes.

195. The Ethics Office will continue to support the establishment of an enduring ethical culture in the Organization, including through outreach and awareness raising activities, as well as oversee the implementation of the policies, processes and procedures to address harassment and other unacceptable behavior, in close collaboration with all concerned units.

196. The Ombudsman Office will continue to help resolve workplace problems, supporting FAO's efforts to foster a harmonious workplace, by providing confidential and impartial guidance to anyone working within FAO who may have work-related concerns.

197. The Office of SDGs will coordinate the corporate engagement in the 2030 Agenda follow-up and review, working closely with concerned units across the Organization. The Office will ensure consistent messaging and communication on key priorities for food and agriculture to achieve sustainable development; provide information to Members, partners and other stakeholders on FAO's engagement in the 2030 Agenda; and collect and disseminate lessons learned and make proposals for improvements.

Functional Objective 11: Efficient and effective administration

Result level	Accountability and measurement
Outcome Statement	Maximize effectiveness and work towards ensuring value-for-money in fulfilling fiduciary, policy setting and monitoring and control functions.
Scope of work	Functional Objective 11 provides the basis for measuring the effective and efficient management and administration of human, financial and other physical assets and resources through KPIs with biennial targets, building on accomplishments, and focusing on providing internal and external clients with quality support, guidance and services. The responsible business units are the Human Resources (CSH), Finance (CSF) and Logistics Services (CSL) Divisions.

Outcome	KPIs
11.1: Efficient and effective management of human resources	11.1.A Time required to recruit staff
	11.1.B Percentage of member countries that are equitably represented
	11.1.C Gender parity at professional level, and for senior positions

Human Resources (HR)

198. The Human Resources Division will continue to promote people-centred HR strategies and policies that drive a culture of integrity, innovation, collaboration and excellence, and enhance concerted efforts and contribution to the goals of the 2030 Agenda for Sustainable Development.

Priorities for 2022-23

199. In 2022-23, CSH will focus on sustaining the recruitment of employees of the highest caliber, enabling effective workforce and succession planning to align with the strategic and programmatic needs of the Organization, achieving equitable geographic representation and gender parity particularly in high-graded positions, as well as pursuing increased efficiency and reduction in transaction costs through continued streamlining of HR processes and procedures, simplification of rules, and the increased use of technology, automation and innovation.

Outcome	KPIs
11.2: Efficient and effective management of financial resources	11.2.A FAO receives an unmodified opinion on its financial statements, including on its statements of internal control

Financial resources

200. The Finance Division will continue to implement its core mandate of preparing IPSAS⁷⁷ compliant Financial Statements that receive an unmodified opinion from the Organization's External Auditors.

Priorities for 2022-23

201. Efforts will continue to be on close monitoring of financial resources and data quality, ensuring adherence to internal controls and providing the necessary training and support to decentralized offices. Particular attention will be given to enhanced reporting and automation of some tasks to simplify financial processes, in particular payments and bank reconciliation, contributing *inter alia* to streamlining administrative and operational processes at field level.

⁷⁷ International Public Sector Accounting Standards (IPSAS)

Outcome	KPIs
11.3: Efficient and effective administrative services and enabling functions	11.3.A Level of client satisfaction with the quality of services and guidance provided by CSL business and policy owners to all FAO units (measured through survey)
	11.3.B Percentage of annual reduction rate (or 1985 tons CO2 emissions) reduced per year from facilities and duty travel
	11.3.C Percentage of country offices effectively using In-Tend e-tendering platform
	11.3.D Number of country offices effectively implementing increased delegation of authority
	11.3.E Percentage of FAO staff who benefited from quality healthcare services
	11.3.F Number of broadcasts issued to FAO staff on environmentally and ergonomically safe workplace
	11.3.G Percentage of country offices with up-to-date tested and functioning Business Continuity Plan (BCP)

Logistics and administrative services

202. Logistic and administrative services contribute to the achievement of quality results, enhanced compliance, and efficient services to support FAO's programme delivery worldwide measured through a client-oriented approach and with due consideration to environmental sustainability issues.

Priorities for 2022-23

203. Priority focus will be on maintaining efficient and quality services through innovative business processes and improved policy guidance, delivering of effective, compliant and environmentally sustainable services, and sustaining active participation and contributions to the UN Efficiency Agenda and RBAs collaboration initiatives.

204. This will include a strategic transformation of the procurement function including greater digitalization of processes; enhanced administrative services for HR, payroll, finance and travel business through simplification, standardization, automation and self-service capabilities; implementation of the Corporate Environmental Responsibility Strategy 2020-2030 and fostering environmentally-sustainable behavioral change; finalizing of large-scale projects for safety and environmentally-friendly renovations of FAO headquarters premises; boosting health services to ensure the wellbeing and productivity of FAO's workforce building on lessons learned during the pandemic; and assuring quality guidance and review of travel policies and practice aimed at seeking further efficiency gains in FAO's global travel programme.

Contingencies

205. The provision for contingencies remains unchanged since the PWB 1980-81.

Transfer to Tax Equalization Fund

206. The Tax Equalization Fund was established as of 1 January 1972.

207. In line with the practice followed since 1972-73, the 2022-23 budget is presented on a gross basis, by adding to the total effective working budget an appropriation for staff assessment. This will have no effect on the contributions payable by Members not levying tax on FAO staff emoluments; their full share of the staff assessment appropriation is refunded, by deduction from the contributions payable by them.

208. Members which levy tax on FAO staff emoluments will have their shares of the appropriation for staff assessment reduced by the amount estimated to be required to meet claims from the FAO staff concerned for tax reimbursement.

209. The amount of USD 117.4 million provided for 2022-23 represents the difference between gross and net salary costs based, as far as professional staff and above are concerned, on the UN salary scales as of 1 January 2021.

210. The application of credits arising from the Staff Assessment Plan against Members' assessments will be presented after the Conference has decided on the scale of contributions to be applied for 2022-23.

Chapter 13: Capital Expenditure

Result level	Accountability and measurement
Outcome Statement	FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and delivery of its programme of work.
Scope of work	<p>Conference Resolution 10/2003 established the Capital Expenditure Facility as a Chapter of the Programme of Work and Budget. The Facility serves to define and authorize expenditures on tangible and intangible assets with a useful life in excess of FAO's financial period of two years that generally require a level of resources which cannot be funded within the appropriation for a single biennium. Financial Regulation 6.11 authorizes the transfer of any balance in the Capital Expenditure Account for use in the subsequent financial period.</p> <p>The Facility provides investment required to maintain and improve FAO's products and services in relation to: (a) platforms for technical data and information; (b) operational and administrative systems; and (c) infrastructure and services. The Capex Management Board, chaired at Deputy Director-General level, assesses the investment quality and monitors implementation of Capital Expenditure projects as regards corporate significance, measurable benefits and costs, timescales and risks.</p>

Outcome	KPIs
13.1: Information Technology	13.1.A Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, measured by annual review
	13.1.B Percentage of CAPEX projects that are delivered on time, quality and within budget, measured by project Portfolio

Priorities for 2022-23

211. In 2022-23, investments under Capital Expenditure will focus on five main areas: (a) core ICT infrastructure, covering the provision of servers, storage and communication networks to ensure an effective and efficient ICT infrastructure which meets industry standard best-practices and supports the business needs of the Organization; (b) corporate administrative systems to ensure that the Enterprise Resource Planning (ERP) systems continue to meet the dynamic operational and business requirements of headquarters and decentralized offices; (c) corporate technical applications to improve and enhance the management of technical data and information; (d) Management Information Systems to address operational reporting and data analysis requirements and support management decision-making; and (e) building infrastructure and facilities to ensure compliance with health and safety regulations and achieve lower maintenance and running costs and environmental objectives.

Chapter 14: Security Expenditure

Result level	Accountability and measurement
Outcome Statement	FAO personnel are able to carry out their functions safely and securely in all locations where the Organization operates.
Scope of work	Conference Resolution 5/2005 established the Security Expenditure Chapter as an expenditure facility for the provision of comprehensive coverage of staff and non-staff costs directly related to security and safety of FAO's staff and assets. Through close coordination with host governments' authorities and the establishment of security management systems, a conducive environment is provided to ensure safety and security of FAO personnel in all locations where the Organization operates.

Outcome	KPIs
14.1: Safe and secure operating environment for headquarters programme delivery	14.1.A Number of successful fire drills completed for each building at headquarters
	14.1.B Notification of alerts/information to all FAO personnel within 24 hours through the Emergency Notification System (ENS), in case of relevant safety and security related issues
	14.1.C Number of security briefings for newly recruited headquarters personnel
	14.1.D Number of women's security awareness training (WSAT) conducted
	14.1.E Percentage of examination and testing of drivers' defensive driving and mechanical check-ups of vehicle completed in line with implementation of pillars of road safety strategy (both headquarters and field)
	14.1.F Number of defibrillators and first aid kits distributed, and percentage of the staff training in use of the kits to ensure workplace safety at headquarters buildings
	14.1.G Percentage of FAO personnel who benefited from quality healthcare services
	14.1.H Number of activities (trainings, awareness raising campaigns) conducted on safety against environmental hazards of air pollution for headquarters-based personnel

Priorities for 2022-23

212. Focus in 2022-23 will continue to be on threat assessments conducted jointly with local authorities, and on improving internal capacity for prevention and response in cases of emergencies, by ensuring a level of training of security personnel compliant with UN and local standards. Coordination of the response to COVID-19 and other crises will remain at the forefront, including through effective engagement with Host Government counterparts and as "One UN" in Italy.

213. In line with guidance by the Advisory Committee on Occupational Safety and Health (ACOSH), priority will continue to be the provision of continuous and quality services to all FAO personnel, including for the Mental Health Strategy and other interagency initiatives, with special attention to the needs of personnel in decentralized offices.

214. In close coordination with all contributing units, priority will continue to be on ensuring the safety of FAO premises and infrastructures worldwide and to further enhance relevant safety measures.

Outcome	KPIs
14.2: Safe and secure operating environment for worldwide programme delivery	14.2.A Percentage of decentralized offices that comply with Security Risk Management (SRM) measures, in accordance with standing UN security management system policies
	14.2.B Percentage of international staff at decentralized offices who comply with Residential Security Measures (RSM)
	14.2.C Activation of Crisis Incident Response Team (CIRT) within 24/36 hours following critical incidents and crisis scenarios at decentralized offices
	14.2.D Number of Safe and Secure Approaches in Field Environments (SSAFE) training for FAO personnel to be deployed to high-risk duty station

Priorities for 2022-23

215. Continued attention on field security will be made on anticipation, prevention, protection and response, in particular for risks from armed conflict, terrorism, crime, civil unrest and natural disasters. The Security Service will continue to provide decentralized offices with technical expertise, security training, funding for security equipment, advice and operational support, liaising with relevant country United Nations Department of Safety and Security (UNDSS) counterparts, and through the timely activation of Crisis Incident Response Teams (CIRT).

Annex 2: Budget Proposal by Budgetary Chapter

(USD thousand)

Budget Chapter	PWB 2022-23		
	Net Appropriation	Extrabudgetary	Total
1.1: Green Innovation	41 704	87 225	128 929
1.2: Blue Transformation	33 399	68 862	102 261
1.3: One Health	29 528	99 789	129 317
1.4: Small-Scale Producers' Equitable Access to Resources	38 878	174 143	213 021
1.5: Digital Agriculture	14 049	13 772	27 822
1: Better Production	157 559	443 791	601 350
2.1: Healthy Diets for All	44 766	33 814	78 580
2.2: Nutrition for the Most Vulnerable	21 367	115 307	136 674
2.3: Safe Food for Everyone	21 377	14 678	36 054
2.4: Reducing Food Loss and Waste	15 551	15 813	31 364
2.5: Transparent Markets and Trade	28 537	16 514	45 050
2: Better Nutrition	131 597	196 125	327 723
3.1: Climate Change Mitigating and Adapted Agri-food Systems	36 169	138 646	174 815
3.2: Bioeconomy for Sustainable Food and Agriculture	22 762	64 087	86 848
3.3: Biodiversity and ecosystem services for food and agriculture	38 257	114 770	153 027
3: Better Environment	97 187	317 502	414 690
4.1: Gender Equality and Rural Women's Empowerment	8 380	8 118	16 497
4.2: Inclusive Rural Transformation	38 036	27 833	65 869
4.3: Achieving Sustainable Urban Food Systems	15 935	15 248	31 182
4.4: Agriculture and Food Emergencies	9 781	768 003	777 784
4.5: Resilient Agri-Food Systems	40 369	351 222	391 591
4.6: Hand-in-Hand (HiH) Initiative	500	8 000	8 500
4.7: Scaling up Investment	29 174	58 126	87 300
4: Better Life	142 175	1 236 550	1 378 724
6.1: Quality and integrity of the technical and normative work of the Organization	46 746	647	47 393
6.2: Quality and use of FAO statistics to support evidence-based decision-making is improved	9 801	19 758	29 559
6.3: Cross-cutting areas: Gender, Youth, Inclusion	3 555	22	3 576
6.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	1 711	0	1 711
6.9: Multidisciplinary fund	8 500	0	8 500
6: Technical quality, statistics, cross cutting themes and accelerators	70 312	20 427	90 739

Budget Chapter	PWB 2022-23		
	Net Appropriation	Extrabudgetary	Total
7.1: TCP management and support	4 444	0	4 444
7.2: TCP - Projects	136 344	0	136 344
7: Technical Cooperation Programme	140 788	0	140 788
8.1: Partnerships, advocacy and capacity development including South-South and Triangular Cooperation	28 400	4 494	32 894
8.2: Communications	27 209	1 370	28 579
8.3: Increased resource mobilization and expanded partnership base with the private sector	15 739	200	15 939
8: Outreach	71 348	6 064	77 412
9.1: ICT Solutions and Services	35 696	0	35 696
9: Information and Communications Technology (ICT)	35 696	0	35 696
10.1: FAO Governance	16 097	414	16 511
10.2: Oversight	13 424	9 282	22 706
10.3: Direction	29 877	816	30 693
10: FAO governance, oversight and direction	59 398	10 512	69 910
11.1: Efficient and effective management of human resources	8 909	604	9 513
11.2: Efficient and effective management of financial resources	4 209	1 750	5 959
11.3: Efficient and effective administrative services and enabling functions	49 435	16 799	66 234
11: Efficient and effective administration	62 553	19 153	81 706
12.1: Contingencies	600	0	600
12: Contingencies	600	0	600
13.1: Capital Expenditure	14 000	0	14 000
13: Capital Expenditure	14 000	0	14 000
14.1: Safe and secure operating environment for headquarters programme delivery	8 705	0	8 705
14.2: Safe and secure operating environment for worldwide programme delivery	13 716	0	13 716
14: Security Expenditure	22 421	0	22 421
Total	1 005 635	2 250 125	3 255 760

Annex 3: FAO Programme Priority Area contribution to the Sustainable Development Goals

216. Grounding FAO’s Strategic Framework in the 2030 Agenda provides an unprecedented opportunity – and challenge – for the Organization to shift to more effective, interconnected and leveraged ways of working for enhanced impact on the SDG targets to which the Programme Priority Areas (PPAs) will contribute. Contributions will be made to the SDG targets through the PPAs in two ways: (i) as primary contributions which are “anchored” in and have a specific focus on the target as reflected in the results frameworks of Annex 1; and (ii) as secondary contributions, which represent key additional targets identified under the PPAs, recognizing the interconnected nature of the SDGs. These two types of contributions are detailed in the graphics and explained in the accompanying narrative below. The SDG targets with indicators for which FAO is the custodian or contributing UN agency (21 and 5 indicators respectively) are also indicated in the graphics; at least one PPA is anchored in each of these targets and measured by the relevant indicator.

217. It is important to emphasize that, while not depicted in the detailed tables and descriptions that follow, given the role of SDGs 1, 2 and 10 as guiding SDGs, all of the PPAs will be framed through the lens of, and ultimately contribute to No Poverty, Zero Hunger and Reducing Inequality. Similarly, while not depicted below, Gender equality is a cross-cutting theme of the FAO Strategic Framework, and consequently all PPAs embed specific measures to promote SDG 5, ensuring women’s equal access to nutrition, production, natural resources and economic development.

SDG 1: End poverty in all its forms everywhere

SDG 1	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
1.1	Anchor	Anchor			Anchor	Anchor	Anchor	Anchor							Anchor	Anchor	Anchor		Anchor	
1.2		Anchor			Anchor	Anchor	Anchor	Anchor							Anchor				Anchor	
1.3						Anchor	Anchor								Anchor			Anchor		
1.4				Anchor	Anchor	Anchor						Anchor		Anchor		Anchor				
1.5			Anchor				Anchor	Anchor									Anchor	Anchor		
1.b															Anchor					Anchor

- 1.1 By 2030, eradicate extreme poverty for all people everywhere ...
- 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty ...
- 1.3 Implement nationally appropriate social protection systems and measures for all ...
- 1.4 By 2030, ensure that all men and women ... have equal rights to economic resources, as well as access to basic services, ownership and control ...
- 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability ...
- 1.b Create sound policy frameworks ..., based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

Custodian	Anchor targets / Primary targets
Contributing	Additional targets / Secondary targets

218. SDG 1 has a special importance as guiding SDG of the Strategic Framework. Core focus on eradicating extreme poverty for all people everywhere (SDG 1.1) is given in the *better life* PPAs on Inclusive Rural Transformation, Sustainable Urban Food Systems and the Hand-in-Hand Initiative, the latter also having a strong focus on reducing the proportion of men, women and children of all ages living in poverty in all its dimensions (SDG 1.2). Additional contributions to extreme poverty eradication are made by PPAs on Healthy Diets for all, Safe Food, Green Innovation, Blue Transformation, Digital Agriculture and Agriculture and Food Emergencies; while PPAs on Healthy Diets for all, Nutrition for the Most Vulnerable, Safe Food, Blue Transformation, Digital Agriculture and Inclusive Rural Transformations will make additional contributions to reducing poverty in all dimensions. These contributions illustrate the inextricable link between hunger, poverty and agricultural production.

Contributions to the implementation of nationally appropriate social protection systems and measures for all, including substantial coverage of the poor and vulnerable (SDG 1.3) will be in special focus in the *better nutrition* PPAs on Healthy Diets for All and Nutrition for the Most Vulnerable, as well as under the PPA on Resilient Agri-Food Systems as a critical risk management tool. Additional contributions to enhanced social protection systems will come from the PPA on Inclusive Rural Transformation.

219. Ensuring that all men and women, in particular the poor and vulnerable, have equal rights to economic resources as well as access to basic services, ownership and control over land and other forms of property including natural resources, technology and financial services (SDG 1.4) is a core focus of the PPA on Small-Scale Producers’ Equitable Access to Resources as well as Digital Agriculture, the latter in order to avoid increasing the digital divide. Additional contributions to this target are from PPAs on Sustainable Urban Food Systems, Healthy Diets for All, Gender Equality and Rural Women’s Empowerment, and Ecosystem Services and Biodiversity for Food and Livelihoods.

220. Given the growing importance of resilience and its close link to sustainability – and while not depicted here – it is worth noting that all of the PPAs embed resilience measures within their specific area of focus. Building the resilience of the poor and those in vulnerable situations and reducing their exposure and vulnerability to climate-related extreme events and other economic social and environmental shocks and disasters (SDG 1.5) is the core focus of the PPA on Resilient Agri-Food Systems, which addresses the full gamut of vulnerabilities and shocks to better prepare for and sustainably reduce the negative impacts of these events. This target is also central to the PPAs on One Health, and Agriculture and Food Emergencies. Additional contributions are from PPAs on Nutrition for the Most Vulnerable and Safe Food for Everyone.

221. Creating sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions (SDG 1.b) is a central focus of the PPA on Scaling up Investment, with additional contribution made by the PPA on Inclusive Rural Transformation.

SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

2 ZERO HUNGER	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
✓ 2.1																				
2.2																				
✓ 2.3																				
✓ 2.4																				
✓ 2.5																				
✓ 2.a																				
2.b																				
✓ 2.c																				

2.1 By 2030, end hunger and ensure access by all people,...., to safe, nutritious and sufficient food all year round

2.2 By 2030, end all forms of malnutrition ...

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers ...

2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices ...

2.5 Maintain the genetic diversity of seeds, plants and animals and promote access to and fair and equitable sharing of benefits

2.a Increase investment in rural infrastructure, agricultural research and extension services, technology development and gene banks to enhance agricultural productive capacity

2.b Correct and prevent trade restrictions and distortions in world agricultural markets

2.c Adopt measures to ensure the proper functioning of food commodity markets and facilitate timely access to market information

<input checked="" type="checkbox"/> Custodian	<input type="checkbox"/> Anchor targets / Primary targets
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222. Noting SDG 2's role as Guiding SDG, FAO will contribute to the eradication of hunger, improved nutrition and sustainable agriculture through all of its PPAs, with direct contributions occurring in 16 of these. PPAs under *better nutrition* have a core focus on ending hunger and ensuring access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food (SDG 2.1) and ending all forms of malnutrition (SDG 2.2) through promoting healthy diets, addressing nutrition for the most vulnerable groups, safe food, and reducing food loss and waste. Several *better life* PPAs, notably the Hand-in-Hand Initiative, Sustainable Urban Food Systems, and Agriculture and Food Emergencies also have a central focus on these targets, as does the PPA on Blue Transformation. Additional contributions to SDG 2.1 are made across the *better production* PPAs on Green Innovation, One Health, Small Scale Producers and Digital Agriculture, and to both SDGs 2.1 and 2.2 through Transparent Markets and Trade.

223. Contributions to doubling agricultural productivity and incomes of small-scale food producers (SDG 2.3), including women, indigenous peoples, family farmers, pastoralists and fisherfolk is addressed in all of the *better production* PPAs, with core emphasis under Green Innovation and Small-Scale Producers' Equitable Access to Resources. Similarly, a specific focus on this target is given under the *better life* PPAs on Gender Equality and Rural Women's Empowerment, and Agriculture and Food Emergencies.

224. Additional contributions span multiple PPAs under the other three *bettters*; under *better production*: Blue Transformation, One Health and Digital Agriculture; under *better nutrition*: Healthy Diets for All, Reducing Food Loss and Waste, Transparent Markets and Trade; under *better environment*: Bioeconomy for Sustainable Food and Agriculture; and under *better life*: Inclusive Rural Transformation, the Hand-in-Hand Initiative, Resilient Agri-Food Systems.

225. FAO will contribute to sustainable food production systems and implementation of resilient agricultural practices (SDG 2.4) to increase productivity and production and maintain ecosystems, strengthen capacity for adaptation to climate change and extreme weather events across all of the *four betters*. Particular emphasis is given under the *better production* PPAs on Green Innovation and Small-Scale Producers' Equitable Access to Resources, and the *better environment* PPA on Climate Change Mitigating and Adapted Agri-Food Systems. The *better life* PPA on Resilient Agri-Food Systems also makes a core contribution to this target. Additional contributions to this target include PPAs on Reducing Food Loss and Waste, One Health, Digital Agriculture, Inclusive Rural Transformations, Bioeconomy for Sustainable Food and Agriculture and Biodiversity and Ecosystem Services for Food and Agriculture.

226. Biodiversity (SDG 2.5) will be in special focus through the PPA on Ecosystem Services and Biodiversity for Food and Livelihoods, with additional contributions under Green Innovation and the Hand-in-Hand Initiative, based on the context.

227. Increasing investment in rural infrastructure and agricultural research and extension systems, technology development and plant and livestock gene banks (SDG 2.a) is critical for ensuring sustainable agriculture and rural development. FAO's key PPAs under *better life* on Scaling up Investment and the Hand-in-Hand Initiative make core contributions to this target, with additional contribution under Green Innovation.

228. Properly functioning markets are essential to ensuring food security and equitable access to diversified nutritious food. FAO will facilitate the correction and prevention of trade restrictions and distortions in world agricultural markets (SDG 2.b), through its PPA on Transparent Markets and Trade. This PPA will also support the adoption of measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information (SDG 2.c), with additional contributions from Digital Agriculture and Hand in Hand.

SDG 3: Ensure healthy lives and promote well-being for all at all ages

3 GOOD HEALTH AND WELL-BEING	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
3.1																				
3.2																				
3.4																				
3.9																				
3.d																				

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.2 By 2030, end preventable deaths of newborns and children under 5 years of age ...

3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

3.d Strengthen the capacity of all countries, ..., for early warning, risk reduction and management of national and global health risks

<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Custodian <input checked="" type="checkbox"/> Contributing 	<ul style="list-style-type: none"> Anchor targets / Primary targets Additional targets / Secondary targets
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229. FAO has an important contributory role to play in ensuring healthy lives and promoting well-being for all, at all ages. This contribution comes mainly through the lens of PPAs under *better nutrition*, helping to the reduction of the global maternal mortality ratio (SDG 3.1), a core focus of the PPAs on Healthy Diets for All and Nutrition for the Most Vulnerable, while additionally addressed in the PPA on Reducing Food Loss and Waste. Ending preventable deaths of newborns and children under five years of age (SDG 3.2) is of core focus under the PPAs on Healthy Diets for All, Nutrition for the Most Vulnerable and Safe Food, while additionally addressed under Reducing Food Loss and Waste. FAO will also make a central contribution to reducing premature mortality from non-communicable diseases (SDG 3.4) through the PPA on Healthy Diets for All, with additional contribution from Reducing Food Loss and Waste.

230. Lastly, FAO will make an essential contribution towards strengthening the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks (SDG 3.d) through the *better production* PPA One Health, with an additional contribution to substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination (SDG 3.9) through the PPA on Bioeconomy for Sustainable Food and Agriculture.

SDG4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4 QUALITY EDUCATION	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
4.1																				
4.2																				
4.3																				
4.4																				

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Custodian <input checked="" type="checkbox"/> Contributing 	<ul style="list-style-type: none"> Anchor targets / Primary targets Additional targets / Secondary targets
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231. While SDG 4 is not targeted to anchor FAO’s PPAs, FAO will make additional contributions through its PPAs on nutrition for the most vulnerable to ensure that all girls and boys complete free, equitable and quality primary and secondary education (SDG 4.1) and have access to quality early childhood development, care and pre-primary education (SDG 4.2). The PPA on inclusive rural transformation will also contribute to ensuring equal access for all women and men to affordable and quality technical, vocational and tertiary education (SDG 4.3) and increase the number of youth and adults who have relevant skills including technical and vocational skills for employment, decent jobs and entrepreneurship (SDG 4.4).

SDG 5: Achieve gender equality and empower all women and girls

5 GENDER EQUALITY	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small- Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
5.1						■	■													■
5.4														■						
5.5														■						
✓ 5.a				■			■							■						
5.b					■									■						
5.c														■						

5.1 End all forms of discrimination against all women and girls everywhere

5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility ...

5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control ...

5.b Enhance the use of enabling technology ... to promote the empowerment of women

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

<ul style="list-style-type: none"> ✓ Custodian ✓ Contributing 	<ul style="list-style-type: none"> Anchor targets / Primary targets Additional targets / Secondary targets
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232. Agri-food systems assume a major role in promoting the achievement of gender equality and empowering all women and girls, and this is reflected by gender’s status as a cross-cutting theme of the Strategic Framework. FAO will promote recognition and value unpaid care and domestic work (SDG 5.4) as a core focus of the PPA on Gender Equality and Rural Women’s Empowerment. This PPA, aided by additional contributions from PPAs on Nutrition for the Most Vulnerable and Small-Scale Producers’ Equitable Access to Resources, will also have a central focus on supporting reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services and natural resources (SDG 5.a). The PPA on Digital Agriculture will focus on enhancing the use of enabling technology, in particular information and communications technology, to empower women (SDG 5.b), while the PPA on Gender Equality and Rural Women’s Empowerment will promote sound policies and enforceable legislation for the promotion of gender equality (SDG 5.c).

233. Additional contributions will be made to support ending all forms of discrimination against all women and girls everywhere (SDG 5.1) through the PPA on Healthy Diets for All, Nutrition for the Most Vulnerable, and the Hand-in-Hand Initiative, and to promote women’s role in effective participation and equal opportunities for leadership (SDG 5.5) through the PPA on Gender Equality and Rural Women’s Empowerment.

SDG 6: Ensure availability and sustainable management of water and sanitation for all

6 CLEAN WATER AND SANITATION	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
6.3																				
✓ 6.4																				
6.5																				
6.6																				

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials ...
 6.4 By 2030, substantially increase water-use efficiency ... and ensure sustainable withdrawals and supply of freshwater to address water scarcity ...
 6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
 6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

✓ Custodian	Anchor targets / Primary targets
✓ Contributing	Additional targets / Secondary targets

234. FAO will contribute towards ensuring the availability and sustainable management of water and sanitation for all. In particular, the PPA on Green Innovation will have a core focus on substantially increasing water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity (SDG 6.4).

235. Additional contributions to the implementation of integrated water resources management (SDG 6.5) and the protection and restoration of water-related ecosystems (SDG 6.6) are made through the PPAs on Green Innovation and Blue Transformation; and towards addressing water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials and substantially increasing recycling and safer use globally (SDG 6.3) through the PPAs on Green Innovation and Bioeconomy for Sustainable Food and Agriculture.

SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all

7 AFFORDABLE AND CLEAN ENERGY	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
7.3																				

7.3 By 2030, double the global rate of improvement in energy efficiency



✓ Custodian	Anchor targets / Primary targets
✓ Contributing	Additional targets / Secondary targets



236. While SDG 7 is not targeted to anchor specific PPAs, FAO’s PPA on Green Innovation will contribute to double the global rate of improvement in energy efficiency by 2030 (SDG 7.3) through efficient and innovative technologies and practices.

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8 DECENT WORK AND ECONOMIC GROWTH	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
8.2	Blue diagonal	Blue diagonal																		
8.3															Red					
8.4	Blue diagonal																			
8.5														Red diagonal	Red					
8.6															Red diagonal					
8.7															Red diagonal					
8.8															Red diagonal					
8.10																				Red diagonal
8.a									Yellow diagonal											

- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
- 8.3** Promote development-oriented policies that support productive activities, decent job creation, ... , and encourage the formalization and growth of ... enterprises ...
- 8.4** Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation ...
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men ... and equal pay for work of equal value
- 8.6** By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour ...
- 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
- 8.10** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
- 8.a** Increase Aid for Trade support for developing countries, ... , including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries

-  Custodian
-  Contributing

-  Anchor targets / Primary targets
-  Additional targets / Secondary targets

237. More efficient, inclusive, resilient and sustainable agri-food systems play a significant role in promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Core contributions towards this goal will be in focus in the PPA on Inclusive Rural Transformation, which will aim to promote development policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and to encourage the formalization and growth of micro-, small- and medium-sized enterprises (SDG 8.3). This PPA, supported by an additional contribution from the PPA on Gender Equality and Rural Women's Empowerment, will also contribute to full and productive employment and decent work for all women and men, including for young people and persons with disabilities (SDG 8.5) in agri-food systems.

238. Additional contributions to SDG 8 target include: From *better production*, higher levels of economic productivity through diversification, technological upgrading and innovation (SDG 8.2) through PPAs on Green Innovation and Blue Transformation and global resource efficiency in consumption and production and decoupling of economic growth from environmental degradation (SDG 8.4) through the PPA on Green Innovation; From *better life*: reducing the proportion of youth not in employment, education or training (SDG 8.6), eradicating forced labour and securing the prohibition and elimination of the worst forms of child labour (SDG 8.7) and protecting labour rights and promoting safe and secure working environments for all workers, including migrant workers (SDG 8.8) through the PPA on Inclusive Rural Transformation; and strengthened capacities of domestic financial institutions to encourage and expand access to banking, insurance and financial services (SDG 8.10) through Scaling up Investment. The PPA on Transparent Markets and Trade will also support increasing Aid for Trade support to developing countries (SDG 8.a).

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Better Production					Better Nutrition					Better Environment			Better Life							
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment	
9.3				Anchor										Anchor						Anchor	
9.b	Anchor																				
9.c					Anchor																

9.3 Increase the access of small-scale industrial and other enterprises ... to financial services ... and their integration into value chains and markets
9.b Support domestic technology development, research and innovation in developing countries, ...
9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet ...

Custodian
 Contributing

Anchor targets / Primary targets
 Additional targets / Secondary targets

239. FAO will support resilient industry, innovation and infrastructure, making core contributions towards: increasing the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets (SDG 9.3) through the PPA on Small-Scale Producers’ Equitable Access to Resources, supported by additional contributions from the Inclusive Rural Transformation and Scaling up Investment PPA; and towards increasing access to information and communications technology and striving to provide universal and affordable access to the Internet in least developed countries (9.c) through the PPA on Digital Agriculture. An additional contribution to support domestic technology development, research and innovation in developing countries (SDG 9.b) will be made through the PPA on Green Innovation.

SDG 10: Reduce inequality within and among countries

10 REDUCED INEQUALITIES	Better Production					Better Nutrition					Better Environment			Better Life							
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment	
10.1		Anchor								Anchor											
10.2						Anchor	Anchor							Anchor							Anchor
10.3																				Anchor	
10.4					Anchor																
10.7																Anchor					
10.a									Anchor												
10.b																					Anchor

10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
10.2 By 2030, empower and promote the social, economic and political inclusion of all ...
10.3 Ensure equal opportunity and reduce inequalities of outcome ...
10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people ...
10.a Implement the principle of special and differential treatment for developing countries ... in accordance with World Trade Organization agreements
10.b Encourage official development assistance and financial flows, including foreign direct investment ... in accordance with their national plans and programmes

Custodian
 Contributing

Anchor targets / Primary targets
 Additional targets / Secondary targets

240. More efficient, inclusive, resilient and sustainable agri-food systems can only maximize their contributions to the SDGs if there is a specific focus on reducing inequalities within and among countries. Only by reaching out to those most vulnerable can we ensure that inequalities are

addressed and that no one is left behind in efforts to eradicate hunger and end poverty. Indeed, accelerating factors for promoting transformational change for leaving no one behind include the inclusive development of human capital, ensuring inclusive governance and building inclusive institutional capacities. FAO's PPAs on Inclusive Rural Transformation, Hand in Hand and Scaling up Investment make core contributions towards progressively achieving and sustaining income growth of the bottom 40 percent of the population at a rate higher than the national average (SDG 10.1) and empowering and promoting the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity or origin, religion or economic or other status (SDG 10.2). Additional contributions to target 10.1 are made through PPAs on Transparent Markets and Trade and One Health, and to target 10.2 through the PPAs on Healthy Diets for All, Nutrition for the Most Vulnerable and Gender Equality.

241. Implementing the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements (SDG 10.a) is a core focus of the programme on Transparent Markets and Trade; while facilitating orderly, safe, regular and responsible migration and mobility of people (SDG 10.7) is core to the PPA on Inclusive Rural Transformation. Scaling up Investment will have in primary focus to support encouraging official development assistance and financial flows, including foreign direct investment, to States where the need is greatest (10.b).

242. Additional contributions to ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices (SDG 10.3) will be made through the Hand in Hand, while Digital Agriculture will additionally support policies to progressively achieve greater equality (SDG 10.4), so as to not exacerbate the digital divide.

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

11 SUSTAINABLE CITIES AND COMMUNITIES	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small- Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
11.5																				
11.a																				
11.b																				

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product ...
11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
11.b By 2020, substantially increase the number of cities and human settlements ...

Custodian
 Contributing

Anchor targets / Primary targets
 Additional targets / Secondary targets

243. More efficient agri-food systems need to be part of the solution for inclusive, resilient and sustainable cities and human settlements. FAO supports positive economic social and environmental links between urban, peri-urban and rural areas (SDG 11.a) as a core focus in its PPA on Sustainable Urban Food Systems.

244. Additional contributions are from the PPA on Resilient Agri-Food Systems through its work towards significantly reducing the number of deaths and the number of people affected by disasters (11.5) and increasing the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels (11.b).

SDG 12: Ensure sustainable consumption and production patterns

12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
12.1						Additional										Anchor				
12.2	Anchor	Anchor									Anchor	Anchor								Additional
12.3		Anchor			Additional			Anchor	Anchor			Additional				Additional				
12.4												Anchor								
12.5												Anchor								
12.7																Additional				
12.8						Anchor														
12.a									Additional			Additional								

12.1 Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns ...
12.2 By 2030, achieve the sustainable management and efficient use of natural resources
12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains ...
12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle...
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities
12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

✓ Custodian	Anchor targets / Primary targets
⊙ Contributing	Additional targets / Secondary targets

245. Ensuring sustainable consumption and production patterns is a significant focus of the Organization's work. FAO's PPA on Sustainable Urban Food Systems will make a core contribution to the implementation of the 10-year framework of programmes on sustainable consumption and production patterns (SDG 12.1), with an additional contribution from the Healthy Diets PPA. Achieving the sustainable management and efficient use of natural resources (SDG 12.2) will be a main focus of the PPA on Bioeconomy for Sustainable Food and Agriculture, with additional contributions from Green Innovation, Blue Transformation, the Hand-in-Hand Initiative and Climate Change Mitigating and Adapted Agri-Food Systems .

246. Reducing global food waste at retail and consumer level (SDG 12.3) is the core focus of the PPA on Reducing Food Loss and Waste, with additional contributions from the PPAs on Safe Food for Everyone, Blue Transformation, Digital Agriculture, Urban Food Systems and Bioeconomy for Sustainable Food and Agriculture.

247. The Bioeconomy for Sustainable Food and Agriculture PPA will have a core focus on the achievement of environmentally sound management of chemicals and waste throughout their life cycle and significantly reduce their release to air, water and soil (SDG 12.4) and reducing waste generation through prevention reduction, recycling and reuse (SDG 12.5).

248. Ensuring that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature (SDG 12.8) is a main focus of the PPA Healthy Diets for All.



249. Additional contributions to public procurement practices that are sustainable (SDG 12.7) will be made by the PPA on Urban Food Systems, while PPAs on Food Loss and Waste and Bioeconomy will provide additional support to developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production (12.a)

SDG 13: Take urgent action to combat climate change and its impacts

13 CLIMATE ACTION	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
13.1	Anchor targets / Primary targets										Anchor targets / Primary targets	Additional targets / Secondary targets			Additional targets / Secondary targets		Additional targets / Secondary targets	Additional targets / Secondary targets	Additional targets / Secondary targets	
13.2										Anchor targets / Primary targets								Additional targets / Secondary targets		
13.a																				Additional targets / Secondary targets
13.b				Anchor targets / Primary targets						Anchor targets / Primary targets										

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
13.2 Integrate climate change measures into national policies, strategies and planning
13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 ...
13.b Promote mechanisms for raising capacity for effective climate change-related planning and management ...

Custodian
 Contributing

 Anchor targets / Primary targets
 Additional targets / Secondary targets

250. Agri-food systems make a pivotal contribution in actions to combat climate change and its impacts. The 2019 report of the Intergovernmental Panel on Climate Change (IPCC), indicating agricultural land use as contributing up to 23 percent of anthropogenic greenhouse gas emissions, further underlined FAO's key role in mitigating and adapting to climate change. A strong core of this work will be housed in the PPA on Climate Change Mitigating and Adapted Agri-Food Systems, with a focus on strengthening resilience and adaptive capacity to climate-related hazards and natural disasters (SDG 13.1), supported by additional contributions from *better life* PPAs on Resilient Agri-Food Systems, Sustainable Urban Food Systems and the Hand-in-Hand Initiative; as well as Green Innovation and Biodiversity and Ecosystem Services.

251. Integrating climate change measures into national policy strategies and planning (SDG 13.2) and promoting mechanisms for raising capacity for effective climate change related planning and management in least developed countries and small island developing states (SDG 13.b) are also core elements in focus for the Climate Change Mitigating and Adapted Agri-Food Systems PPA. These contributions are complemented by additional contributions from Resilient Agri-food Systems (13.2) and Small-Scale Producers (13.b).

252. The PPA on Scaling up Investment will also make an additional contribution towards supporting the implementation of the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change (UNFCCC) to a goal of mobilizing jointly \$100 billion annually to address the needs of developing countries in the context of meaningful mitigation actions and transparency (SDG 13.a).

SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

14 LIFE OCEANS WATER	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small- Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
14.2		Anchor										Anchor						Anchor		
14.3										Anchor										
✓ 14.4		Anchor									Anchor	Anchor								
✓ 14.6		Anchor										Anchor								
✓ 14.7		Anchor																		
14.a		Additional																		
✓ 14.b		Anchor		Additional		Anchor									Anchor					
✓ 14.c		Anchor																		

14.2 By 2020, ... manage and protect marine and coastal ecosystems to avoid significant adverse impacts, ..., and take action for their restoration in order to achieve healthy and productive oceans
 14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
 14.4 By 2020, ... regulate harvesting and end overfishing, ... and implement science-based management plans...
 14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to ... overfishing, eliminate subsidies ... and refrain from introducing new such subsidies...
 14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources ...
 14.a Increase scientific knowledge, develop research capacity and transfer marine technology ...
 14.b Provide access for small-scale artisanal fishers to marine resources and markets
 14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law ...

Custodian
 Contributing

 Anchor targets / Primary targets
 Additional targets / Secondary targets

253. FAO, as the lead UN agency for sustainable fisheries and aquaculture, has a major role in promoting the conservation and sustainable use of ocean seas and marine resources for sustainable development. Contributions to SDG 14 accordingly span the *four betters*, with a multiplicity of core SDG targets centered in the PPA on Blue Transformation. Accordingly, the Blue Transformation PPA is focused on promoting the sustainable management and protection of marine and coastal ecosystems (SDG 14.2 – with additional contributions from Resilient Agri-Food Systems and Biodiversity and Ecosystem Services); the prohibition of certain forms of fisheries subsidies which contribute to overcapacity and overfishing (SDG 14.6 – with additional contribution from Biodiversity and Ecosystem Services); increasing the economic benefits to Small Island Developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries (14.7); and enhancing the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the UN Convention on the Law of the Sea (UNCLOS) (14.c), with an additional contribution to increase scientific knowledge, develop research capacity and transfer marine technology (SDG 14.a). This same PPA, together with the PPA on Biodiversity and Ecosystem Services, has a central aim to support effective regulation of harvesting and an end to over-fishing, illegal unreported and unregulated fishing and destructive fishing practices (SDG 14.4), with an additional contribution from the PPA on Bioeconomy for Sustainable Food and Agriculture.

254. Blue Transformation, together with the PPAs on Healthy Diets for All and Inclusive Rural Transformation, place primary focus on ensuring access for small-scale artisanal fishers to marine resources and markets (SDG 14.b), with an additional contribution from the PPA on Small Scale Producers – highlighting the role of fish in healthy diets and in ensuring fisherfolk inclusion in production and rural transformation.

255. The PPA on Climate Change Mitigating and Adapted Agri-food Systems will have in primary focus helping to minimize and address the impacts of ocean acidification (14.3).

SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt

15 LIFE ON LAND	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small-Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
✓ 15.1		Additional									Anchor	Anchor						Additional		
✓ 15.2	Anchor										Anchor	Anchor	Anchor					Additional		
✓ 15.3																		Additional		
✓ 15.4												Anchor								
15.5	Additional																			
✓ 15.6												Anchor								
15.8			Anchor																	
15.9		Additional																		

15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services...

15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and ... increase afforestation and reforestation globally

15.3 By 2030, combat desertification, restore degraded land and soil ... and strive to achieve a land degradation-neutral world

15.4 By 2030, ensure the conservation of mountain ecosystems ... In order to enhance their capacity to provide benefits that are essential for sustainable development

15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed

15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species

15.9 Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems

✓ Custodian	Anchor targets / Primary targets
⊙ Contributing	Additional targets / Secondary targets

biodiversity loss

256. Agri-food systems need to be transformed to ensure that they more effectively protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss. Contributions to this goal are concentrated under *better production* and *better environment*, with the PPA on Biodiversity and Ecosystem Services in particular contributing to a number of the SDG 15 targets, including ensuring the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems, in particular forests, wetlands, mountains and drylands (SDG 15.1 – with additional contributions of Climate Change Mitigating and Adapted Agri-Food Systems, Resilient Agri-Food Systems and Blue Transformation), help combat desertification, restore degraded land and soil, including land affected by desertification (SDG 15.3 – with additional contribution of Resilient Agri-Food Systems), conserve mountain ecosystems and their biodiversity (SDG 15.4); while at the same time promoting fair and equitable sharing of the benefits arising from the utilization of genetic resources and appropriate access to such resources (SDG 15.6) in order to leave no one behind.

257. The implementation of sustainable management of all types of forests, halting deforestation, restoring degraded forests and substantially reducing afforestation and reforestation globally (SDG 15.2), will be in core focus in the PPA on Green Innovation, with additional contributions from the PPAs on Resilient Agri-Food Systems, Climate Change Mitigating and Adapted Agri-Food Systems, Biodiversity and Ecosystem Services and Bioeconomy for Sustainable Food and Agriculture.

258. As is evident from the increasing incidence of zoonotic diseases, moving forward it will be critical to introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems (SDG 15.8). Accordingly, this will be the main

focus of the PPA on One Health, in order to protect and maintain healthy agri–food systems and protect human health.

259. Additional contributions to take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity (SDG 15.5) are made from the Green Innovation PPA; and to integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts (SDG 15.9) through the PPA on Blue Transformation.

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Better Production					Better Nutrition					Better Environment			Better Life						
	BP1 Green Innovation	BP2 Blue Transform	BP3 One Health	BP4 Small- Scale	BP5 Digital	BN1 Healthy Diets	BN2 Vulnerable	BN3 Safe Food	BN4 Loss and Waste	BN5 Trade	BE1 Climate	BE2 Bio economy	BE3 Eco system	BL1 Gender	BL2 Rural	BL3 Urban	BL4 Emergency	BL5 Resilience	BL6 Hand in Hand	BL7 Investment
16.1																				
16.3																				
16.7																				
16.a																				

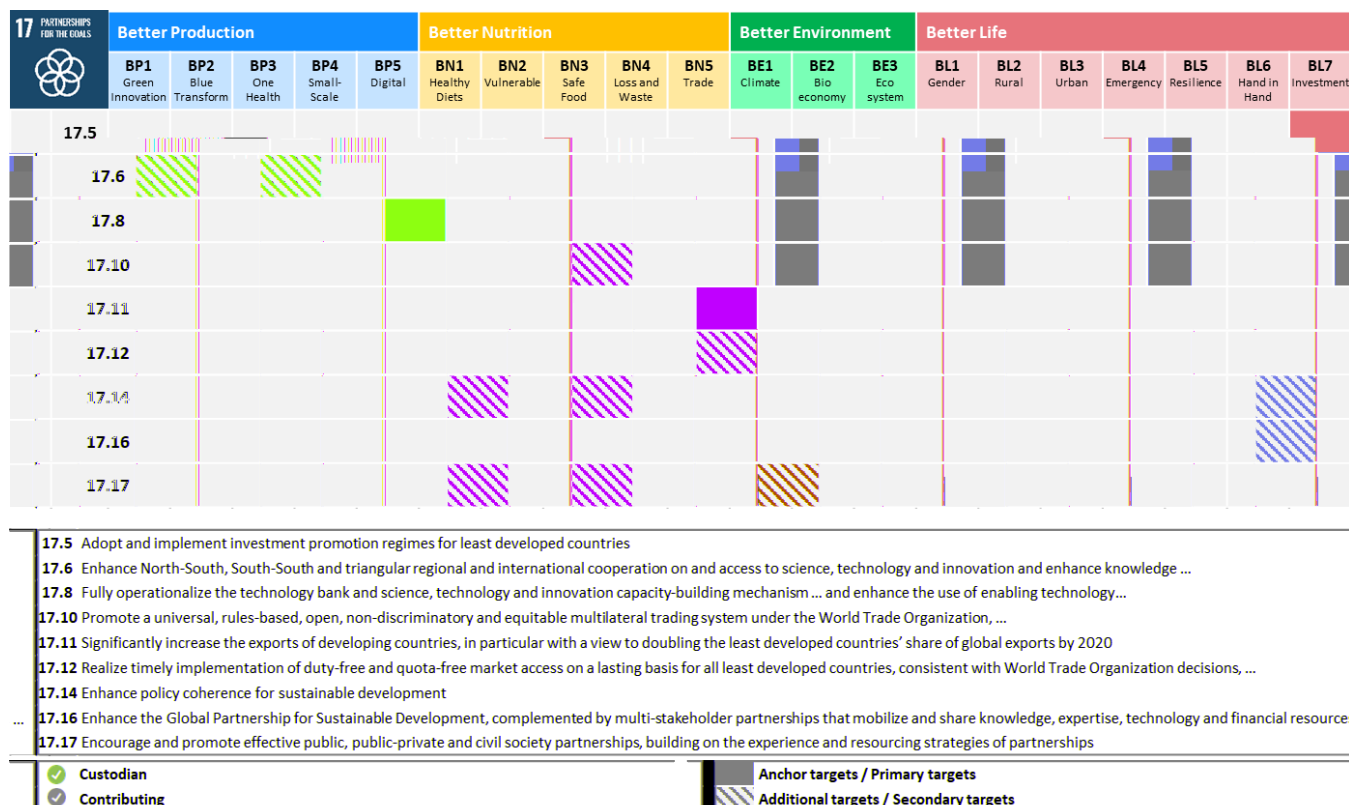
- 16.1 Significantly reduce all forms of violence and related death rates everywhere
- 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all
- 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
- 16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, ... , to prevent violence and combat terrorism and crime

<ul style="list-style-type: none"> Custodian Contributing 	<ul style="list-style-type: none"> Anchor targets / Primary targets Additional targets / Secondary targets
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260. More efficient, inclusive, resilient and sustainable agri–food systems will contribute to peace, justice and strong institutions. FAO’s main entry point is through its PPA on Agriculture and Food Emergencies, in contributing to the reducing all forms of violence and related death rates everywhere (16.1) by reducing conflict-related deaths.

261. Additional contributions towards ensuring responsive, inclusive, participatory and representative decision-making at all levels (16.7) are made through Agriculture and Food Emergencies, as well as the other *better life* PPAs on Inclusive Rural Transformation and Resilient Agri-Food Systems. The Healthy Diets for all PPA makes an additional contribution to promote the rule of law at the national and international levels and ensure equal access to justice for all (16.3), while Resilient Agri-Food Systems additionally supports strengthening relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence (16.a), in particular due to conflicts over increasingly stressed natural resources.

SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development



262. FAO is revising its business model to improve its effectiveness and better leverage the Organization's multidisciplinary knowledge, its role in providing information and data and as neutral forum for issues related to food and agriculture. In this context, Goal 17 is fundamental to how the Organization will ensure a more impactful and transformational contribution to the SDGs. All of the PPAs embed, through the accelerators and core functions, the role of FAO as catalyst for sustainable agri-food system partnerships and coalitions for SDG achievement.

263. A particular focus will be support to adopting and implementing investment promotion regimes for least developed countries (SDG 17.5) through the Scaling up Investment PPA, while FAO support to operationalizing the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology (SDG 17.8) will be a focus of the programmatic work on Digital Agriculture. Core emphasis will be placed on significantly increasing the exports of developing countries (17.11) in the Transparent Markets and Trade PPA.

264. Additional contributions to SDG 17 span across the *four betters*: towards enhancing North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation (SDG 17.6), promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization (SDG 17.10), realizing timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries (SDG 17.12), enhancing policy coherence for sustainable development (SDG 17.14), enhancing the Global Partnership for Sustainable Development (SDG 17.16) and promoting effective public, public-private and civil society partnerships (17.17). These additional contributions are provided by PPAs on Green Innovation, One Health, Healthy Diets for All, Safe Food for Everyone, Transparent Markets and Trade, the Hand-in-Hand Initiative and Climate Change Mitigating and Adapted Agri-Food Systems.

Annex 4: Description of results architecture

Dimension	Description
Elements to establish a clear, causal results hierarchy	
Global Goals of Members	Overall high-level objectives that provide a goal-based frame for FAO's Vision.
Strategic Narrative	Succinctly describes how FAO will contribute to the 2030 Agenda and Global Goals of Members focusing on the transformation to MORE efficient, inclusive, resilient and sustainable agri-food systems for <i>better production, better nutrition, a better environment, and a better life</i> , leaving no one behind.
Guiding SDGs	High-level SDG targets to which all of FAO's work should contribute through FAO's Strategic Narrative (SDGs 1, 2, and 10). Help to guide trade-offs.
The four betters (Aspirational Impacts)	The "what" FAO contributes to achieving through its programmatic work, long term Outcomes/impacts measured through appropriate long-term SDG indicators.
Outcomes	The "what" FAO contributes to achieving through its programmatic work, medium-term Outcomes, measured through SDG indicators.
Programme Priority Areas	FAO's thematic, technical comparative advantage and competency to deliver, representing FAO's contribution to the achievement of medium-term Outcomes. Their Outputs represent the tangible delivery of FAO's interventions at the national, regional and global levels, using both regular and extrabudgetary resources.
Additional elements to focus, accelerate and enable FAO's work	
Accelerators	Accelerate progress and maximize efforts in meeting the SDGs and realizing our aspirations. Help facilitate the management of trade-offs. Must be inclusive and gender-sensitive.
Cross-cutting Themes	Critical areas for achievements of the leave no one behind (LNOB) principles, to take into account across all of FAO's programmatic work.
Core Functions	"How" FAO delivers its work, i.e. the product lines deriving from FAO's Organizational attributes and its mandate as in the Basic Texts. How FAO leverages these core functions in a purposeful, prioritized and sequenced way is FAO's business model.

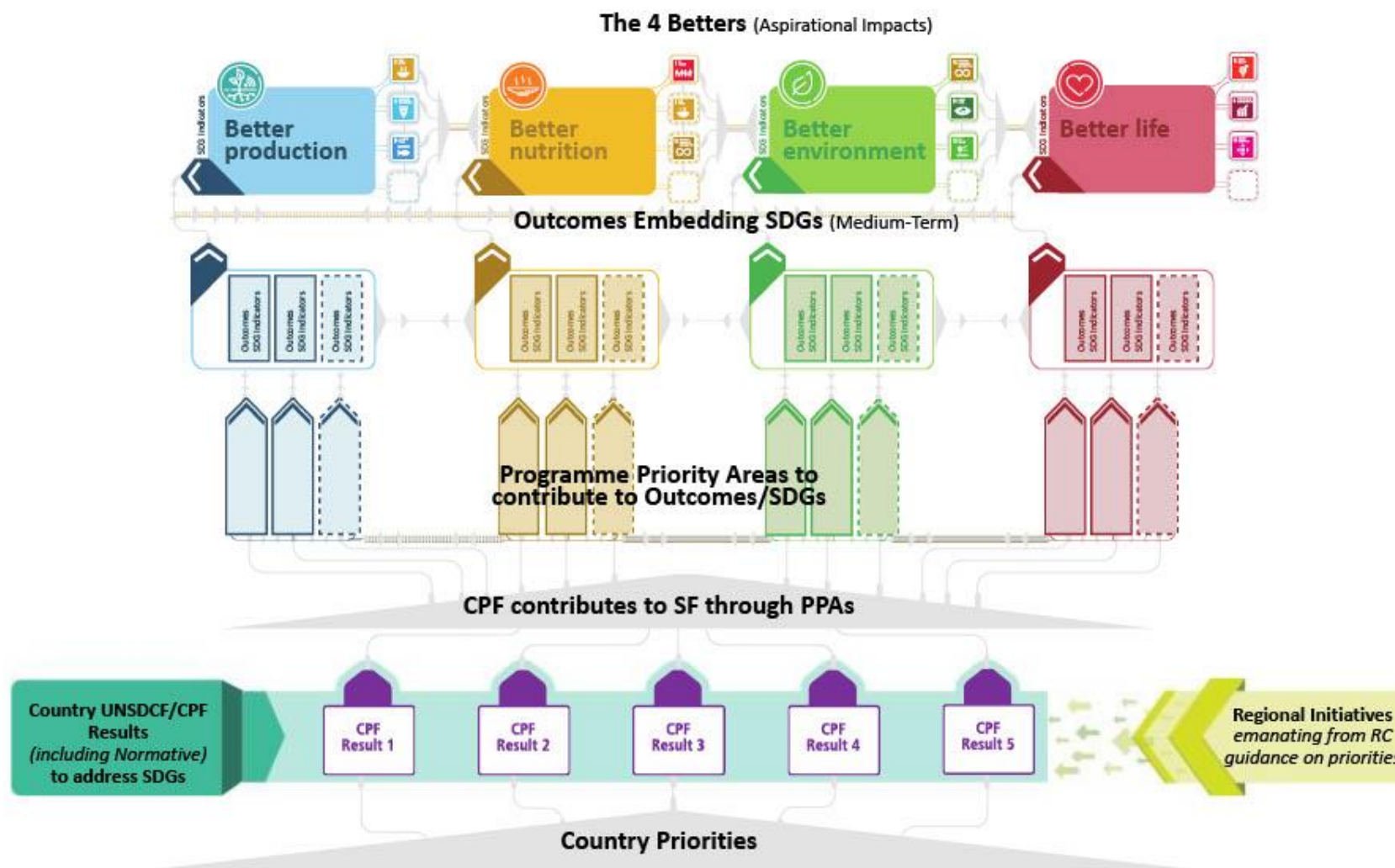
Core functions

265. Core functions are the critical means of action employed by FAO to achieve results. Consequently, they represent the types of interventions to which the Organization will give priority in its plan of action. They are areas in which FAO is expected to play a lead, but not necessarily exclusive role. In such cases, FAO needs to work with partners and should intensify its efforts to develop and operationalize strategic partnerships.

1. *Assemble, analyse, monitor and improve access to data and information*, in areas related to FAO's mandate, working in concert with countries and other development partners to identify consumer drivers, policy and investment gaps, promote common platforms and use emerging technological tools.
2. *Facilitate and support countries and other partners in the development and implementation of normative and standard setting instruments* for more efficient, inclusive, resilient and sustainable agri-food systems, such as international agreements, codes of conduct, technical standards and related technologies, digital tools, good practices and others.

3. *Facilitate, promote and support agri-food systems policy dialogue at global, regional and country levels, including explicit recognition and consideration of trade-offs.*
 4. *Support institutions at all levels, including through capacity development, to prepare, implement, monitor and evaluate evidence-based policies and programmes, and leverage investments.*
 5. *Facilitate partnerships and coalitions for more efficient, inclusive, resilient and sustainable agri-food systems that address inequalities and leave no one behind, including with governments, development partners, civil society organizations and the private sector.*
 6. *Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate.*
 7. *Advocate and communicate at national, regional and global levels, including to consumers, leveraging the Organization's knowledge, data, position as UN specialized agency, and trusted role as neutral broker.*
266. *Figure 8 illustrates the integration of country planning in the Strategic Framework.*

Figure 8: Country planning integration in the Strategic Framework



Annex 5: Budget Proposal by Budgetary Chapter and region

(USD thousand)

Budget Chapter	Headquarters/ Global		Africa		Asia and Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East		Total		Total
	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	
1	71 536	99 692	28 942	131 445	19 385	77 576	8 190	16 783	18 638	75 032	10 869	43 263	157 559	443 791	601 350
2	65 475	39 980	28 373	72 307	13 748	30 902	4 770	5 271	13 017	24 383	6 214	23 283	131 597	196 125	327 723
3	56 600	80 560	16 209	71 167	7 586	58 170	3 161	15 036	7 996	68 611	5 635	23 958	97 187	317 502	414 690
4	77 453	246 633	21 688	534 557	11 796	188 954	5 469	18 825	17 026	75 614	8 743	171 965	142 175	1 236 550	1 378 724
6	67 059	18 978	788	0	810	319	478	0	693	0	484	1 130	70 312	20 427	90 739
7 - TCP	25 628	0	45 848	0	27 629	0	11 851	0	20 460	0	9 373	0	140 788	0	140 788
8	55 934	1 514	1 329	0	3 768	0	6 659	1 160	1 995	0	1 664	3 390	71 348	6 064	77 412
9	30 826	0	1 183	0	839	0	568	0	1 475	0	806	0	35 696	0	35 696
10	48 776	9 818	2 215	510	2 313	64	1 302	0	2 404	53	2 389	67	59 398	10 512	69 910
11	44 399	10 453	3 151	0	6 019	0	1 526	0	4 709	700	2 750	8 000	62 553	19 153	81 706
12 - Contingencies	600	0	0	0	0	0	0	0	0	0	0	0	600	0	600
13 - Capital Expenditure	14 000	0	0	0	0	0	0	0	0	0	0	0	14 000	0	14 000
14 - Security Expenditure	22 421	0	0	0	0	0	0	0	0	0	0	0	22 421	0	22 421
Total	580 706	507 628	149 726	809 987	93 892	355 985	43 973	57 075	88 413	244 393	48 925	275 056	1 005 635	2 250 125	3 255 760

Annex 6: Budget Proposal by Budgetary Chapter and organizational unit

(USD thousand)

Budget Chapter and Organizational Unit	Further Adj PWB 2020-21 (re-mapped)	Change	PWB 2022-23
Offices of the Director-General	1 115	(26)	1 089
Other HQ Offices	5 511	(425)	5 086
Centres	5 272	174	5 446
Partnerships and Outreach stream	2 005	(1 198)	807
Natural Resources and Sustainable Production stream	40 393	1 608	42 000
Economic and Social Development stream	18 134	1 061	19 195
Liaison Offices	160	6	165
Regional Offices	24 078	711	24 790
FAO Representations	44 370	458	44 828
Subregional Offices	19 021	333	19 354
Corporate Income	(4 837)	(366)	(5 202)
1. Better Production	155 224	2 335	157 559
Offices of the Director-General	1 657	(36)	1 621
Other HQ Offices	2 926	(388)	2 538
Centres	5 868	337	6 205
Partnerships and Outreach stream	2 144	(1 153)	991
Natural Resources and Sustainable Production stream	20 127	882	21 009
Economic and Social Development stream	33 560	1 202	34 761
Liaison Offices	356	13	369
Regional Offices	18 530	483	19 013
FAO Representations	35 690	294	35 984
Subregional Offices	13 049	236	13 285
Corporate Income	(3 712)	(466)	(4 179)
2. Better Nutrition	130 194	1 404	131 597
Offices of the Director-General	679	(15)	664
Other HQ Offices	9 842	74	9 915
Centres	9 830	314	10 143
Partnerships and Outreach stream	732	(371)	361
Natural Resources and Sustainable Production stream	29 144	1 022	30 166
Economic and Social Development stream	6 921	123	7 044
Liaison Offices	22	1	23
Regional Offices	10 361	268	10 629
FAO Representations	21 320	146	21 465
Subregional Offices	9 795	181	9 976
Corporate Income	(2 366)	(835)	(3 201)
3. Better Environment	96 280	907	97 187
Offices of the Director-General	511	488	1 000
Other HQ Offices	3 689	(415)	3 274

Budget Chapter and Organizational Unit	Further Adj PWB 2020-21 (re-mapped)	Change	PWB 2022-23
Centres	30 243	951	31 194
Partnerships and Outreach stream	2 632	(1 237)	1 395
Natural Resources and Sustainable Production stream	16 708	632	17 340
Economic and Social Development stream	23 565	2 315	25 880
Liaison Offices	741	27	768
Regional Offices	19 040	490	19 530
FAO Representations	33 720	354	34 074
Subregional Offices	12 386	215	12 601
Corporate Income	(3 148)	(1 734)	(4 881)
4. Better Life	140 087	2 088	142 175
Offices of the Director-General	19 589	(201)	19 388
Other HQ Offices	8 692	493	9 185
Partnerships and Outreach stream	1 158	(1 158)	0
Natural Resources and Sustainable Production stream	8 345	587	8 932
Economic and Social Development stream	15 917	321	16 238
Special Programmes and Operational Support	13 231	85	13 316
Regional Offices	2 918	21	2 939
Subregional Offices	310	5	314
6. Technical quality, statistics, cross-cutting themes and accelerators	70 160	152	70 312
Other HQ Offices	310	0	310
Partnerships and Outreach stream	709	0	709
Technical Cooperation Programme - Projects	136 344	0	136 344
Regional Offices	3 144	0	3 144
Subregional Offices	281	0	281
7. Technical Cooperation Programme	140 788	0	140 788
Other HQ Offices	26 647	1 212	27 859
Partnerships and Outreach stream	29 954	3 685	33 639
Liaison Offices	13 760	565	14 324
Regional Offices	8 731	204	8 935
Corporate Income	(6 215)	(7 194)	(13 409)
8. Outreach	72 877	(1 529)	71 348
Corporate Logistics and Operational Support stream	40 622	2 859	43 480
Regional Offices	3 401	47	3 448
Subregional Offices	1 475	(52)	1 423
Corporate Income	(9 120)	(3 535)	(12 655)
9. Information and Communications Technology (ICT)	36 378	(681)	35 696
Offices of the Director-General	47 848	3 149	50 997
Other HQ Offices	0	2 287	2 287
Corporate Logistics and Operational Support stream	21 595	988	22 582
Special Programmes and Operational Support	2 250	0	2 250

Budget Chapter and Organizational Unit	Further Adj PWB 2020-21 (re-mapped)	Change	PWB 2022-23
Regional Offices	10 244	378	10 622
Corporate Income	(23 101)	(6 240)	(29 341)
10. FAO governance, oversight and direction	58 836	562	59 398
Offices of the Director-General	1 342	(165)	1 177
Corporate Logistics and Operational Support stream	72 111	3 215	75 326
Special Programmes and Operational Support	4 453	119	4 572
Liaison Offices	451	28	479
Regional Offices	17 731	423	18 155
Corporate Income	(31 190)	(5 966)	(37 156)
11. Efficient and effective administration	64 898	(2 345)	62 553

Annex 7: Budget Proposal by organizational unit

(USD thousand)

Organizational Unit	Further Adj PWB 2020-21 (re-mapped)	Change	PWB 2022-23
ODG - Office of the Director-General	8 845	181	9 026
DDC - Deputy Directors-General, Chief Economist, Chief Scientist	16 360	158	16 518
ADG - Assistant Directors-General	6 684	82	6 765
OED - Office of Evaluation	7 986	82	8 068
OIG - Office of the Inspector-General	9 084	1 301	10 385
OSP - Office of Strategy, Programme and Budget	11 847	827	12 674
LEG - Legal Office	10 385	212	10 597
ETH - Ethics Office	912	249	1 161
OMB - Ombudsman Office	639	104	743
Offices of the Director-General	72 742	3 195	75 936
OIN - Office of Innovation	4 909	426	5 335
OSL - Office of SIDS, LDCs and LLDCs	1 690	175	1 865
OER - Office of Emergencies and Resilience	874	16	891
OCB - Office of Climate Change, Biodiversity and Environment	17 620	464	18 084
OCS - Office of Chief Statistician	1 992	32	2 024
OSG - Office of SDGs	1 816	471	2 287
OCC - Office of Communications	28 714	1 254	29 968
HQ Offices	57 616	2 837	60 454
CFI - FAO Investment Centre	35 343	1 211	36 554
CJW - Joint FAO/WHO Centre	9 028	504	9 533
CJN - Joint FAO/IAEA Centre	6 841	61	6 902
Centres	51 213	1 776	52 989
PSU - Partnerships and UN Collaboration Division	22 351	(3 522)	18 829
PSR - Resource Mobilization and Private Sector Partnerships Division	9 546	1 229	10 774
PST - South-South and Triangular Cooperation Division	4 449	59	4 507
PSS - Project Support Division	2 991	801	3 792
Partnerships and Outreach stream	39 336	(1 433)	37 903
NFI - Fisheries Division	39 747	1 873	41 620
NFO - Forestry Division	24 184	1 087	25 271
NSA - Animal Production and Health Division	13 494	556	14 050
NSL - Land and Water Division	9 944	403	10 347

Organizational Unit	Further Adj PWB 2020-21 (re-mapped)	Change	PWB 2022-23
NSP - Plant Production and Protection Division	27 347	812	28 159
Natural Resources and Sustainable Production stream	114 716	4 731	119 448
ESP - Inclusive Rural Transformation and Gender Equality Division	17 659	3 019	20 678
ESN - Food and Nutrition Division	15 969	560	16 529
ESF - Food Systems and Food Safety Division	10 556	257	10 813
ESS - Statistics Division	16 234	(69)	16 165
ESA - Agrifood Economics Division	16 071	368	16 438
EST - Markets and Trade Division	21 609	887	22 496
Economic and Social Development stream	98 098	5 022	103 120
CSH - Human Resources Division	14 205	973	15 178
CSF - Finance Division	13 799	(971)	12 828
CSL - Logistics Services Division	45 128	3 234	48 362
CSI - Digitalization and Informatics Division	40 622	2 859	43 480
CSG - Governing Bodies Servicing Division	20 574	967	21 541
Corporate Logistics and Operational Support stream	134 327	7 062	141 389
IAC - Contributions to Inter-agency Coordination	2 250	0	2 250
OSM - Multidisciplinary Fund	8 500	0	8 500
SPJ - Junior Professional Programme	4 453	119	4 572
DCS - Programme Support Units	4 731	85	4 816
Special Programmes and Operational Support	19 934	204	20 138
LOB - Liaison Office with European Union and Belgium (Brussels)	1 322	64	1 386
LOG - Liaison Office with the United Nations (Geneva)	3 025	114	3 139
LOJ - Liaison Office with Japan (Yokohama)	1 544	64	1 608
LON - Liaison Office with the United Nations (New York)	4 131	147	4 278
LOR - Liaison Office with the Russian Federation (Moscow)	1 607	64	1 671
LOW - Liaison Office for North America (Washington, D.C.)	3 861	186	4 046
Liaison Offices	15 489	640	16 129
TPI - TCP Projects - Inter-regional and Emergency Facility	24 609	0	24 609
TPA - TCP Projects - Africa	44 741	0	44 741
TPP - TCP Projects - Asia and the Pacific	26 845	0	26 845
TPL - TCP Projects - Latin America and the Caribbean	19 905	0	19 905
TPN - TCP Projects - Near East and North Africa	8 941	0	8 941

Organizational Unit	Further Adj PWB 2020-21 (re-mapped)	Change	PWB 2022-23
TPE - TCP Projects - Europe and Central Asia	11 303	0	11 303
Technical Cooperation Programme - Projects	136 344	0	136 344
RAF - Regional Office for Africa (Accra)	23 641	452	24 093
SFW - Subregional Office for West Africa (Dakar)	4 575	64	4 639
SFC - Subregional Office for Central Africa (Libreville)	5 745	73	5 817
SFE - Subregional Office for Eastern Africa (Addis Ababa)	8 047	102	8 149
SFS - Subregional Office for Southern Africa (Harare)	6 978	59	7 037
FRA - FAORs in Africa	59 766	184	59 950
Africa	108 752	933	109 685
RAP - Regional Office for Asia and the Pacific (Bangkok)	32 509	1 255	33 764
SAP - Subregional Office for the Pacific Islands (Apia)	5 224	181	5 405
FAP - FAORs in Asia and the Pacific	27 925	695	28 620
Asia and Pacific	65 659	2 131	67 789
REU - Regional Office for Europe and Central Asia (Budapest)	16 159	702	16 861
SEC - Subregional Office for Central Asia (Ankara)	4 910	238	5 149
FEU - FAORs in Europe and Central Asia	4 408	293	4 701
Europe and Central Asia	25 478	1 233	26 711
RLC - Regional Office for Latin America and the Caribbean (Santiago)	25 156	211	25 367
SLC - Subregional Office for the Caribbean (Bridgetown)	7 176	58	7 234
SLM - Subregional Office for Mesoamerica (Panama City)	6 794	55	6 849
FLA - FAORs in Latin America and the Caribbean	30 699	2	30 701
Latin America and the Caribbean	69 824	326	70 151
RNE - Regional Office for the Near East and North Africa (Cairo)	20 714	406	21 119
SNE - Subregional Office for North Africa (Tunis)	6 302	76	6 377
SNG - Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi)	0	0	0
SNM - Subregional Office for Mashreq Countries (Beirut)	566	12	578
FNE - FAORs in the Near East	12 302	78	12 379
Near East	39 883	571	40 454
Corporate Income and Cost Recoveries (net)	(83 689)	(26 336)	(110 024)
Contingencies	600	0	600
Capital Expenditure	16 892	(2 892)	14 000
Security Expenditure	22 421	0	22 421
Total	1 005 635	0	1 005 635

Annex 8: Post Count by grade group and organizational unit

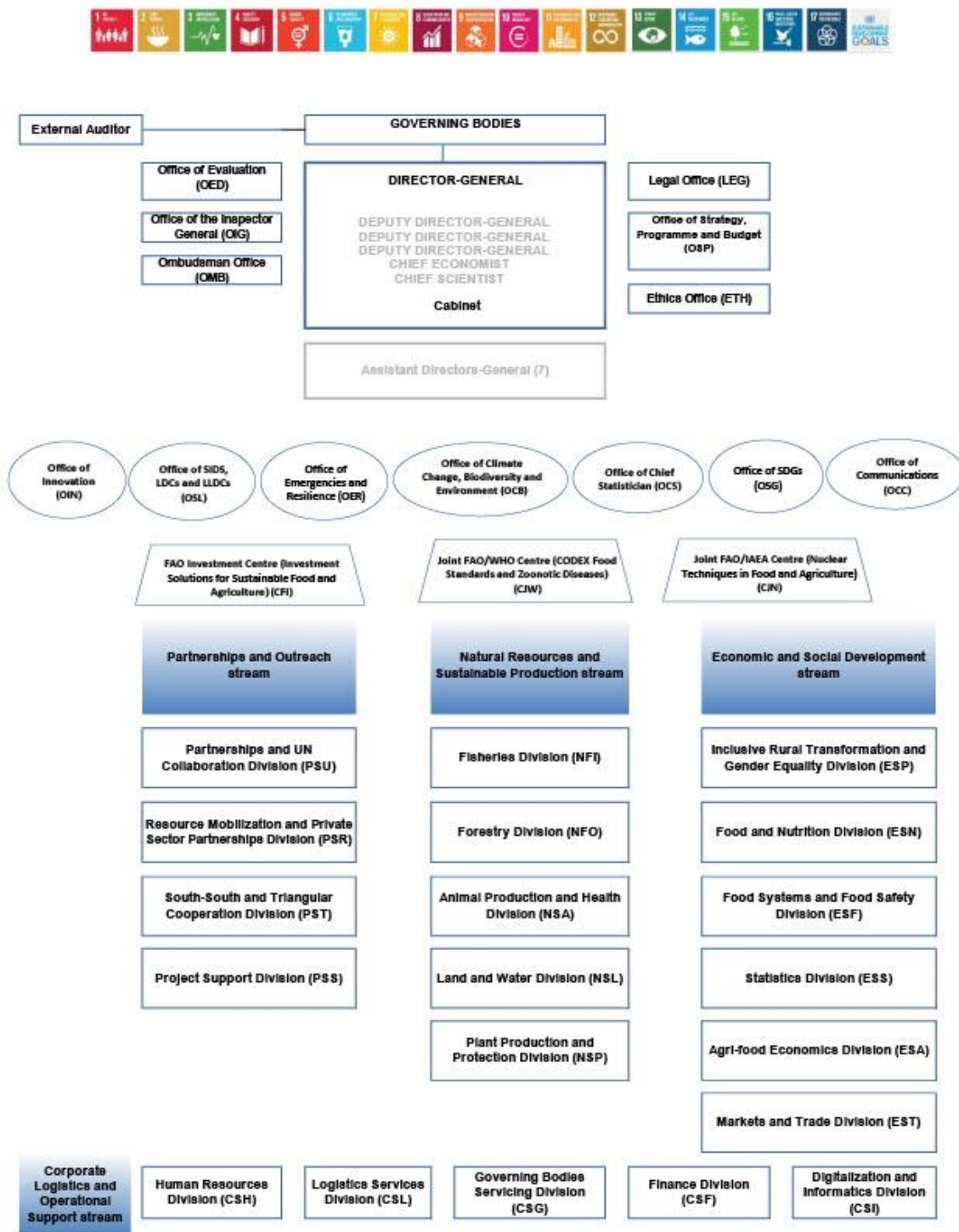
Organizational Unit	Further Adj. PWB 2020-21 (re-mapped)					Change					PWB 2022-23				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Office of the Director-General (ODG)	3	10	0	13	26	0	0	0	0	0	3	10	0	13	26
Deputy Directors-General, Chief Economist, Chief Scientist (DDC)	5	19	0	17	41	0	(1)	0	(1)	(2)	5	18	0	16	39
Assistant Directors-General (ADG)	7	0	0	7	14	0	0	0	0	0	7	0	0	7	14
Office of Evaluation (OED)	1	8	0	3	12	0	0	0	0	0	1	8	0	3	12
Office of the Inspector-General (OIG)	1	20	0	4	25	0	2	0	0	2	1	22	0	4	27
Office of Strategy, Programme and Budget (OSP)	2	24	0	7	33	0	1	0	1	2	2	25	0	8	35
Legal Office (LEG)	2	19	0	7	28	0	2	0	(1)	1	2	21	0	6	29
Ethics Office (ETH)	0	1	0	1	2	0	1	0	0	1	0	2	0	1	3
Ombudsman Office (OMB)	0	1	0	1	2	0	0	0	0	0	0	1	0	1	2
Offices of the Director-General	21	102	0	60	183	0	5	0	(1)	4	21	107	0	59	187
Office of Innovation (OIN)	1	8	0	5	14	0	0	0	0	0	1	8	0	5	14
Office of SIDS, LDCs and LLDCs (OSL)	1	2	0	1	4	0	0	0	0	0	1	2	0	1	4
Office of Emergencies and Resilience (OER)	1	2	0	0	3	0	0	0	0	0	1	2	0	0	3
Office of Climate Change, Biodiversity and Environment (OCB)	4	24	0	12	40	0	0	0	0	0	4	24	0	12	40
Office of Chief Statistician (OCS)	1	2	0	2	5	0	0	0	0	0	1	2	0	2	5
Office of SDGs (OSG)	1	3	0	1	5	0	0	0	0	0	1	3	0	1	5
Office of Communications (OCC)	2	44	0	28	74	0	1	0	0	1	2	45	0	28	75
HQ Offices	11	85	0	49	145	0	1	0	0	1	11	86	0	49	146
FAO Investment Centre (CFI)	6	78	0	30	114	0	0	0	0	0	6	78	0	30	114
Joint FAO/WHO Centre (CJW)	2	11	0	6	19	0	1	0	0	1	2	12	0	6	20
Joint FAO/IAEA Centre (CJN)	1	7	0	0	8	0	0	0	0	0	1	7	0	0	8

Organizational Unit	Further Adj. PWB 2020-21 (re-mapped)					Change					PWB 2022-23				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Centres	9	96	0	36	141	0	1	0	0	1	9	97	0	36	142
Partnerships and UN Collaboration Division (PSU)	3	29	0	16	48	(1)	(7)	0	(2)	(10)	2	22	0	14	38
Resource Mobilization and Private Sector Partnerships Division (PSR)	1	17	0	13	31	1	2	0	0	3	2	19	0	13	34
South-South and Triangular Cooperation Division (PST)	1	6	0	3	10	0	0	0	0	0	1	6	0	3	10
Project Support Division (PSS)	1	7	0	4	12	0	2	0	1	3	1	9	0	5	15
Partnerships and Outreach stream	6	59	0	36	101	0	(3)	0	(1)	(4)	6	56	0	35	97
Fisheries Division (NFI)	3	74	0	43	120	0	0	0	1	1	3	74	0	44	121
Forestry Division (NFO)	3	43	0	17	63	0	0	0	1	1	3	43	0	18	64
Animal Production and Health Division (NSA)	1	25	0	11	37	0	0	0	0	0	1	25	0	11	37
Land and Water Division (NSL)	2	19	0	7	28	0	0	0	0	0	2	19	0	7	28
Plant Production and Protection Division (NSP)	2	40	0	25	67	1	(1)	0	0	0	3	39	0	25	67
Natural Resources and Sustainable Production stream	11	201	0	103	315	1	(1)	0	2	2	12	200	0	105	317
Inclusive Rural Transformation and Gender Equality Division (ESP)	2	27	0	8	37	0	5	0	2	7	2	32	0	10	44
Food and Nutrition Division (ESN)	2	30	0	9	41	0	0	0	0	0	2	30	0	9	41
Food Systems and Food Safety Division (ESF)	2	17	0	5	24	0	(1)	0	0	(1)	2	16	0	5	23
Statistics Division (ESS)	2	28	0	24	54	0	3	0	(6)	(3)	2	31	0	18	51
Agrifood Economics Division (ESA)	2	26	0	12	40	0	0	0	0	0	2	26	0	12	40
Markets and Trade Division (EST)	2	40	0	22	64	0	0	0	0	0	2	40	0	22	64
Economic and Social Development stream	12	168	0	80	260	0	7	0	(4)	3	12	175	0	76	263
Human Resources Division (CSH)	2	24	0	15	41	0	2	0	0	2	2	26	0	15	43
Finance Division (CSF)	2	29	0	13	44	0	(2)	0	(1)	(3)	2	27	0	12	41
Logistics Services Division (CSL)	3	40	10	154	207	1	2	0	3	6	4	42	10	157	213
Digitalization and Informatics Division (CSI)	2	43	0	11	56	0	0	0	0	0	2	43	0	11	56

Organizational Unit	Further Adj. PWB 2020-21 (re-mapped)					Change					PWB 2022-23				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Governing Bodies Servicing Division (CSG)	2	29	0	33	64	0	2	0	0	2	2	31	0	33	66
Corporate Logistics and Operational Support stream	11	165	10	226	412	1	4	0	2	7	12	169	10	228	419
Junior Professional Programme (SPJ)	0	25	0	0	25	0	0	0	0	0	0	25	0	0	25
Programme Support Units (DCS)	0	4	0	16	20	0	0	0	0	0	0	4	0	16	20
Special Programmes and Operational Support	0	29	0	16	45	0	0	0	0	0	0	29	0	16	45
Liaison Office with European Union and Belgium (Brussels) (LOB)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office with the United Nations (Geneva) (LOG)	1	4	0	1	6	0	0	0	0	0	1	4	0	1	6
Liaison Office with Japan (Yokohama) (LOJ)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office with the United Nations (New York) (LON)	1	3	0	3	7	0	0	0	0	0	1	3	0	3	7
Liaison Office with the Russian Federation (Moscow) (LOR)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office for North America (Washington, D.C.) (LOW)	1	1	0	8	10	0	0	0	0	0	1	1	0	8	10
Liaison Offices	6	11	0	15	32	0	0	0	0	0	6	11	0	15	32
FAO Representations	19	65	173	475	732	0	0	0	0	0	19	65	173	475	732
Regional Office for Africa (Accra) (RAF)	3	37	2	37	79	0	0	0	0	0	3	37	2	37	79
Subregional Office for West Africa (Dakar) (SFW)	1	8	1	5	15	0	0	0	0	0	1	8	1	5	15
Subregional Office for Central Africa (Libreville) (SFC)	1	8	3	5	17	0	0	0	0	0	1	8	3	5	17
Subregional Office for Eastern Africa (Addis Ababa) (SFE)	1	12	3	6	22	0	0	0	0	0	1	12	3	6	22
Subregional Office for Southern Africa (Harare) (SFS)	1	9	3	9	22	0	0	0	0	0	1	9	3	9	22
Africa	7	74	12	62	155	0	0	0	0	0	7	74	12	62	155
Regional Office for Asia and the Pacific (Bangkok) (RAP)	3	51	5	67	126	0	0	0	0	0	3	51	5	67	126
Subregional Office for the Pacific Islands (Apia) (SAP)	1	10	0	7	18	0	0	0	0	0	1	10	0	7	18
Asia and Pacific	4	61	5	74	144	0	0	0	0	0	4	61	5	74	144

Organizational Unit	Further Adj. PWB 2020-21 (re-mapped)					Change					PWB 2022-23				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Regional Office for Europe and Central Asia (Budapest) (REU)	3	24	4	21	52	0	0	1	0	1	3	24	5	21	53
Subregional Office for Central Asia (Ankara) (SEC)	1	8	2	9	20	0	0	0	0	0	1	8	2	9	20
Europe and Central Asia	4	32	6	30	72	0	0	1	0	1	4	32	7	30	73
Regional Office for Latin America and the Caribbean (Santiago) (RLC)	3	32	5	40	80	0	0	0	0	0	3	32	5	40	80
Subregional Office for the Caribbean (Bridgetown) (SLC)	1	9	2	10	22	0	0	0	0	0	1	9	2	10	22
Subregional Office for Mesoamerica (Panama City) (SLM)	1	10	3	6	20	0	0	0	0	0	1	10	3	6	20
Latin America and the Caribbean	5	51	10	56	122	0	0	0	0	0	5	51	10	56	122
Regional Office for the Near East and North Africa (Cairo) (RNE)	3	31	4	31	69	0	0	0	0	0	3	31	4	31	69
Subregional Office for North Africa (Tunis) (SNE)	1	8	3	12	24	0	0	0	0	0	1	8	3	12	24
Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi) (SNG)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subregional Office for Mashreq Countries (Beirut) (SNM)	1	0	0	0	1	0	0	0	0	0	1	0	0	0	1
Near East	5	39	7	43	94	0	0	0	0	0	5	39	7	43	94
Total	131	1 238	223	1 360	2 952	2	14	1	(2)	15	133	1 252	224	1 358	2 967

Annex 9: Organizational Chart – headquarters and decentralized offices



RAF Regional Office for Africa - Accra	RAP Regional Office for Asia and the Pacific - Bangkok	REU Regional Office for Europe and Central Asia - Budapest	RLC Regional Office for Latin America and the Caribbean - Santiago	RNE Regional Office for the Near East and North Africa - Cairo	LOB Liaison Office with the European Union and Belgium - Brussels
SFS Subregional Office for Southern Africa - Harare	SAP Subregional Office for the Pacific Islands - Apia	SEC Subregional Office for Central Asia - Ankara	SLC Subregional Office for the Caribbean - Bridgetown	SNE Subregional Office for North Africa - Tunis	LOG Liaison Office with the UN - Geneva
SFE Subregional Office for Eastern Africa - Addis Ababa			SLM Subregional Office for Mesoamerica - Panama City	SNG Subregional Office for the Gulf Cooperation Council States and Yemen - Abu Dhabi	LOJ Liaison Office with Japan - Yokohama
SFC Subregional Office for Central Africa - Libreville				SNM Subregional Office for Mashreq Countries - Beirut	LON United Nations Liaison Office - New York
SFW Subregional Office for West Africa - Dakar					LOR Liaison Office with the Russian Federation - Moscow
COUNTRY OFFICES	COUNTRY OFFICES	COUNTRY OFFICES	COUNTRY OFFICES	COUNTRY OFFICES	LOW Liaison Office for North America - Washington, D.C.

List of Acronyms

ACOSH	<i>Advisory Committee on Occupational Safety and Health</i>
AI	<i>Artificial Intelligence</i>
AMIS	<i>Agricultural Market Information System</i>
AMR	<i>Antimicrobial resistance</i>
APPDs	<i>Animal and Plant Pests and Diseases</i>
ASF	<i>African Swine Fever</i>
ASFA	<i>Aquatic Sciences and Fisheries Abstracts</i>
ASMC	<i>After-service Medical Coverage</i>
ASTF	<i>Africa Solidarity Trust Fund</i>
BBNJ	<i>Marine Biodiversity of Areas Beyond National Jurisdiction</i>
BCP	<i>Business Continuity Plan</i>
CBIT	<i>Capacity Building Initiative for Transparency</i>
CCP	<i>Committee on Commodity Problems</i>
CDB	<i>Convention on Biological Diversity</i>
CEB	<i>United Nations System Chief Executives Board for Coordination</i>
CEDAW	<i>Convention on the Elimination of All Forms of Discrimination against Women</i>
CFI	<i>FAO Investment Centre (Investment Solutions for Sustainable Food and Agriculture)</i>
CFS	<i>Committee on World Food Security</i>
CGRFA	<i>Commission on Genetic Resources for Food and Agriculture</i>
CIRT	<i>Activation of Crisis Incident Response Team</i>
CMS	<i>Change Management Strategy</i>
COAG	<i>Committee on Agriculture</i>
COFI	<i>Committee on Fisheries</i>
COFO	<i>Committee on Forestry</i>
COP	<i>Conference of the Parties</i>
CPF	<i>Country Programming Framework</i>
CPI	<i>Consumer price index</i>
CSA	<i>Climate-smart agriculture</i>
CSFE	<i>Corporate Strategic Foresight Exercise</i>
CTA	<i>Cape Town Agreement</i>
DAC	<i>Development Assistance Committee</i>
DAD-IS	<i>Domestic Animal Diversity Information System</i>
DLIS	<i>Desert Locust Information Service</i>
EAA	<i>Ecosystem Approach to Aquaculture</i>
EAf	<i>Ecosystem Approach to Fisheries</i>
EIU	<i>Economist Intelligence Unit</i>
ENS	<i>Emergency Notification System</i>
ERP	<i>Enterprise resource planning</i>
ESP	<i>Inclusive Rural Transformation and Gender Equity Division</i>
FFPI	<i>FAO Food Price Index</i>
FIES	<i>Food Insecurity Experience Scale</i>
FIRST	<i>Food and nutrition security impact, resilience, sustainability and transformation</i>
FLW	<i>Food loss and waste</i>
FMM	<i>Flexible Multi-Partner Mechanism</i>
GBV	<i>Gender-based Violence</i>
GCF	<i>Green Climate Fund</i>
GDP	<i>Gross domestic product</i>
GEF	<i>Global Environment Facility</i>
GEMP	<i>Good Emergency Management Practices</i>
GF-TADs	<i>Global Framework for the Progressive Control of Transboundary Animal Diseases</i>
GHG	<i>Greenhouse gas</i>

GI	<i>Geographical indication</i>
GIAHS	<i>Globally Important Agricultural Heritage Systems</i>
GIEWS	<i>Global Information and Early Warning System</i>
GIFT	<i>Global Individual Food consumption data Tool</i>
GIS	<i>Geographic Information System</i>
GLEAM-i	<i>Global Livestock Environmental Assessment Model - Interactive</i>
GLEWS	<i>Global Early Warning and Response System for Major Animal Diseases, including Zoonoses</i>
GLOBEFISH	<i>Information and Analysis on World Fish Trade</i>
GPA	<i>Global Plan of Action</i>
GSP	<i>Global Soil Partnership for Food Security and Climate Change Adaptation and Mitigation</i>
HIH	<i>Hand-in-Hand</i>
IACGB	<i>International Advisory Council on Global Bioeconomy</i>
IBF	<i>International Bioeconomy Forum</i>
ICSC	<i>International Civil Service Commission</i>
ICT	<i>Information and Communications Technology</i>
IFI	<i>International financing institution</i>
IGG	<i>Intergovernmental Group</i>
IHR	<i>International Health Regulations</i>
ILOAT	<i>International Labour Organization Administrative Tribunal</i>
IMO	<i>International Maritime Organization</i>
INFOSAN	<i>International Food Safety Authorities Network</i>
IPC	<i>Integrated Food Security Phase Classification</i>
IPPC	<i>International Plant Protection Convention</i>
IPSAS	<i>International Public Sector Accounting Standards</i>
ISBWG	<i>International Sustainable Bioeconomy Working Group</i>
IT-PGRFA	<i>International Treaty on Plant Genetic Resources for Food and Agriculture</i>
IUU	<i>Illegal, unreported and unregulated (fishing)</i>
JECFA	<i>Joint FAO/WHO Expert Committee on Food Additives</i>
JEMNU	<i>Joint FAO/WHO Expert Meetings on Nutrition</i>
JEMRA	<i>Joint FAO/WHO Expert Meetings on Microbiological Risk Assessment</i>
JMPR	<i>Joint FAO/WHO Meeting on Pesticide Residues</i>
JSC	<i>Joint Steering Committee</i>
LDC	<i>Least developed country</i>
LLDC	<i>Land-locked developing countries</i>
LNBO	<i>Leave no one behind</i>
LPIS	<i>Land Parcel Identification System</i>
MAIP	<i>Malicious Acts Insurance Policy</i>
MDD-W	<i>Minimum dietary diversity – women</i>
MOPAN	<i>Multilateral Organisations Performance Assessment Network</i>
MoU	<i>Memorandum of Understanding</i>
MSME	<i>Micro, small and medium-sized enterprise</i>
MUFPP	<i>Milan Urban Food Policy Pact</i>
NAPs	<i>National Adaptation Plans</i>
NDC	<i>Nationally Determined Contribution</i>
NSP	<i>Plant Production and Protection Division</i>
ODA	<i>Official development assistance</i>
OECD	<i>Organisation for Economic Co-operation and Development</i>
OIE	<i>World Organisation for Animal Health</i>
PGRFA	<i>Plant Genetic Resources for Food and Agriculture</i>
PIP	<i>Programme Investment Plan</i>
PNTD	<i>Participatory and Negotiated Territorial Development</i>

PPA	<i>Programme Priority Area</i>
PPR	<i>Peste des Petits Ruminants</i>
PSMA	<i>Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing</i>
RAI	<i>Principles for Responsible Investment in Agriculture and Food Systems</i>
RBA	<i>Rome-based Agencies</i>
R&D	<i>Research and development</i>
RI	<i>Regional Initiative</i>
RSM	<i>Residential Security Measures</i>
RUF SAT	<i>Rapid Urban Food Systems Appraisal Tool</i>
SDG	<i>Sustainable Development Goal</i>
SFERA	<i>Special Fund for Emergency and Rehabilitation Activities</i>
SFDFA	<i>Special Fund for Development Finance Activities</i>
SIDS	<i>Small island developing states</i>
SME	<i>Small and medium enterprises</i>
SOCO	<i>The State of Agricultural Commodity Markets</i>
SOFA	<i>The State of Food and Agriculture</i>
SOFI	<i>The State of Food Security and Nutrition in the World</i>
SOFIA	<i>The State of World Fisheries and Aquaculture</i>
SOFO	<i>The State of the World's Forests</i>
SOLAW	<i>The State of the World's Land and Water Resources for Food and Agriculture</i>
SOLOW	<i>State of the World Land and Water Resources</i>
SoW-BFA	<i>The State of the World's Biodiversity for Food and Agriculture</i>
SPS	<i>Sanitary and phytosanitary measures</i>
SRA	<i>Special Reserve Account</i>
SRM	<i>Security Risk Management</i>
SSAFE	<i>Safe and Secure Approaches in Field Environments</i>
SSF Guidelines	<i>Voluntary Guidelines for Securing Sustainable Small-scale Fisheries</i>
SSTC	<i>South-South and Triangular Cooperation</i>
TCP	<i>Technical Cooperation Programme</i>
TPF	<i>Terminal Payments Fund</i>
UNCLOS	<i>United Nations Convention on the Law of the Sea</i>
UNDF	<i>UN Decade of Family Farming 2019-2028</i>
UNDS	<i>United Nations development system</i>
UNDSS	<i>United Nations Department of Safety and Security</i>
UNESCO	<i>United Nations Educational, Scientific and Cultural Organization</i>
UNFCCC	<i>United Nations Framework Convention on Climate Change</i>
UNSDCF	<i>United Nations Sustainable Development Cooperation Framework</i>
UN-SWAP	<i>UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW)</i>
UTF	<i>Unilateral Trust Fund</i>
VGCDs	<i>Voluntary Guidelines for Catch Documentation Schemes</i>
VGGT	<i>Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security</i>
WCF	<i>Working Capital Fund</i>
WHO	<i>World Health Organization</i>
WIEWS	<i>World Information and Early Warning System on Plant Genetic Resources for Food and Agriculture</i>
WSAT	<i>Women's security awareness training</i>
WTO	<i>World Trade Organization</i>