



Food and Agriculture  
Organization of the  
United Nations



The Director-General's  
**Medium Term Plan  
(Reviewed) 2022-25**  
and  
**Programme of Work  
and Budget  
2024-25**

(C 2023/3)



**C 2023/3**

Forty-third Session of the  
Conference

---

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

and

**Programme of  
Work and Budget  
2024-25**

---

Food and Agriculture Organization of the United  
Nations Rome, 2023

[www.fao.org/pwb](http://www.fao.org/pwb)

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO, 2023



Some rights reserved. This work is made available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo/legalcode>).

Under the terms of this licence, this work may be copied, redistributed and adapted for non-commercial purposes, provided that the work is appropriately cited. In any use of this work, there should be no suggestion that FAO endorses any specific organization, products or services. The use of the FAO logo is not permitted. If the work is adapted, then it must be licensed under the same or equivalent Creative Commons licence. If a translation of this work is created, it must include the following disclaimer along with the required citation: "This translation was not created by the Food and Agriculture Organization of the United Nations (FAO). FAO is not responsible for the content or accuracy of this translation. The original [Language] edition shall be the authoritative edition."

Disputes arising under the licence that cannot be settled amicably will be resolved by mediation and arbitration as described in Article 8 of the licence except as otherwise provided herein. The applicable mediation rules will be the mediation rules of the World Intellectual Property Organization <http://www.wipo.int/amc/en/mediation/rules> and any arbitration will be conducted in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

**Third-party materials.** Users wishing to reuse material from this work that is attributed to a third party, such as tables, figures or images, are responsible for determining whether permission is needed for that reuse and for obtaining permission from the copyright holder. The risk of claims resulting from infringement of any third-party-owned component in the work rests solely with the user.

**Sales, rights and licensing.** FAO information products are available on the FAO website ([www.fao.org/publications](http://www.fao.org/publications)) and can be purchased through [publications-sales@fao.org](mailto:publications-sales@fao.org). Requests for commercial use should be submitted via: [www.fao.org/contact-us/licence-request](http://www.fao.org/contact-us/licence-request). Queries regarding rights and licensing should be submitted to: [copyright@fao.org](mailto:copyright@fao.org).

## Director-General's Foreword

*We have limited time and many challenges to face and to meet the goals we set for the 2030 Agenda on Sustainable Development.*

*Agrifood systems are at the core of the 2030 Agenda and offer a wealth of opportunities to help us reach the Sustainable Development Goals (SDGs). By supporting agrifood systems transformation, FAO aims to ensure that these systems are more efficient, more inclusive, more resilient and more sustainable - for better production, better nutrition, a better environment, and a better life, leaving no one behind.*

*The challenges we collectively face are formidable. Ongoing, complex and overlapping crises – the COVID-19 pandemic, conflicts, the war in Ukraine, economic headwinds and the increasing impacts of the climate crisis – continue to affect global food security, especially in the vulnerable countries and among poor populations.*

*We are confident that the FAO Strategic Framework 2022-31 provides a robust roadmap to help ensure that FAO – across all locations – contributes to achieving the 2030 Agenda. The Framework encourages innovative and forward-thinking approaches that are risk-aware, adaptable and responsive to unforeseen events. The 20 Programme Priority Areas (PPAs) ensure we capitalize on the wealth of FAO's multidisciplinary technical expertise to tackle longstanding challenges and to respond to emerging priorities, such as integrated water resources management and the twin threat of water scarcity and flooding.*

*FAO is also drawing on its unique position and role as a UN specialized agency to inform and influence a global response that can seize the many opportunities for transforming our agrifood systems around the globe.*

*FAO's new thematic Strategies on Climate Change, and on Science and Innovation are instruments that will further enable the Organization to amplify its impact in these critical crosscutting areas of work in the 2024-25 biennium and beyond, contributing to socially, economically and environmentally sustainable results on the ground.*

*We will also continue to champion other important initiatives that are bringing real change to lives and livelihoods. Through the Hand-in-Hand Initiative, for example, FAO brings advanced geospatial modelling*

*and analytics to accelerate market-based agrifood systems transformation to raise incomes and improve the well-being and resilience of poor and vulnerable populations – with 60 countries currently participating.*

*I am proud of what we have achieved so far in creating a newly restructured and dynamic FAO – a Food and Agriculture Organization that brings together professional and scientific expertise from around the world, and that is fit-for-purpose to support Members in achieving a better future.*

*We will also continue to work to ensure that as “One FAO” we are also “fit-for-future”, including optimizing human and financial capital and ensuring a modern and efficient Decentralized Offices network.*

*Women and youth are at the forefront of my vision of this new FAO – with the FAO Women's Committee and the FAO Youth Committee, both established at the beginning of my tenure, continuing to help ensure these voices are heard and are part of decision-making.*

*Partnerships must also be at the center of a transformed FAO to ensure not only that we mobilize sufficient financing and investment, but also that we bring all actors together to have the greatest impact in delivering results in support of the 2030 Agenda.*

*The mobilization of voluntary contributions in recent years attests to the confidence our partners have in FAO's ability to deliver high quality, large-scale development and humanitarian programmes. In 2024-25, we foresee the delivery of extrabudgetary resources reaching approximately USD 3 billion.*

*It is also critical that our core resources are protected from further erosion after 12 years of a flat nominal budget. For 2024-25, I am therefore presenting a net appropriation budget with cost increases to preserve purchasing power parity with 2022-23.*

*I am convinced that if we work together, with mutual commitment, building solid coalitions and partnerships, we will be able to live up to our shared ambition of providing a prosperous and equitable future for all.*

**QU Dongyu**  
**Director-General**

# Table of Content

*Director-General's Foreword*

<i>Introduction</i> .....	1
---------------------------	---

## MEDIUM TERM PLAN (REVIEWED) 2022-25

<b>A. Global challenges and opportunities</b> .....	2
<b>B. FAO's basic attributes</b> .....	6
<b>C. Programmatic framework for results and monitoring</b> .....	7
<b>D. The Four Betters and 20 Programme Priority Areas</b> .....	16
<b>E. FAO's contribution to the SDGs</b> .....	20
<b>F. Improved ways of working and implementation arrangements</b> .....	23

## PROGRAMME OF WORK AND BUDGET 2024-25

<b>A. Main Features</b> .....	26
<i>Approach</i> .....	26
<i>Programmatic and budgetary highlights</i> .....	26
<i>Budgetary chapter allocations</i> .....	34
<i>Regional dimensions</i> .....	37
<b>B. Improved delivery</b> .....	40
<i>Organizational and management structure</i> .....	40
<i>Posts Overview</i> .....	42
<b>C. Financial and budgetary dimensions</b> .....	43
<i>Overview of anticipated cost increases</i> .....	43
<i>Elements for improving FAO's financial health, liquidity and reserves</i> .....	44
<i>Summary requirements</i> .....	48
<i>Draft budgetary appropriations 2024-25</i> .....	51

<i>Annex 1: Updated results framework 2022-25</i> .....	53
---	----

<i>Annex 2: Budget Proposal by Budgetary Chapter</i> .....	126
--	-----

<i>Annex 3: FAO Programme Priority Area contribution to the Sustainable Development Goals</i> .....	128
---	-----

<i>Annex 4: Description of results architecture</i> .....	144
---	-----

<i>Annex 5: Budget Proposal by Budgetary Chapter and region</i> .....	147
---	-----

<i>Annex 6: Budget Proposal by Budgetary Chapter and organizational unit</i> .....	148
--	-----

<i>Annex 7: Budget Proposal by organizational unit</i> .....	150
--	-----

<i>Annex 8: Post Count by grade group and organizational unit</i> .....	153
---	-----

<i>Annex 9: FAO's Contribution to the SDGs (by region)</i> .....	157
--	-----

<i>Annex 10: Organigramme</i> .....	159
-------------------------------------	-----

*Web Annex 11: Cost increase methodology and estimates*

*Web Annex 12: Scheduled Sessions*

MEDIUM TERM PLAN  
(REVIEWED) 2022-25

## Introduction

1. 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 FAO 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.
2. The FAO Strategic Framework focuses on the transformation to MORE efficient, inclusive, resilient and sustainable agrifood systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind. This provides the basis for the Medium-Term Plan (MTP) 2022-25.
3. The 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 FAO Strategic Framework 2022-31. The MTP covers a period of four years, reviewed each biennium, 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.
4. The present Medium-Term Plan (Reviewed) 2022-25 comprises six main sections: an update to 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 improved ways of working and implementation arrangements (*Section F*).



## A. Global challenges and opportunities

5. To accelerate strategic thinking on global challenges and opportunities, FAO has undertaken a Corporate Strategic Foresight Exercise 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 agrifood systems towards sustainability. As detailed in the FAO Strategic Framework 2022-31, 18 key current and emerging interconnected socio-economic and environmental drivers impacting food and agricultural systems were identified, as shown in *Table 1*.

**Table 1: Critical drivers of agrifood systems and related trends**

<b>A. Systemic (overarching) drivers</b>	
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 agrifood 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>B. Drivers directly affecting food access and livelihoods</b>	
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, <sup>1</sup> 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
<b>C. Drivers directly affecting food and agricultural production and distribution processes</b>	
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 agrifood systems, which is often insufficient and decreased significantly in the last 15 years, as shown by the FAO Agriculture Orientation Index for Government Expenditures
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 agrifood 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
<b>D. Drivers regarding environmental systems</b>	
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

<sup>1</sup> 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.



17. **Climate change**, including weather extremes (extreme temperatures and flooding) and variability of temperatures and rainfall patterns, which is already affecting agrifood systems and natural resources and is expected to accelerate hunger and poverty in rural areas. Moreover, as stated in a recent Intergovernmental Panel on Climate Change report, “*an estimated 23 percent of total anthropogenic GHG emissions (2007-2016) derive from agriculture, forestry and other land use*”
18. **The ‘sustainable ocean economies’**, 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 agrifood systems.

6. The Corporate Strategic Foresight Exercise 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: (i) institutions and governance; (ii) consumer awareness; (iii) income and wealth distribution; and iv) innovative technologies.

7. Managing and transforming agrifood 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 agrifood systems.

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

- A. Ensuring that all strategies and policies contribute to end hunger, eliminate all forms of malnutrition and maintain these results in the long run.
- B. Ensuring that all development processes contribute to definitively eradicating extreme and persistent poverty and inequalities.
- C. Addressing climate change and intensification of natural hazards by drastically reducing GHG emissions of global agrifood systems and economy-wide, in partnership with other agencies, while at the same time assuring SDG 2 is achieved.
- D. Making agrifood systems, and the people who depend on them for their livelihoods, more resilient to shocks, climate hazards, and water stress.
- E. Ensuring the sustainable use of natural resources and the restoration of the natural resource base.

*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 agrifood systems.
- G. Addressing weakness on availability of data and modelling tools to be able to make informed decisions. Fundamental data gaps to correctly guide action and inform policy-making persist, for which increased and sustained financial investment is needed. These gaps include timely and sufficiently granular data on people’s ability to locally produce and access food; on their actual food and nutrient consumption; and on their nutritional status. Additional gaps regard identifying and targeting the most vulnerable; and modelling tools to understand better the trade-offs of policy pathways and actions, such as the impacts and benefits of repurposing of agricultural support or investments.
- H. Supporting countries and the global development community to increase consumer awareness on transformative consumption choices.
- I. Addressing income and wealth distribution within and between countries, including implications for agrifood systems.

- J. Managing innovative technologies and systemic approaches and their potential risks to sustainably improving food and agricultural productivity, while at the same time ensuring no one is left behind (i.e. inclusivity).
8. The critical drivers of agrifood systems, the triggers of change and the challenges informed the FAO Strategic Framework 2022-31 which also underpins the Medium Term Plan (Reviewed) 2022-25.

***Recent trends and risks to global food security***

9. Since the time the Corporate Strategic Foresight Exercise was undertaken, a number of significant social, economic and environmental risks have become further pronounced, requiring urgent action over the next several years, and likely beyond. After partially recovering in 2021 from the COVID-19 pandemic-induced contraction in 2020, the global economy has been experiencing a renewed slowdown in 2022 fuelled by a series of overlapping crises, including the continued impacts of the COVID-19 pandemic, the exacerbation from the war in Ukraine, soaring food prices and overall inflation and tightening financial conditions in most regions. The most recent estimates indicate that both the number of people affected by chronic hunger and the prevalence of undernourishment are on the rise. These estimates also indicate a rise in the number of people moderately or severely food insecure and those unable to afford a healthy diet.<sup>2</sup> Moreover, the data also points to a marked increase in acute food insecurity, with a significant number of people severely malnourished, at risk of death or already facing starvation and death.<sup>3</sup>

10. Conflicts and geopolitical tensions, extreme and more frequent climatic events, economic slowdowns and downturns – in particular as a result of the COVID-19 pandemic – and increasing inequalities are the main drivers of hunger and malnutrition in the world. These factors, often occurring in combination, continue to challenge the quantity and quality of the food that people can access, while making the fiscal situation in many countries more challenging for governments trying to mitigate the effects of these drivers. Against this background, the war in Ukraine, engaging two major agricultural commodity market players, is expected to impact the trajectory of food security globally.

11. In this context, three pressing risks to global food security and nutrition have been identified:

- a) **Rising food prices and food access** - Since May 2020, the world has experienced a steady rise in the prices of most food commodities,<sup>4</sup> leading to increased import costs. The drivers of changes in international food prices are complex, as they embed factors both endogenous and exogenous to food markets including weather, production and transportation costs, disruptions to supply chains due to COVID-19, uncertainties about export restrictions and the strength of global demand for food and feed products. In this regard, the availability – or lack thereof – of grains and other food exports from Ukraine has a major impact on world markets.
- b) **Soaring fertilizer and other input prices pose risks for food availability** - World fertilizer prices have soared since late 2021, as a result of increasing energy and natural gas prices, the COVID-19 pandemic, and trade restrictive policies imposed by some major exporting countries. With prices of fertilizers and other energy-intensive products rising as a consequence of the war in Ukraine, overall production costs are soaring. This situation poses an additional burden to farmers who face lower profitability, and may have little choice but to respond by applying less fertilizer and other inputs, resulting in lower production. This could lead to a food availability problem, compounding the ongoing food access crisis.

---

<sup>2</sup> *The State of Food Security and Nutrition in the World (SOFI)* report, July 2022

<sup>3</sup> *Global Report on Food Crisis 2022 Mid-Year Update; Hunger Hotspots* reports, September 2022

<sup>4</sup> As tracked through the FAO Food Price Index (FFPI)

Although, prices of natural gas and fertilizers had improved in the last months of 2022, the risks remain high, in particular for 2024.

- c) **Slow economic growth and soaring inflation pose further risks** - Global economic activity is experiencing a broad-based and sharper-than-expected slowdown,<sup>5</sup> with inflation higher than seen in several decades. Global growth is projected to slow from 6.0 percent in 2021 to an estimated 3.2 percent in 2022 and 2.7 in 2023 – the weakest growth since 2001, except for the global financial crisis in 2008 and the acute phase of the COVID-19 pandemic. Global inflation, on the rise through 2022, is expected to decline progressively in 2023 and 2024, while remaining well above recent historic lows. The effects of the conflict on the economies of Ukraine and the Russian Federation are having worldwide spillover impacts through commodity markets, trade and financial channels. The reduction in economic growth in many parts of the world is affecting demand for food, especially in low- and low middle-income countries, with negative consequences for food security and nutrition. Lower gross domestic product (GDP) growth will also likely reduce the availability of funds for development and humanitarian assistance, mainly if global military expenses continue to increase.

12. In addition, monetary tightening policies put in place by the G7 countries to cope with inflation and the corresponding increase of interest rates have also accelerated currency depreciation, which imposes an additional burden for net food importing countries.

13. Finally, shocks of the past three years have hit emerging and developing countries relatively harder, pushing them further into debt and increasing their vulnerability. This is particularly felt in sub-Saharan Africa, where external debt is over 40 percent of GDP, thus reducing countries' access to public and private resources and making it more complex to finance their steadily rising import bills.

---

<sup>5</sup> International Monetary Fund (IMF) *World Economic Outlook: Countering the Cost-of-Living Crisis*

## B. FAO's basic attributes

14. 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:<sup>6</sup>

- 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.

---

<sup>6</sup> C 2017/7 Rev. 1, paragraph 108

## C. Programmatic framework for results and monitoring

15. 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.

16. 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 agrifood systems.

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

### ***The FAO strategic narrative***

18. The strategic narrative guiding the FAO Strategic Framework 2022-31 is supporting the 2030 Agenda through the transformation to MORE efficient, inclusive, resilient and sustainable agrifood systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind.

19. 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***

20. FAO will implement the 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 and optimizing synergies in achieving the SDGs. Using the agrifood systems approach, FAO will also focus on profiling agriculture beyond production and macro-economic purposes to ensure food security and nutrition and resilient livelihoods, promoting innovations, and better catalysing investment and partnerships.

21. 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.

22. 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 Agenda 2030 through the transformation to MORE efficient, inclusive, resilient and sustainable agrifood 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 agrifood systems in a changing climate and environment  
*PPAs: Innovation for sustainable agriculture production; Blue transformation; One Health; Small-scale producers' equitable access to resources; 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 for all; Nutrition for the most vulnerable; Safe food for everyone; Reducing food loss and waste; Transparent 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 agrifood systems  
*PPAs: Climate change mitigating and adapted agrifood systems; Bioeconomy for sustainable food and agriculture; Biodiversity and ecosystem services for food and agriculture; Achieving sustainable urban food systems*
- 4) **Better Life:** Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women)  
*PPAs: Gender equality and rural women's empowerment; Inclusive rural transformation; Agriculture and food emergencies; Resilient agrifood 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 agrifood 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 agrifood 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**

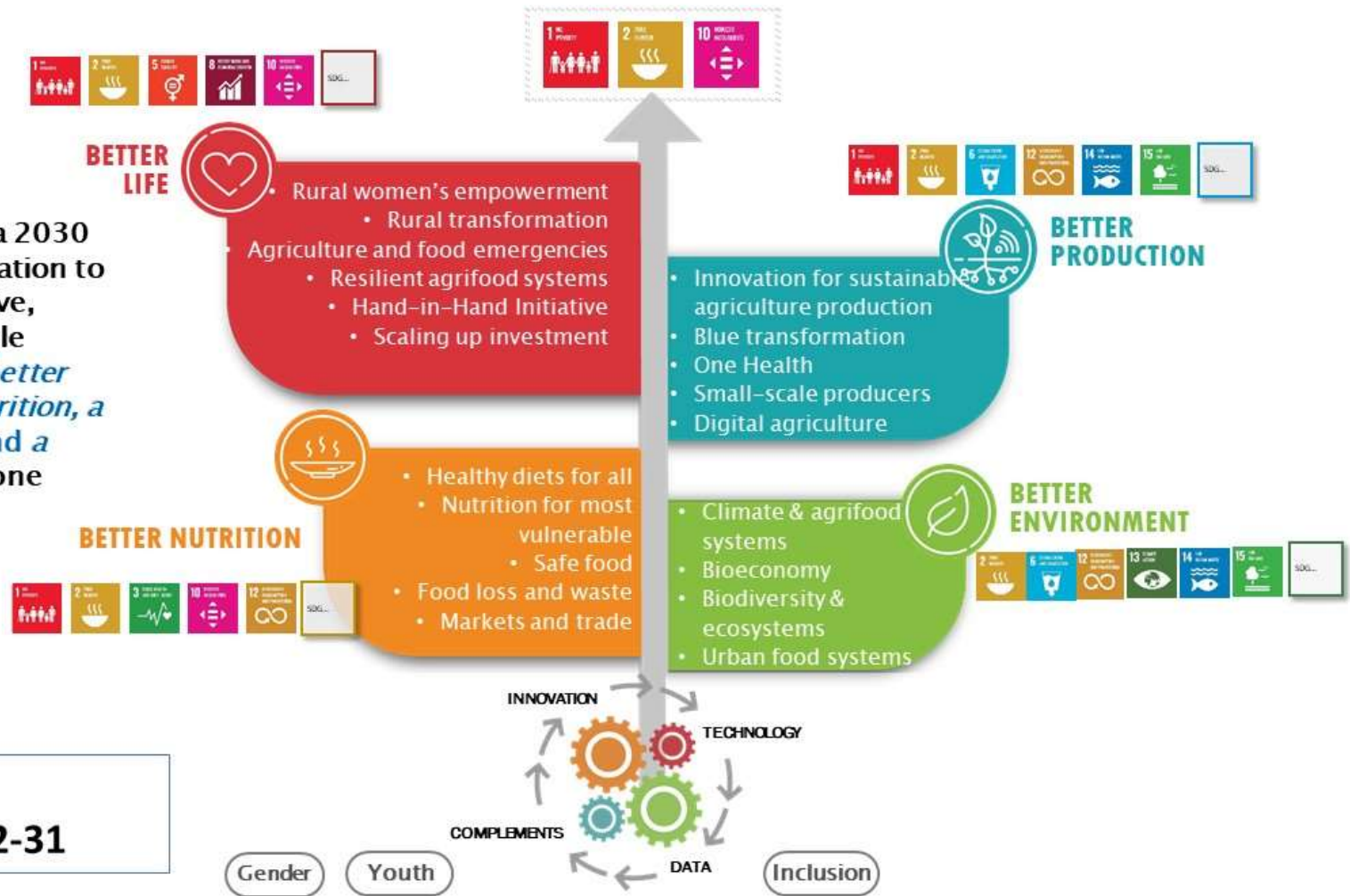
- Outreach
- Information and Communications Technology
- FAO governance, oversight and direction
- Efficient and effective administration



23. 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*.
24. 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 agrifood systems.
  - e) The **Functional Objectives** ensure a robust, supportive enabling environment and efficient, effective business processes to support all of FAO's work.
25. *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.
26. *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.

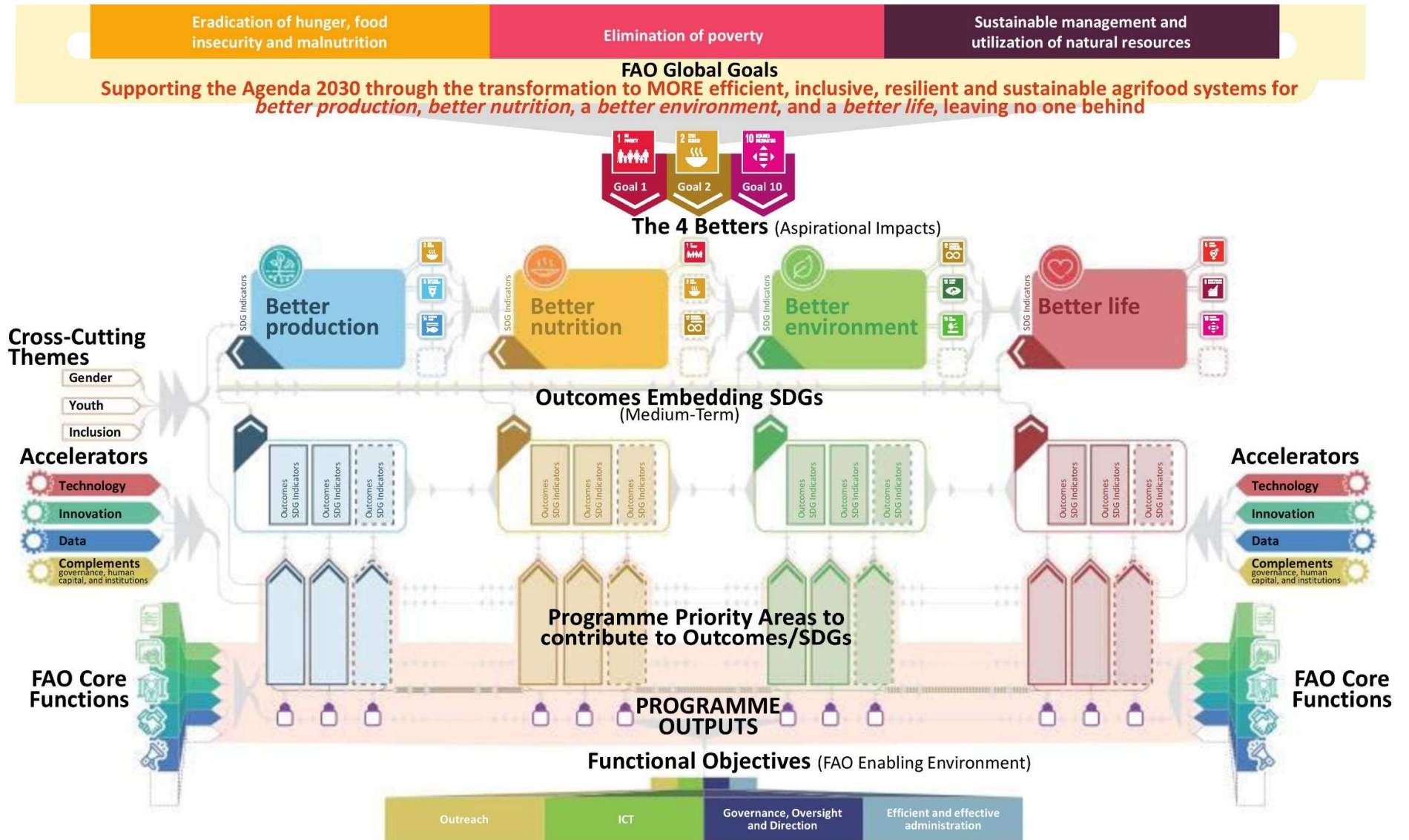
Figure 2: FAO strategic results framework

Supporting the Agenda 2030 through the transformation to **MORE** efficient, inclusive, resilient and sustainable agrifood systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind



**FAO Strategic Framework 2022-31**

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



### Link to country level planning

27. The FAO Strategic Framework is designed to accommodate the diversity of country situations and to respond to national priorities, within the broader framework of the SDGs.

28. The collective commitments of the UN development system in support of national SDG goals and targets are articulated in the UN Sustainable Development Cooperation Framework (UNSDCF). It builds on the UN Common Country Analysis (CCA), which is an integrated, forward-looking, and evidence-based analysis of the country context for sustainable development.

29. The FAO Country Programming Framework is duly derived from the UNSDCF and thus ensures that FAO builds on the UNDS efforts to collectively support country ownership and address national SDG priorities and gaps. At the same time, FAO's country level process as reflected in the CPF design also contributes to shaping the formulation of the UNSDCF, thus ensuring that agrifood system transformation concerns and related SDGs are well integrated and prioritized in the UN common planning documents.

30. The PPAs act as a transformational pathway towards SDGs, in alignment with national priorities. By expressing FAO's comparative advantage and articulating key technical capacities, knowledge and normative products, the PPAs serve to assist country offices to position the Organization in the most strategic and leveraged way within the country dialogue and bring the wealth of FAO's expertise to support country work. The SDGs are the pivotal link between FAO's Programme Priority Areas and the country results planned in the UNSDCFs/CPFs as shown in *Figure 4* and further detailed in *Annex 4* and *Figure 9*.

**Figure 4: Country programming under the UN development system repositioning and the FAO Strategic Framework**



31. FAO continues to facilitate coordination among technical areas to channel analytical support to decentralized offices. Mechanisms to ensure policy coherence and address trade-offs and to better leverage FAO's wealth of technical, policy and investment capacity were reinforced through the restructuring of Regional and Subregional Offices and establishment of integrated virtual

networks and technical platforms and will continue to be improved, including through integrated data and analytical tools in the Hand-in-Hand Geospatial Platform, to facilitate FAO country teams' access to data and analytics. This will further increase the full inclusion of agrifood system transformation in processes such as Common Country Analyses.

### ***Monitoring and reporting on results***

32. Anchoring the FAO Strategic Framework in the SDGs represented a unique opportunity to rethink past practices, consider potential areas for streamlining and enhance the quality and meaningfulness of results monitoring and reporting.

33. Results monitoring and reporting serves two main purposes. First, to ensure 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. Second, to strengthen a culture of managing for results by informing on progress, alerting of need for in-course correction and promoting organizational learning from monitoring and evaluation.

34. The FAO results framework presented in *Annex 1* identifies SDG indicators for measuring impact and outcome-level changes within the PPAs and includes qualitative and quantitative output indicators to measure FAO's direct contributions. Key Performance Indicators for assessing FAO's work in support of *Objective 5*, Functional Objectives, and Special Chapters are also specified. Further detail on *Annex 1* is provided in *Section D*.

35. The accountability of FAO, Members and development partners at each level of results, and means of measuring progress, are set out in *Table 2*. FAO leverages existing data to report on delivery and minimize the reporting burden, especially at country and regional levels.



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

Result level	Accountability and measurement
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• 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 levels.</li> <li>• FAO produces, controls and is fully accountable for delivery: <i>full attribution</i>. The progress toward output achievement is assessed and reported annually.</li> <li>• Bespoke, harmonized indicators are established in <i>PWB Annex 1</i> and reported in the Programme Implementation Report. This provides both quantitative and qualitative information on output delivery to assess the coverage and relevance of FAO's Outputs, and the identification of areas of improvement. Qualitative measurement will be facilitated through a corporate biennial survey.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Medium-term changes in the country-level or global enabling environment and capacities needed to achieve the <i>four betters</i> as derived from and anchored in SDG targets.</li> <li>• FAO influences and contributes to changes, but does not fully control Outcome level results: <i>partial attribution</i>. FAO has some accountability through its contribution, but achievement is the responsibility of all partners, including Members and other development actors.</li> <li>• SDG indicators monitored by FAO using international data sources that may be complemented by additional indicators, as necessary, to fill measurement gaps in specific areas of work.</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>• Development impacts that represent FAO's aspirations, and to which the Organization contributes through the results it has committed to achieve, providing a clear line of sight to FAO's own programme of work.</li> <li>• FAO contributes to, but does not have control over these high-level, long-term results: no attribution of any one entity, it is a collective accountability.</li> <li>• SDG targets and indicators track global trends at this level and are monitored by FAO using international data sources.</li> </ul>

**Strengthening results-based management in FAO**

36. To promote a culture of managing for results, the Organization relies on: (i) a 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 all staff for delivering results, strengthening the enabling environment and managing resources, while also encouraging thoughtful risk management and in-course correction; and (iii) initiatives toward needs assessment, awareness raising and capacity development. Together these activities and systems support and enable managers and staff in embracing and practicing managing for results.

## D. The Four Betters and 20 Programme Priority Areas

37. 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 5: The four betters**



38. *Table 3* outlines the 20 Programme Priority Areas of the Medium Term Plan 2022-25. *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, output indicators and key risks and trade-offs.

39. In line with the dynamic nature of the Medium Term Plan, this Reviewed document includes a number of updates in *Annex 1* which reflect: (i) those already included in document *Preparation for the Medium Term Plan (Reviewed) 2022-25 - Regional and Technical Priorities*<sup>7</sup> to reflect requests from the FAO Council<sup>8</sup> for adjustments to certain terminology; (ii) changes in the global context, in particular the ongoing global food crisis and outcomes of major global processes, such as the 2022 Climate Change Conference (COP 27); (iii) feedback received from the Governing Bodies; (iv) recommendations of recent evaluations in particular that of SDG 6<sup>9</sup>; (v) bottom-up country

<sup>7</sup> PC 134/2

<sup>8</sup> CL 168/REP

<sup>9</sup> PC 133/5; PC 133/5 Sup.1



planning and FAO's engagement in the evolving UN joint programming processes; (vi) the new corporate strategies on Climate Change and Science and Innovation; and (vii) additional normative and standard-setting work, including in response to the COVID-19 pandemic and the global food crisis. A number of Key Performance Indicators for assessing FAO's work in support of *Objective 5* and Functional Objectives have also been updated or further refined.<sup>10</sup>

40. Accordingly, the PPA results frameworks for 2022-25 presented in *Annex 1* demonstrate how FAO has positioned itself through the *four betters* and the 20 PPAs to continue to respond effectively to the global food crisis and lingering effects of COVID-19; better prioritize water and water-related issues in its work; ensure that evolving country priorities are embedded in the SDG targets of the PPAs; and scale up its work on climate change and science and innovation. Corresponding changes are also reflected in *Annex 3*, which details FAO's contributions to each of the SDGs and their targets across the *four betters* and PPAs.

**Table 3: 20 Programme Priority Areas (PPAs)**

PPA	Outcome Statement	SDG Targets
<b>BETTER PRODUCTION</b>	<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 agrifood systems in a changing climate and environment</i>	
<b>BP1: Innovation for sustainable agriculture production</b>	Sustainable crop, livestock and forestry production systems that are productive, resilient, innovative and competitive, and create integrated entrepreneurial and business opportunities, inclusive of small scale and vulnerable producers, supported through enabling technologies and policies	2.3, 2.4, 6.4, 9.5, 15.2
<b>BP2: Blue transformation</b>	More efficient, inclusive, resilient and sustainable aquatic 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
<b>BP3: One Health</b>	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 invasive alien species and AMR	1.5, 3.d, 15.8
<b>BP4: Small-scale producers' equitable access to resources</b>	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, 6.b, 9.3, 14.b
<b>BP5: Digital agriculture</b>	Accessible digital ICT technologies to enhance market opportunities, productivity and resilience integrated into agrifood 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
<b>BETTER NUTRITION</b>	<i>End hunger, achieve food security and improved nutrition in all its forms including promoting nutritious food and increasing access to healthy diets</i>	
<b>BN1: Healthy diets for all</b>	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, 3.4, 12.8

<sup>10</sup> KPIs affected are: 5.2.B, 5.4.C, 7.1.A, 7.2.B, 7.3.B, 7.3.C, and 9.3.E.

PPA	Outcome Statement	SDG Targets
<b>BN2: Nutrition for the most vulnerable</b>	Identifying and ending food insecurity and malnutrition for individuals with most vulnerability 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
<b>BN3: Safe food for everyone</b>	Integrated, multi-sectoral food safety policies and legislation across national agrifood systems adopted and implemented by governments, and capacities and awareness of value chain operators and consumers enhanced	2.1, 2.2, 3.2
<b>BN4: Reducing food loss and waste</b>	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
<b>BN5: Transparent markets and trade</b>	Improved market transparency and equitable participation in markets, global value chains and international trade achieved through better data and information, policy coordination and human and institutional capacities for evidence-based decision-making	2.b, 2.c, 10.a, 17.11
<b>BETTER ENVIRONMENT</b>	<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 agrifood systems</i>	
<b>BE1: Climate change mitigating and adapted agrifood systems</b>	Transformation and resilience of agrifood systems to achieve sustainability and Paris Agreement goals enabled through the establishment and implementation of agricultural practices, policies and programmes in support of climate resilience, adaptation and mitigation	2.4, 6.4, 13.1, 13.2, 13.b, 14.3
<b>BE2: Bioeconomy for sustainable food and agriculture</b>	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
<b>BE3: Biodiversity and ecosystem services for food and agriculture</b>	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, 6.6, 14.4, 15.1, 15.3, 15.4, 15.5, 15.6
<b>BE4: Achieving sustainable urban food systems</b>	More efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, food insecurity and malnutrition, enables healthy diets and catalyses inclusive and sustainable rural transformation while safeguarding the underlying natural resources base, 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

PPA	Outcome Statement	SDG Targets
<b>BETTER LIFE</b>	<i>Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women)</i>	
<b>BL1: Gender equality and rural women's empowerment</b>	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
<b>BL2: Inclusive rural transformation</b>	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
<b>BL3: Agriculture and food emergencies</b>	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 and contribute to the transformation of agrifood systems	1.5, 2.1, 2.2, 2.3, 16.1
<b>BL4: Resilient agrifood systems</b>	Resilience of agrifood systems and livelihoods to socio-economic and environmental shocks and stresses strengthened through improved multi-risk understanding and effective governance mechanisms for implementation of risk and vulnerability reduction measures	1.3, 1.5, 2.4
<b>BL5: Hand-in-Hand (HIH) Initiative</b>	Agricultural transformation and sustainable rural development accelerated through targeting the poorest and the hungry, differentiating territories and strategies, bringing together all relevant dimensions of agrifood systems through analysis and partnerships and enabling scaled-up investment	1.1, 1.2, 2.1, 2.2, 2.a, 10.1, 10.2
<b>BL6: Scaling up investment</b>	Transformation towards sustainable agrifood 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

## E. FAO's contribution to the SDGs

41. The 2030 Agenda for Sustainable Development, and the Sustainable Development Goals (SDGs) (Figure 6) are at the centre of the FAO Strategic Framework 2022-31, thus allowing FAO to use a common language to articulate its mandated targets and respective results achieved across all Organizational levels.

42. 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 outcome and impact.

**Figure 6: The Sustainable Development Goals (SDGs)**



43. FAO is uniquely placed to directly contribute to the achievement of a number of SDGs through delivery of Programme Priority Areas organized under FAO's *four betters* (*better production, better nutrition, a better environment and a better life*).

44. The 20 Programme Priority Areas of the results framework make contributions across all of the 17 Sustainable Development Goals, with those SDG targets in primary focus under the PPA results frameworks encompassing a total of 63 distinct targets and 78 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 the contributions in primary focus, by *better*, is shown in Table 4.

45. These contributions reflect targeted refinements made for this Medium Term Plan 2022-25 (Reviewed) as described in Section D, in particular to provide greater visibility to FAO's important role in science and innovation and water-related issues, as well as to better reflect the ongoing country level bottom-up programming processes.

**Table 4: SDG targets and indicators in primary focus: Summary by better\***

	SDG Targets	SDG Indicators	Custodian/(Contributing) Indicators	SDGs in focus
<b>Better production</b>	22	27	12 (2)	1, 2, 3, 5, 6 9, 14, 15, 17
<b>Better nutrition</b>	12	16	4	1, 2, 3, 10 12, 17
<b>Better environment</b>	21	21	8 (2)	1, 2, 6, 11,12, 13 14, 15
<b>Better life</b>	21	29	7 (1)	1, 2, 5, 8, 10, 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.*

46. Table 4 and Figure 7 illustrate the interconnected nature of the 2030 Agenda, with some SDGs (e.g. SDGs 1 and 2), spanning across all four *bettors*, and others spanning several *bettors*. Certain SDGs are in particular focus in the different *bettors*. For instance, the concentration of contributions under *better production* is under SDGs 1, 2, 6, 14 and 15, evidencing the importance of the entire agrifood systems 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 6, 12, 13, 14 and 15 highlight the need for sustainability and resilience to climate change in agrifood systems, and natural resource – including aquatic systems – management, conservation and use. *Better life* illustrates its integrative nature, and consequent position at the core of the *bettors* through a relatively balanced and varied set of SDG contributions, including focus on SDGs 1, 5, 8 and 10.



## F. Improved ways of working and implementation arrangements

48. The FAO Strategic Framework 2022-31 provides a results chain and architecture that clarifies the Organization's and its Members' ultimate goals, intermediate milestones and immediate actions, and provides a statement of priorities and value added. The challenge of the 2030 Agenda, however, requires a shift in working paradigm to realize the transformational change. FAO and the entire UN system are re-examining ways of working to ensure most effective leveraging of limited resources and taking best advantage of our global knowledge, neutral status, and convening authority. In short, we need to focus both on "doing the right things" and on "doing things right".

49. Together with the strategic narrative, the accelerators and cross-cutting themes, and SDG-based results framework, a more explicit articulation of FAO's business model is a key element in the FAO Strategic Framework. Taken together, these elements aim to communicate to Members, external partners and all FAO 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*.

50. To achieve this aim, FAO will continue to leverage its comparative advantage as a UN specialized agency to catalyse and contribute to larger coalitions of partners around issues of food, agriculture and agrifood systems to support processes at global, regional, subregional and country level. FAO is shifting from a more traditional to a more forward-looking business model promoting science, technology and innovation.

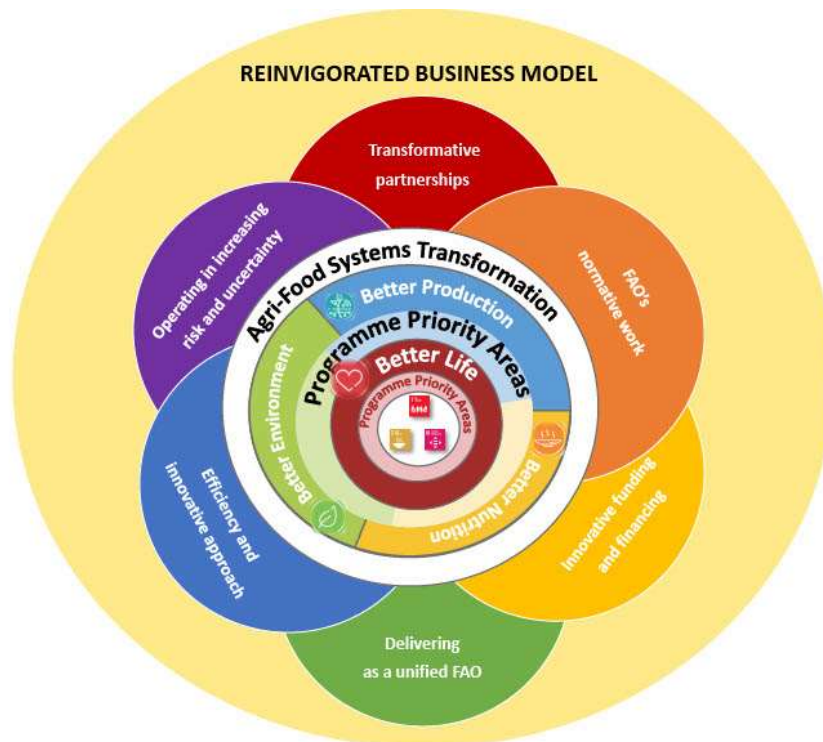
51. The Organization also continues to better promote enabling other actors, providing a solid information and analytical base in order to attract significant, sustainable investments and take advantage of innovative financing mechanisms. FAO's analytical, technical, policy and investment capacities are being positioned to deliver better targeted and more impactful results, together with partners, and to bring together normative and project work in an outcome-focused programmatic approach.

52. 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.

53. The improved, programmatic approach is 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 FAO Strategic Framework 2022-31 and shown in *Figure 8*.



**Figure 8: FAO's reinvigorated business model fit for purpose**



**Implementing the FAO Strategic Framework through improved ways of working**

54. To ensure that the Organization continues to evolve as an agile enabler of change, FAO is putting in place improved ways of working to demonstrate its unique role and competence as the agrifood systems agency in the United Nations family.

55. Implementation arrangements for the FAO Strategic Framework are now in place and clarify how offices and colleagues across the Organization are working together to support the 2030 Agenda through the transformation of agrifood systems for the *four betters*. They also describe the roles and responsibilities of all organizational units and assign leadership roles for the Strategic Framework's *four betters*, 20 Programme Priority Areas (PPAs), the four accelerators, and the three cross-cutting themes, to leave no one behind. Furthermore, they lay out the basic internal governance mechanisms to help coordinate and support the implementation, both for the individual PPAs, but also across the PPAs and across the *betters*. All FAO offices draw upon the Strategic Framework to actively inform their prioritization and programmatic decisions, best leveraging on FAO's comparative advantage to respond to development challenges at the global, regional and country levels.

56. At the centre of this implementation approach is the emphasis on improved ways of working, through incentivizing and enhancing collaboration, as well as promoting, enabling and ensuring broad ownership and buy-in across FAO. It also aims to stimulate and benefit from an innovative and forward-thinking vision that is risk-aware, adaptable and responsive to unforeseen events, and takes advantage of the wealth of FAO's multidisciplinary technical expertise to respond to the development challenges that we face.

**FAO corporate strategies, action plans and initiatives in 2024-25**

57. The FAO Strategic Framework 2022-31, and supporting strategies, policies and action plans ensure that FAO leverages its comparative advantage in responding to challenges in agrifood systems and focuses its efforts to maximize impacts, promote cross-disciplinary collaboration and

shared ownership, and bolsters FAO's work on the *four betters* and its contribution to the 2030 Agenda.

58. In 2024-25, particular emphasis will be placed on implementing the action plans of the two corporate strategies endorsed by Members in 2022:

- a) The **FAO Science and Innovation Strategy** provides a framework for supporting countries in harnessing and accessing science and innovation through coherent action and alignment for the transformation of agrifood systems. Its broad and inclusive scope emphasizes the need to consider all scientific disciplines and all types of innovation. The Strategy ensures that FAO promotes connections among technical, development and financial partners, policy-makers, agrifood systems producers, scientists and innovators to co-create knowledge and strengthen capacities to adapt and innovate throughout agrifood systems. The Action Plan for the Science and Innovation Strategy delivers action at the Global, Regional, Sub-regional and National levels, has a broad approach to all types of innovations and Scientific disciplines, and has a strong regional approach to ensure the implementation responds to diverse challenges, needs and capacities.
- b) The **Strategy on Climate Change** emphasizes the relevance of efficient, inclusive, resilient and sustainable agrifood systems as part of the solutions to climate change and guides FAO in providing strengthened support to Members in their efforts to addressing climate change challenges and in the implementation of the Paris Agreement. Through the Strategy's Action Plan, FAO provides Members with a range of innovative solutions for climate resilience, adaptation and mitigation, supporting countries in implementing their Nationally Determined Contributions. Targeted actions and interventions, tailored to different conditions, enable FAO to help catalyse transformational changes at the international, regional and country levels.

59. FAO will also focus efforts to ensure effective implementation of other important corporate instruments, including the Strategy on Mainstreaming Biodiversity across Agricultural Sectors, the Vision and Strategy for FAO's work in Nutrition, the Strategic Priorities for Food Safety, the Policy on Gender Equality, the Rural Youth Action Plan, the Strategy for Private Sector Engagement and the Corporate Environmental Responsibility Strategy.

60. In addition, FAO has identified a limited number of particularly promising high-impact work areas under each of the *four betters*. These **Value Added Impact Areas (VAIAs)**, which have been embedded in the PPAs for appropriate attention during the biennium to accelerate results, promote multidisciplinary collaboration across the Organization and ensure that areas of work of particular strategic relevance receive appropriate focus and priority, bringing FAO's strengths to bear in support of the Sustainable Development Goals.

61. FAO will continue to put focus on youth and women in 2024-25. Young people, including marginalized youth such as Indigenous Youth and young farmers from least developed countries, will be brought together at **the World Food Forum Global Youth Forum** to discuss, advocate and co-identify priorities and solutions on the way forward to catalyze the transformation of agrifood systems. Activities such as a global youth assembly for food policy, an innovation lab for young entrepreneurs and scientists, and a food education symposium and school assembly will help ensure that youth's voices remain strong. The **FAO Women's Committee** will continue to be a space where women can share their experiences as well as bring inspiration to think differently and innovatively. Events will be organized to empower and give voice to and for women, enabling them to have an active role in decision-making and be true agents of change. The new "She Matters" initiative developed by the Women's Committee aims to ensure that women's issues are tabled as top priority in the planning processes, at the center of action (programmes and projects), around the table (adequate participation of women in key decision-making processes), and across the board (gender mainstreaming) in all key FAO initiatives.



# PROGRAMME OF WORK AND BUDGET 2024-25

## A. Main Features

### Approach

62. The Programme of Work and Budget 2024-25 builds on the key foundational elements presented in the Strategic Framework 2022-31 and the Medium Term Plan 2022-25 (reviewed) including the vision around the *four betters* and the results framework with its 20 Programme Priority Areas anchored in the SDGs.
63. The PWB 2024-25 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.
64. The PWB 2024-25 has been developed around the following principles:
- a) present a budget which preserves purchasing power parity with 2022-23 (“zero real growth”);
  - b) identify areas of programmatic emphasis, de-emphasis and realignment, based on developments and guidance received;
  - c) cover all areas of emphasis and strengthening through re-allocation of funds from within existing resources; and,
  - d) maintain the organizational structure currently in place to accelerate the delivery of effective and demonstrable results.
65. Most of the tables and the annexes are presented before cost increases and before the adjustment to the new Euro/USD budget rate of exchange<sup>11</sup> to allow for a programmatic comparison between 2022-23 and 2024-25. The draft budgetary appropriations resolution for 2024-25 includes the adjustment for cost increases and for the 2024-25 budget rate of exchange.

### Programmatic and budgetary highlights

66. 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 within the Strategic Framework and MTP.
67. FAO’s results-based approach provides Members an integrated work programme, with a unified view of how resources from all sources of funds are directed towards the achievement of the results approved in the Strategic Framework and MTP. The extrabudgetary contributions, therefore, are subject to the same planning and oversight arrangements within 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.

---

<sup>11</sup> Indicated in the tables by “at 2022-23 rates”

### **Budget level and re-allocations**

68. For the net budgetary appropriation, the starting point is the 2022-23 level of USD 1 005.6 million. The proposed net appropriation budget for 2024-25 comprises requirements beyond the current nominal budget level to preserve purchasing power parity with 2022-23 - that is, compensation for anticipated cost increases. The incremental requirements for 2024-25 to cover estimated cost increases are USD 55.8 million (further outlined in Section C and Annexes 11 and 12). Extrabudgetary contributions are estimated at USD 2.98 billion (further outlined in this Section). Table 5 presents the cumulative funding requirements.

**Table 5: Cumulative funding requirements in 2024-25 for the Programme of Work (at the 2022-23 budget rate of exchange)**

<i>Programme of Work</i>	<i>(USD million)</i>
<b>Requirements under the net appropriation</b>	
Budgetary requirements at 2022-23 cost levels	1 005.6
Real increase (0 percent)	0.0
<b>Net budgetary appropriation for 2024-25 at 2022-23 cost levels</b>	<b>1 005.6</b>
Incremental requirements – cost increases	55.8
<b>Net budgetary appropriation for 2024-25 at 2024-25 cost levels</b>	<b>1 061.4</b>
Percent change in net appropriation	5.6%
<b>Total voluntary contributions</b>	<b>2 979.3</b>
<b>Total integrated Programme of Work in 2024-25</b>	<b>4 040.7</b>

69. Table 6 below presents an overview of budgetary recoveries and re-allocations.

**Table 6: Overview of budgetary recoveries and re-allocations (USD million)**

<b>Budgetary allocations</b>		<b>Amount</b>
1	Incremental support cost recovery	(22.7)
2	Strengthened programming and programmatic support	11.3
3	Strengthened management and oversight	3.0
4	Strengthened support services	8.4
<b>Total</b>		<b>0.0</b>

70. Incremental recoveries of USD 22.7 million are estimated for direct and indirect support costs associated with the implementation of trust fund projects (row 1). The FAO Cost Recovery Policy, approved by the FAO Council in 2015,<sup>12</sup> is designed to ensure that FAO's costs are correctly measured and distributed among all funding sources,<sup>13</sup> consistent with UN-system policy and UN General Assembly-encouraged principles.<sup>14</sup>

71. The strengthening in high-priority areas totalling USD 22.7 million is further outlined below (the relevant budgetary Chapter is also indicated).

<sup>12</sup> CL 151/REP and FC 157/10

<sup>13</sup> With the progressive implementation of the new cost recovery policy and its underlying principles, the historical under-recovery of costs for administrative and operational support to projects is decreasing (see Programme Implementation Reports, e.g. C 2023/8, Annex 3, paragraph 31).

<sup>14</sup> UN General Assembly Resolution 67/226; reaffirmed in UN General Assembly Resolution 71/243

72. Strengthened programming and programmatic support (row 2):

- a) *Data Protection Unit (ODGP)* – USD 1.5 million for the establishment of the Data Protection Unit (DPU) as an independent office in the Office of the Director-General (ODG) (Chapter 9);
- b) *Modelling Unit / Chief Economist* – USD 0.6 million to establish a Director position to help move forward, upgrade and coordinate the modelling infrastructure across FAO (Chapter 5);
- c) *Office of Innovation (OIN)* – USD 2.3 million to further strengthen key roles of the Office including enhancing capacity to innovate across the FAO ecosystem, engaging in strategic foresight, identifying, promoting and advocating for innovations with partners, providing technical expertise and supporting capacity development at the regional/country level, and fostering a conducive enabling environment for innovations (Chapters 1 – 5);
- d) *Joint FAO/IAEA Centre (CIN)* – USD 1.5 million to strengthen and pursue innovation solutions for the following key areas: innovations for soil fertility monitoring and mapping; detection and monitoring of food safety; chemical contamination in food products; monitoring antimicrobials dynamics in food, soil, water and crops; antimicrobial resistance (AMR) surveillance in animal production; and, further innovative development of the Sterile Insect Technique (SIT) for the control of insects of agricultural, veterinary and medical importance (Chapters 1 – 4);
- e) *Fisheries and Aquaculture Division (NFI)* – USD 0.65 million to strengthen regional/national aquaculture development programme design and implementation, and partnership support and liaison communications in aquaculture (Chapters 1 – 4);
- f) *Land and Water Division (NSL)* – USD 0.65 million to strengthen FAO’s work on integrated flood management and its impacts on agriculture and rural development, and on integrated water management, including for regional water scarcity initiatives (Chapters 1 – 4);
- g) *Plant Production and Protection Division (NSP)* – USD 0.65 million for greater incorporation of innovative efficiency-enhancing agricultural mechanization and digitalization processes along the seed value chain to enhance farmers’ access to, and use of, quality seeds and planting materials in sustainable cropping systems (Chapters 1 – 4);
- h) *Office of the SDGs (OSG)* – USD 1.0 million for work under the UN Food Systems Coordination Hub to supporting countries in implementing SDGs-based agrifood system transformations and implementing their national pathways (Chapter 9);
- i) *Governing Bodies Servicing Division (CSG)* – USD 1.0 million to meet the increased requirements for coordination and implementation of the corporate strategic policy framework for multilingualism endorsed by Members at the 171st Session of the Council (Chapter 9);
- j) *Science and Innovation Strategy and Climate Change Strategy* – USD 0.5 million each to ensure coordination and support for the implementation of the action plans (Chapters 5 and 3); and
- k) *World Food Forum* – USD 0.5 million for youth action and engagement at the Global Youth Forum, and for the FAO Science and Innovation Forum and FAO Hand-in-Hand Investment Forum (Chapter 5).

73. Strengthened management and oversight (row 3):

- a) *Office of the Inspector General (OIG)* – USD 2.0 million to further strengthen both the investigations and audit functions (Chapter 9);
- b) *Office of Evaluation (OED)* – USD 0.5 million to establish a Deputy Director position (Chapter 9); and
- c) *Logistics Services Division (CSL)* – USD 0.5 million to establish a Deputy Director position (Chapter 10).



74. Strengthened support services, in the context of a growing extrabudgetary programme (row 4):

- a) *Digitalization and Informatics Division (CSI)* – USD 4.0 million for the continued support of the digital transformation of FAO, responding to the new needs for digital capabilities, including digital workplace and new ways of working, improvements to ICT Security, and corporate ICT infrastructure (Chapter 8);
- b) *Finance Division (CSF)* – USD 2.0 million to strengthen its Trust Fund Liaison and Financial Reporting units to meet the challenges of a growing portfolio of trust fund projects and the associated growth in financial transactions requiring oversight and control (Chapter 10);
- c) *Human Resources Division (CSH)* – USD 1.4 million to strengthen practices around workplace diversity and inclusion, and outreach and recruitment initiatives to select the best talent for the organization; and to support the Staff Management Consultative Committee (Chapter 10); and
- d) *Logistics Services Division (CSL)* – USD 1.0 million to support evolving functions and interagency initiatives, including Logistics and Supply Chain Management, field facilities management and corporate environmental responsibility, Non-Medical Insurance Management, Fleet Management, Organization Resilience Management System (ORMS), and UN Efficiency Agenda (Chapter 10).

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

75. 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. The resources for these commitments are maintained at their current level, totaling USD 24.3 million<sup>15</sup>, as follows:

- Codex Alimentarius Commission – USD 7.1 million
- Joint FAO/WHO food safety scientific advice programme – USD 2.6 million
- International Plant Protection Convention – USD 6.9 million
- Rotterdam Convention – USD 1.5 million
- International Treaty on Plant Genetic Resources for Food and Agriculture – USD 2.0 million
- Committee on World Food Security – USD 1.3 million
- UN-Nutrition – USD 1.0 million
- Article XIV Bodies – USD 1.9 million

76. The PWB 2024-25 also includes the budgeted contribution of USD 14.1 million to UN cost sharing arrangements, including the FAO contribution to the UN Resident Coordinator System. The funding for work on gender has been maintained at USD 21.8 million.

***Programmatic emphasis and de-emphasis in 2024-25***

77. In order to effectively support the delivery of the *four betters*, technical units have outlined areas of emphasis, de-emphasis and re-alignment, within existing resources, arising from increased or reduced demand for some technical areas of work or services and to ensure that the highest priority areas of work under the Programme Priority Areas are emphasized. The following technical areas are identified for emphasis and de-emphasis in 2024-25.

---

<sup>15</sup> This includes 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.

78. **Integrated water resources management and water-related issues** – FAO will mobilize knowledge and partnerships and resources to support integrated water resources management to address the impacts of water scarcity, droughts and floods on agrifood systems. Specifically, FAO will further mainstream integrated water resources management in relevant Programme Priority Areas which feed into related regional water scarcity initiatives, including digital water data, information and assessments systems; global irrigation needs-mapping and technical guidance; the water quality initiative to address pollution induced by agriculture; sustainable water, soil, and agronomic practices for smallholder farmers; and climate actions for effective agricultural water management. FAO will support the development of national water roadmaps through country-led dialogues and participatory processes, as required; step up the work on the Global Framework on Water Scarcity in Agriculture; and organize global dialogues on water tenure, including consideration of Indigenous Peoples' approaches.

79. **Climate Change** – FAO's engagement in climate-related processes will focus on supporting the progress in the United Nations Framework Convention on Climate Change (UNFCCC) negotiations. In particular, FAO will support the Food and Agriculture for Sustainable Transformation Initiative, which aims to enhance climate finance to transforming agrifood systems, and collaborate with partners on other initiatives addressing climate solutions including nutrition, water management and food loss and waste. FAO will also continue to support the negotiations under the 2023-26 Sharm-El-Sheikh Joint Work on implementation of climate action on agriculture and food security, as well as on emerging issues, such as oceans, mitigation ambition and carbon markets under the Paris Agreement. Furthermore, support will be provided on the outcomes of the Glasgow–Sharm el-Sheikh work programme on the Global Goal for Adaptation and of the first Global Stocktake, following their planned end date at COP28 in 2023. Finally, FAO will continue to support countries in formulating and implementing their national commitments and transparency reporting under the UNFCCC and the Paris Agreement, with the first Biennial Transparency Reports to be submitted by 2023. FAO will maintain focus on climate and environment related thematic areas, including climate financing through the Green Climate Fund and the Global Environment Facility, as well as support to Members and partners in the discussions and global process of the Rio conventions that will be held during this biennium including CBD COP16, UNCCD COP16, UNFCCC COP28 and COP29, and COP30.

80. **Biodiversity and Environment** – Of particular importance to FAO for the 2024-25 biennium, is the recent adoption in December 2022 of The Kunming-Montreal Global Biodiversity Framework at the UN Biodiversity Conference (CBD COP15) which specifically relates to the implementation of FAO Strategy on Mainstreaming Biodiversity across Agricultural Sectors. FAO will support Members in the implementation of the adopted Framework with emphasis on targets related to mainstreaming biodiversity in agricultural sectors, addressing invasive species and restoring production ecosystems contributing to the UN Decade on Ecosystem Restoration. FAO will also continue to collaborate with the CBD Secretariat, including on technical discussions for the establishment of the Special Trust Fund under the Global Environment Facility for financing the Framework's implementation.

81. **Forestry** – FAO's work in forestry will be further reoriented towards contribution of forestry to agrifood systems transformation and integrated approaches across the *four betters*, de-emphasizing the work on occupational safety and health in forestry. Increased focus will be on cross-sectoral work, including developing linkages between forestry and agrifood systems, as recommended by the Technical Committees in 2022, and on work on ecosystem restoration with the sustainable development of forest and agroforestry value chains. Furthermore, work will focus on areas where forestry can contribute with measurable impact at scale on SDGs under FAO's mandate, such as SDG 15.2 on sustainable forest management, while activities of limited contributions to SDG targets will be de-emphasized.

82. **Plant production and protection** – FAO will emphasize the promotion of sustainable plant production through minimization and optimization. In this context, increased emphasis will be on supporting innovative and sustainable agriculture production, including promotion of the Value-Added Impact Areas on One Country One Priority Product and on Farmers as Agricultural Innovators for Resilient Ecosystems. The farmers field schools approach will continue to be scaled up with new emphasis on its modernization, digitalization and rethinking. The work conducted under the Global Action for Fall Armyworm control since 2019 will be de-emphasized and the focus shifted to sustainable management of invasive pests in the framework of plant health management, under the One Health umbrella. The areas of agriculture and rangeland management will be re-oriented with emphasis towards climate-resilient agriculture, dryland agriculture and agricultural machinery data. Emphasis will be given to agroecology while organic agriculture will be shifted towards sustainable and low-input production, efficient use of fertilizers and crop diversification, based on the principle of “producing more with less”.

83. **Fisheries and aquaculture** – Programmatic emphasis will be on the PPA on *Blue transformation*, especially the contribution of aquatic food systems to food and nutrition security, improved livelihoods and ecological resilience. Blue transformation will be achieved by enhanced action in major areas including: (i) supporting the sustainable development of aquaculture in countries by upscaling relevant activities, policies and plans, alongside the implementation of the Guidelines for Sustainable Aquaculture to be finalized in 2023; (ii) upgrading and developing FAO fisheries sustainability index used to compute and report on the state of world fish stocks; (iii) increasing value-creation, efficiency, gender inclusiveness and resilience in aquatic food value chains; and (iv) providing technical assistance and capacity-building to developing countries in implementing the World Trade Organization Agreement on Fisheries Subsidies, including on reporting, fisheries assessment and management. Specific fisheries and aquaculture work on digital financial services for aquatic foods will be de-emphasized through better targeting at organization-wide level, as well as de-emphasis on the support for the Aquatic Sciences and Fisheries Abstracts which will be rationalized to achieve efficiencies.

84. **Animal production and health** – Work related to the development of animal welfare guidelines and publications will be re-focused towards targeted awareness raising and development of national capacities through collaboration with partners actively engaged in animal welfare. After the production of several practical guides on feed safety, within the framework of the Feed Safety Multi-stakeholder Partnership, this work will be de-emphasized and focus shifted to positioning FAO as a key player in the field of feed regulation, in particular by convening annual international meetings of feed regulators to enhance dialogue, exchange of information and foster cooperation between the public and the private sector. Work on animal production and health related to less globally economically representative species such as equids, rabbits and guinea pigs will be de-emphasized. Emphasis will be placed on strengthening pathways for sustainable dairy, beef, poultry (egg and meat) and feed subsectors, in line with the Sustainable Livestock Transformation Initiative to build a more sustainable, efficient, inclusive and resilient livestock sector. This Initiative aims to scale up and integrate FAO’s work on animal production, animal health, One Health, antimicrobial resistance, biodiversity, environment and climate action. While continuing to implement the FAO Action Plan on antimicrobial resistance 2021-2025, FAO will emphasize the work on reducing the need for antimicrobials in the productive sectors, as requested by the Committee on Agriculture, through a specific global initiative. In addition, FAO will focus its efforts in implementing the relevant activities under the Quadripartite One Health Joint Plan of Action (2022-2026).

85. **Research and development work through the Joint FAO/IAEA Centre** – The use of early warning diagnostic tools to detect and characterize transboundary animal and zoonotic disease pathogens will be emphasised. This will include the evaluation and validation of fit-for-purpose nuclear and nuclear-derived diagnosis and control platforms, as well as the development of tools for the mining, identification, screening and characterization of harmful pathogens at the

environment/wildlife/ livestock/domestic animal area of the animal-human interface. Research on antimicrobial resistance to bacterial infections will receive special attention as this poses a grave zoonotic risk to not only livestock but also to its keepers and the veterinary public health. Furthermore, FAO will emphasize its research and development work in the following fields: (i) isotopic techniques to assess the fate of antimicrobials and implications for antimicrobial resistance in agrifood systems; (ii) combination of gamma ray sensing and digital technology for improving soil moisture and soil properties mapping; (iii) innovation in radiation processing of food with low energy beams from machine sources, and testing seafood origin and authenticity; and (iv) enhancing the efficiency of techniques for improving vegetative crops, such as banana for climate change adaptation. New work will focus on the optimization of the integration of the sterile insect technique with the male annihilation technique to respond to the invasive *bactrocera* species, commonly known as the oriental fruit fly, due to globalization and climate change. A number of research and development areas will be de-emphasized thanks to knowledge transfer on research methodologies and protocols to Members, *inter alia*, agrochemical pollutants and pesticides affecting water quality, integrated radiometric and complementary techniques for mixed contaminants and residues in foods; and screening methodologies for *striga* resistance in cereal crops.

86. **Programmatic focus under the Economic and Social divisions** will de-emphasize FAO's response to the COVID-19 pandemic as current projections, as well as an assessment of countries' needs, indicate that further strengthening of support in the context of COVID-19 would not be required for the time being. The emphasis will shift towards facing the mounting challenges of the global food crisis and its contributing factors, including the war in Ukraine, other ongoing conflicts, climate change/weather extremes and the ongoing economic downturn.

87. FAO will strengthen its work to ensure consistent and timely information including on food commodity markets, global fertilizer markets, the SDG indicators and assessments on food security at disaggregated level, to inform policy responses. In addition, emphasis will be put into filling data gaps on different dimensions of food systems by strengthening the countries' statistical capacity and by promoting the use of alternative data sources. Furthermore, FAO will strengthen its statistical infrastructure and continue the implementation of its plan for the modernization of data and statistics.

88. FAO has played a leading role in the call for action at global level to phase out the most distortive, environmentally and socially harmful public support to food and agriculture, in order to redirect it towards investments in public goods and services for agriculture, such as research and development and infrastructure. FAO will continue to provide guidance to countries on alternative combinations of policy support that can help accelerate agrifood systems transformation while reducing the cost of nutritious foods and increasing the affordability of healthy diets, as well as on how to manage potential resulting trade-offs. FAO will also be leading the initiative Road to SDG 2 and 1.5 degrees Celsius which will include our work on repurposing subsidies, true cost of food (a SOFA topic for 2023 and 2024) and will have a big emphasis on modelling tools to assess different scenarios to achieve both goals. Another area of emphasis will be the link between nutrition and trade and will include efforts to improve statistical data on nutritional content of food.

89. FAO will continue to scale up its humanitarian and resilience programming, strengthen its work on the social protection response to food price shocks, and support the implementation and expansion of different mechanisms to help countries face shocks and increase resilience such as the International Monetary Fund Food Shock Window. FAO will continue to work on monitoring the impacts of these changes on outcomes such as gender equality, youth participation, poverty and inclusion.

**FAO's planned response to the food crisis in 2024-25**

Based on the Global Challenges outlined in *Section A* of the MTP 2022-25 (Reviewed), and building on the Organization's response to the global food crisis during 2022-23, FAO will continue to harness the full breadth of the Strategic Framework 2022-31 to further strengthen its response in the coming biennium, including through its leading role in the global governance for food security and nutrition, together with partners. The *four betters* provide a solid guiding frame for such a response, as summarized below.

*Better production:* FAO will leverage its collaboration within the quadripartite partnership with the World Health Organization, World Organisation for Animal Health and the United Nations Environment Programme to counter supply chain and related disruptions and enhance prevention and control of high-impact diseases; ensure adequate distribution of essential supplies; and strengthen early warning systems and emergency management applying the One Health approach (*main PPAs – BP3: One Health; BP4: Small-scale producers' equitable access to resources*).

*Better nutrition:* FAO will provide neutral, timely and up-to-date information including on food commodity market developments and outlook, and analysis of the food situation and food security conditions, to enhance food market transparency and inform policy responses. FAO will continue to address the issue of access to healthy diets in response to the economic factors impacting the inability of more than 3 billion people to afford a healthy diet. FAO will also work on reducing food losses and waste to increase availability of high-value commodities. Further, FAO will work to improve trade access through enhanced regional and intraregional trade aimed at increasing the availability of food groups essential to securing better access to healthy diets with food safety considerations. Finally, FAO will continue to work on the availability of, and access to fertilizers, including through its collaboration with the World Trade Organization, to ensure that policy decisions are informed by up-to-date information on developments in global fertilizer markets (*main PPAs – BN1: Healthy diets for all; BN5: Transparent markets and trade*).

*Better environment:* FAO will promote the adoption of the *International Code of Conduct for the sustainable use and management of fertilizers* and advocate the use of soil nutrient maps to inform a judicious use of fertilizers and assist farmers to face rising prices while boosting productivity and protecting the environment. FAO will continue to strengthen national analytical capabilities for soil and fertilizer quality, including through collaborations, such as the Global Soil Partnership (*main PPAs – BE1: Climate change mitigating and adapted agrifood systems; BE3: Biodiversity and ecosystem services for food and agriculture*).

*Better life:* FAO will continue to advocate for putting investments in agriculture at the core of humanitarian response to the global food crisis, and to scale up its humanitarian and resilience programming including for inclusive transformation and revitalization of rural areas. FAO will also continue to strengthen food security information, assessments and analysis, including through partners' initiatives. FAO will strengthen its collaboration with other international agencies on the social protection response to food price shocks and provide technical support for the implementation of the International Monetary Fund Food Shock Window, as needed (*main PPAs – BL2: Inclusive rural transformation; BL3: Agriculture and food emergencies; BL6: Scaling up investment*).

## Budgetary chapter allocations

### **Budgetary chapter allocations**

90. Table 7 presents the proposal for the PWB 2024-25 at the budgetary chapter level (at 2022-23 rates). The change in allocation of the USD 1 005.6 million net appropriation among budgetary chapters arises mainly from the impact of the cost recovery model and the proposed allocations to areas of priority as set out in this document.

**Table 7: Comparison of net appropriation between the 2022-23 biennium and the proposed PWB 2024-25 (USD thousand - at 2022-23 rates)**

	Budgetary Chapter	Adj. PWB 2022-23	Change	PWB 2024-25
1	Better Production	156 438	294	156 732
2	Better Nutrition	129 590	150	129 741
3	Better Environment	118 218	95	118 313
4	Better Life	123 752	26	123 778
5	Technical quality, statistics, cross cutting themes and accelerators	71 292	22	71 314
6	Technical Cooperation Programme	140 788	0	140 788
7	Outreach	71 189	(224)	70 965
8	Information and Communications Technology (ICT)	35 547	(373)	35 173
9	FAO governance, oversight and direction	59 419	267	59 687
10	Efficient and effective administration	62 381	(258)	62 123
11	Contingencies	600	0	600
12	Capital Expenditure	14 000	0	14 000
13	Security Expenditure	22 421	0	22 421
<b>Total Appropriation (Net)</b>		<b>1 005 635</b>	<b>0</b>	<b>1 005 635</b>

91. The *four betters* (Chapters 1 to 4) and Chapter 5 show a minor net increase in resources due to increased funding for *strengthened programming and programmatic support* (paragraph 72) in the relevant budgetary chapters after taking into account indirect support cost recoveries.

92. Resources for the Functional Objectives (Chapters 7 - 10) increased for the priorities described under *strengthened management and oversight* and *strengthened support services* (paragraphs 72 and 73). Overall, these chapters show a minor net decrease arising from incremental recoveries of direct and indirect support costs associated with the implementation of trust fund projects distributed to these chapters.

93. The resources for the Technical Cooperation Programme (Chapter 6) 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. The regional TCP project shares have been adjusted in line with the percentages endorsed by Council for approval by the 43<sup>rd</sup> Session of the Conference, i.e., Africa 40.3%; Asia and the Pacific 24.5%; Europe 8.3%; Latin America and the Caribbean 18.3%; Near East and North Africa 8.6%.<sup>16</sup>

94. 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.

<sup>16</sup> CL 171/7, paragraph 6d), and CL 171/REP, paragraph 27c).

### **Overview of resources planned and sources of funding**

95. The PWB proposes a biennial Programme of Work funded from the assessed contributions by Members and an estimate of extrabudgetary voluntary contributions. *Table 8* provides a summary of overall resource requirements for 2024-25 by budgetary Chapter and source of funding, i.e. net appropriation funded from assessed contributions by Members and an estimate of extrabudgetary resources.

**Table 8: 2024-25 Budget proposal by chapter and funding source (USD thousand)**

	Budgetary Chapter	Net appropriation (at 2022-23 rates)	Extra-budgetary	Total
1	Better Production	156 732	523 209	679 941
2	Better Nutrition	129 741	263 010	392 750
3	Better Environment	118 313	468 237	586 550
4	Better Life	123 778	1 681 239	1 805 017
5	Technical quality, statistics, cross-cutting themes and accelerators	71 314	22 772	94 087
6	Technical Cooperation Programme	140 788	0	140 788
7	Outreach	70 965	8 975	79 940
8	Information and Communications Technology (ICT)	35 173	222	35 395
9	FAO governance, oversight and direction	59 687	4 740	64 426
10	Efficient and effective administration	62 123	6 943	69 066
11	Contingencies	600	0	600
12	Capital Expenditure	14 000	0	14 000
13	Security Expenditure	22 421	0	22 421
	<b>Total</b>	<b>1 005 635</b>	<b>2 979 347</b>	<b>3 984 982</b>

96. The net appropriation reflects the requirements, before cost increases, proposed to be funded from assessed contributions by Members. The purchasing power of the assessed contributions would be preserved by updating unit costs through the estimation of cost increases (USD 55.8 million, see PWB *Section C*), resulting in a net appropriation of USD 1 061.4 million with cost increases<sup>17</sup>.

97. The extrabudgetary resources reflect the preliminary estimates for delivery of voluntary funded projects in 2024-25, comprising 75 percent (USD 2 979 million) of overall resources. The estimates of delivery are based on an analysis of trends, operational projects that will extend into the next biennium, proposed projects in the pipeline and likely to be approved and prospects based on project ideas and positive contacts with partners.

98. FAO has an increasingly diversified pool of partners, where the traditional OECD-DAC<sup>18</sup> resource partners have remained constant, while emerging donors from the Global South, vertical funds and FAO engagement with international financing institutions (IFIs), both directly and channelled through IFI funded Unilateral Trust Fund projects, have grown significantly. Contributions to emergency projects have increased substantially over the past years and now exceed 50% of total

<sup>17</sup>At the 2022-23 budget rate of exchange.

<sup>18</sup> Organisation for Economic Co-operation and Development (OECD) - Development Assistance Committee (DAC)

voluntary contributions, with a large share currently going to protracted emergencies in Afghanistan and Somalia.

99. 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 Voluntary Contributions (FVC, formerly 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). While resources received for the FVC have increased substantially during 2022, over 95 percent of the extrabudgetary contributions are still currently fully earmarked to specific projects, which limits the possibility to allocate resources based on changing needs or underfunded priorities. In order to achieve greater impact, it is important that the share of funding channelled through these types of mechanisms increases significantly.

100. As noted, 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 80 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 continued increase of current funding levels.

101. Climate and environment finance provided through the Global Environment Facility (GEF) and the Green Climate Fund (GCF) represent a large share of extrabudgetary resources, with GEF being the second largest resource partner in 2022. 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 2024-25***

102. The MTP and PWB provide a solid foundation for FAO's programme of work in the 2024-25 biennium. Nonetheless, given that this document has been prepared one year before the start of the biennium, adjustments are foreseen as part of the established process. Foreseen adjustments include the need to reflect relevant decisions and guidance received from the Governing Bodies during the first half of 2023. Furthermore, after Conference-approval of the budget, the more detailed work planning process that will occur across the Organization in the second half of 2023 may necessitate further fine-tuning to ensure coherence in FAO's work from country to global level for improved outcomes and impact. Refinements stemming from the most efficient and effective use of resources, in particular for operations and logistics, would also be incorporated.

103. The estimated level and distribution of voluntary contributions will be updated as we move closer to PWB 2024-25 implementation. These changes will be reported in the Adjustments to the PWB 2024-25 for consideration by the Council in December 2023, in line with the established programming and budgeting process.



## Regional dimensions

104. FAO organizes its work in the regions through Regional Priorities/Regional Initiatives, 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 Priorities/Regional Initiatives are based on region-specific challenges and opportunities for achieving *better production, better nutrition, a better environment* and a *better life*, leaving no one behind.

105. The 2022 Regional Conferences recognized the importance of the FAO Strategic Framework 2022–31 in providing direction for FAO's work and contributing to the achievement of SDGs in the regions, and also supported the implementation of the FAO Strategic Framework through the 20 PPAs, fully utilizing the four cross-cutting accelerators of *technology, innovation, data* and *complements* and embedding the cross-cutting themes of *gender, youth* and *inclusion* across FAO's work. All proposed Regional Priorities/Regional Initiatives are fully aligned with the PPAs under the FAO Strategic Framework 2022-31, and were endorsed by the Regional Conferences as shown in *Table 9*, and as summarized below.

**Table 9: Regional Priorities/Regional Initiatives endorsed by the 2022 Regional Conferences**

### **Africa**

- Sustainable agrifood production systems
- Efficient and equitable food and nutrition systems
- Climate action and sustainable natural resource management
- Building resilience and ending poverty

### **Asia and the Pacific**

- Transforming agrifood systems for sustainable production and healthy diets
- Accelerating sustainable natural resources management for biodiversity conservation and climate action
- Supporting inclusive rural transformation for sustainable agrifood systems and equitable rural societies
- Building sustainable and resilient agrifood systems in the Pacific Small Island Developing States (SIDS)

### **Europe and Central Asia**

- Empowering smallholders, family farms and youth through inclusive rural transformation, digitalization and innovation
- Transforming food systems and facilitating market access and integration
- Managing natural resources sustainably and preserving biodiversity in a changing climate

### **Latin America and the Caribbean**

- Sustainable agrifood systems to provide healthy diets for all
- Prosperous and inclusive rural societies
- Sustainable and resilient agriculture

### **Near East and North Africa**

- Rural transformation and inclusive value chains
- Food security and healthy diets for all
- Greening agriculture, water scarcity, and climate action
- Building resilience to multiple shocks

106. **Africa** – The 32nd Session of the Regional Conference for Africa (ARC) endorsed four new Regional Priorities to guide priority-setting, programme operations and reporting in the Region. These Regional Priorities stem from the previous three Regional Initiatives, and reflect the recommendation of the 2022 Session of the ARC to fine-tune the Initiatives to make them more relevant in the context of new corporate and UN-wide initiatives, such as the Hand-in-Hand Initiative and the repositioning of the UN Development System. The four Regional Priorities capture key themes emerging from country, subregional, and regional levels, reflecting the impacts of the COVID-19 pandemic and priorities developed in consultation with Members and key stakeholders. The ARC also encouraged FAO to strengthen inclusiveness considerations, especially women, youth and other vulnerable populations in the implementation of the Regional Priorities.

107. **Asia and the Pacific** – The 36th Session of the Regional Conference for the Asia and Pacific (APRC) endorsed four Regional Priorities based on the previous four Regional Initiatives which take into account the region's development trends, including challenges and opportunities, promoting digitalization of the agriculture sector and rural communities, which will generate opportunities for youth and women. APRC recommended FAO further promote agrifood system transformation to make improvements in the areas of sustainable and climate resilient agriculture; the uptake of agricultural technologies; market access and trade; sustainable natural resource management, including sustainable fisheries management; One Health; sustainable forestry; as well as data-driven tools and best practices from the Region. The Region will also intensify efforts to increase resilience of vulnerable farmers affected by conflicts and natural disasters through emergency prevention and response activities.

108. **Europe and Central Asia** – The 33rd Session of the Regional Conference for Europe (ERC) endorsed the three updated Regional Initiatives, focusing on empowering smallholders, family farms and youth, transforming food systems, and managing natural resources sustainably, with continued emphasis on poverty reduction, their alignment with the PPAs, and priority areas of the Region. ERC encouraged FAO to adjust and adapt the work in the Region to address emerging issues and changing contexts with special attention to the recovery and building back better of countries, including those affected by the war in Ukraine. Other priorities included further improving the reporting process on Country Programming Frameworks (CPFs), stepping up efforts to better promote gender equality and women's and girls' empowerment in all activities, the Rural Youth Action Plan, and ensuring the accessibility and affordability of digital technologies for smallscale farmers.

109. **Latin America and the Caribbean** – The 37th Session of the Regional Conference for Latin America and the Caribbean (LARC) endorsed three Regional Initiatives, updated from the previous Regional Initiatives and taking into account the impacts of the COVID-19 pandemic in the region. The Initiatives also relate to FAO's support to Members in their national pathways for agrifood systems transformation under UN Food Systems Summit action areas, including nourish all people, advance equitable livelihoods, decent work, and empowered communities, boost nature-based solutions for production and build resilience to vulnerabilities, shocks, and stresses. Furthermore, LARC recommended FAO enhance support in integrated normative, technical, policy, operational and investment mobilization, through a programmatic approach.

110. **Near East and North Africa** – The 36th Regional Conference for the Near East (NERC) endorsed four Regional Priorities, based on the four priorities approved by the 2020 NERC Session. The Priorities are interdependent and joined, and reflect strategic areas to support countries in the Region to transforming their agrifood systems. The NERC stressed that the Priorities underscore strategically important issues for the Region, including supporting inclusive rural transformation including youth and women empowerment, addressing food insecurity and the triple burden of malnutrition, promoting trade, addressing the root causes of vulnerabilities in the areas of climate change, water scarcity and sustainable management of natural resources, building resilience to multiple shocks and managing risk through a proactive and holistic approach.

111. **North America** – The 7th Informal North America Regional Conference (INARC) held on 12-14 April 2022, discussed several thematic areas, inter alia the 2021 UN Food Systems Summit Coalitions and United Nations Framework Convention on Climate Change COP 27, innovative protein developments and sustainability benefits to food systems, standard setting bodies (Codex Alimentarius and the International Plant Protection Convention), and food loss and waste. Among priorities identified by the INARC for FAO’s work in 2022-23 were the impact on global food security of conflicts, FAO governance, climate change and resilience, science and innovation, and agricultural trade.

## B. Improved delivery

112. 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 FAO Strategic Framework and described in Section F of the MTP which supports the new theory of change and results frameworks and promotes an improved programmatic approach. FAO aims to be a knowledge Organization that is continuously improving; operationally fit to adapt to future challenges, shocks and uncertainties; capable of delivering an increasing portfolio of programmes and projects; actively collaborating with a wide array of public and private partners; and leveraging innovative funding and financing for impact at scale.

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

### Organizational and management structure

#### **Organizational structure**

114. In 2020-21, the Director-General introduced a 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 modular and flexible organizational structure is one of the main initiatives.

115. 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.

116. The Regional Office structures have been aligned with the new headquarters' model and with the view to improve relevance, timeliness, cost-efficiency, technical quality, and effectiveness of the support which Regional and Subregional Offices, through Country Offices, provide to Members.

117. The organizational chart for 2024-25 remains the same (*Annex 10*) with one refinement of the Office of Sustainable Development Goals (OSG) shown at the level of the Office of the Director-General to better reflect the oversight and reporting lines of the office and of the UN Food Systems Coordination Hub housed in OSG.

#### **Management structure**

118. The unified core leadership team with the three DDGs, the Chief Economist, the Chief Scientist and the Director of Cabinet supporting the Director-General, creates a platform for close communication, transparent exchange, and collegial and well-informed decision-making on issues and initiatives of corporate relevance. This, along with the removal of the layer of Assistant Directors-General, enables rapid reaction to managing emerging issues and risks and a more impactful use of resources.

119. The establishment of an "A" and "B" co-oversight and reporting line at Headquarters 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.

120. At Regional level, the Regional Leadership teams, comprised of the ADG/Regional Representative, the two Deputy Regional Representatives and senior staff members, support regional programmes under the Programme Priority Areas and other key priorities of the Strategic Framework.

#### **One FAO – modern, transparent, effective and efficient**

121. In order to ensure a highly efficient enabling environment for FAO to deliver its mandate in a digitally transformed world, the Organization will continue in 2024-25 to undertake comprehensive internal assessments and actions to ensure it is fit-for-purpose/fit-for-the-future. It will also leverage guidance and recommendations stemming from independent audits and reviews.

122. Human capital, financial capital and assets underpin all areas of work and need to be optimized for maximum impact. As One FAO, the aim is for a modern, impactful, service-oriented, well-resourced Organization, with transparent, efficient and effective operations, embedding risk management.

123. The building of a modern One FAO will continue to be undertaken holistically, anchored around the four pillars of: (i) human resources, (ii) logistics support, (iii) resource mobilization; and (iv) project performance.

124. Under human resources, areas for specific attention include a people-centred and client-oriented updated human resources strategy supported by modern systems and tools; effective workforce and succession planning to align with the strategic and programmatic needs of the Organization; and an optimized staffing model of Country Offices.

125. Under logistics support, areas for further development include an effective and efficient cloud-based ERP environment; an FAO efficiency roadmap developed in alignment with the UN Efficiency Reform; a Shared Service Centre (SSC) providing vertically integrated key administrative transactional processes; further efficiencies in the delivery of effective and environmentally-sustainable services through transformed and innovative business processes; and application of agile and lean approaches.

126. The mobilization of voluntary contributions is key to FAO's ability to effectively achieve the results foreseen in the Strategic Framework. Special emphasis will continue to be placed on ensuring a diversified donor base which is essential to increase stability of cyclical ODA flows; on exploring resource mobilization opportunities to strengthen underfunded but potentially high impact areas of work in the agrifood systems realm; and on mobilizing unearmarked or flexible funding, which makes it possible for FAO to ensure equal focus on high impact work that for technical or geographical reasons may have less visibility with resource partners.

127. Improved project performance is closely linked to the actions under the three pillars described above. Additional areas for specific attention during the biennium include: fit-for-purpose corporate approaches, workflows and guidelines for project development and implementation; an optimally functioning FAO Decentralized Offices environment with a revamped business model; leveraging of interagency collaboration within the framework of UNDS repositioning; effective internal controls and oversight functions in all locations; and strengthened tools and processes for proactive risk management and risk mitigation.

### Posts Overview

128. The evolution of budgeted posts by location and category is summarized in *Table 10*, and the post count by grade group and organizational unit is shown in *Annex 8*. Post changes arise mainly from the allocations to high-priority areas, as described in paragraphs 70-73.

**Table 10: Evolution of budgeted posts by location and category**

Grade category	Adj. PWB 2022-23	Change	PWB 2024-25
<b>Headquarters</b>			
Director and above	82	7	89
Professional	873	26	899
General Service	531	9	540
<i>Total Headquarters</i>	<i>1 486</i>	<i>42</i>	<i>1 528</i>
<b>Decentralized</b>			
Director and above	51	0	51
Professional	607	1	608
General Service	824	(1)	823
<i>Total Decentralized</i>	<i>1 482</i>	<i>0</i>	<i>1 482</i>
<b>All Locations</b>			
Director and above	133	7	140
Professional	1 480	27	1 507
General Service	1 355	8	1 363
<b>Total All Locations</b>	<b>2 968</b>	<b>42</b>	<b>3 010</b>

*Notes: Professional counts in the decentralized offices include 32 officers outposted from headquarters: 21 investment officers, 5 finance officers, 2 legal officers, and 4 field security officers. The 25 junior professional posts are included in the headquarters count.*

129. At headquarters, post changes include four new professional and four new general service posts in the Finance Division (CSF), three new professional and four new general service posts in the Human Resources Division (CSH), two new professional posts in the Logistics Services Division (CSL), one Deputy Director, four investigator and two audit professional posts in the Office of the Inspector General (OIG), one Deputy Director post each in the Office of Evaluation (OED) and the Logistics Services Division (CSL), three professional and one general service posts in the Data Protection Unit (ODGP), one Director-level position in the modelling unit under the Chief Economist, one Deputy Director and three professional posts in the Office of Innovation (OIN), two professional posts in the Fisheries and Aquaculture Division (NFI), and one professional post each in the Land and Water Division (NSL), the Plant Production and Protection Division (NSP), the Office of the SDGs (OSG) and the Governing Bodies Servicing Division (CSG). Two posts in the Animal Production and Health Division (NSA) have been upgraded from P-5 to D-1, funded from existing resources, to better reflect their roles and level of responsibilities.

130. The change in decentralized locations is a result of cost-neutral restructurings including regularizing the field security officer position in the Regional Office for Asia and the Pacific (RAP) and an adjustment of general service posts between RAF and SFW following the review of core administrative capacity.

## C. Financial and budgetary dimensions

131. 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

132. The cost increase estimates cover the recosting of Regular Programme inputs from 2022-23 to 2024-25 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 11*.

133. 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

134. 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 and the United Nations General Assembly, independent verification, and other external factors.

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

136. The total cost increases for personnel services in 2024-25 are estimated at USD 44.0 million equivalent to a 5.5 percent increase in the biennium, consisting of USD 18.4 million under biennialization and an increase of USD 26.0 million for inflation.

137. The inflation for total goods and services is estimated at USD 11.8 million to cover *inter alia* the rising costs of utility bills and travel despite the ongoing efforts to reduce costs building on past and current efficiency and innovative approaches.

138. The evolution of the estimated cost increases for 2024-25 is summarized by input category in *Table 11* and explained below.

**Table 11: Summary of cost increases under the net appropriation in 2024-25 (USD million)**

	Proposed Net Appropriation at 2022-23 Cost	Biennialization	Inflation	Total Change	Proposed Net Appropriation at 2024-25 Costs	Percent Cost Increase (Biennial)
<b>Personnel Services</b>						
Salaries, Pension Fund Contributions and Allowances	733.9	17.4	26.0	43.3	777.2	5.9%
After-service Benefits	72.0	1.0	0.0	1.0	73.0	1.4%
Lapse Factor/New Post Adjustment	(12.4)			(0.3)	(12.7)	2.4%
<b>Total Personnel Services</b>	<b>793.5</b>	<b>18.4</b>	<b>26.0</b>	<b>44.0</b>	<b>837.6</b>	<b>5.5%</b>
<b>Total Goods and Services</b>	<b>436.0</b>		<b>11.8</b>	<b>11.8</b>	<b>447.8</b>	<b>2.7%</b>
<b>Corporate and Other Income</b>	<b>(224.0)</b>			<b>0.0</b>	<b>(224.0)</b>	<b>0.0%</b>
<b>Budget Level for Net Appropriation</b>	<b>1 005.6</b>	<b>18.4</b>	<b>37.8</b>	<b>55.8</b>	<b>1 061.4</b>	<b>5.6%</b>

139. Biennialization results in an increase of USD 17.4 million reflecting different factors, including the higher-than-budgeted increase in the headquarters professional staff net remuneration, appreciation of the US dollar, and the reductions in other allowances and entitlements reflecting the gradual implementation of the revised compensation package since 2016.<sup>19</sup>

140. Inflation estimates for salaries, pension fund contributions and allowances have been calculated at USD 26.0 million. The inflation estimates are based on the recent Economist Intelligence Unit (EIU) Consumer Price Index (CPI) forecasts in the region or country where FAO has large offices.

141. 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.<sup>20</sup>

### **Lapse factor**

142. The lapse factor is a budgetary device aimed at reducing the budgetary provision for Regular Programme established posts to take into account the effects of vacancies arising from separations and usual delays in recruitment, including recruitment to new posts, on salaries and common staff costs expenditure. The lapse factor methodology was endorsed by the Council at its 107th Session and has been used for all budgets since 1996-97. The method takes into account historical turnover rates, standard recruitment times, and the extent to which separations are foreseen. In addition, new budgeted posts are costed only for the expected occupancy period during the biennium.

143. The 2024-25 lapse factor is 1.61 percent for professional (was 1.75 in 2022-23) and 1.78 percent for general service costs (same as in 2022-23). The impact of the lapse factor adjustment in 2024-25 is a decrease of USD 11.6 million to budgeted staff costs when applied to all locations.<sup>21</sup> The net impact of the new lapse factor moving from 2022-23 to 2024-25 is an increase of staff costs of USD 0.8 million.

144. In accordance with the lapse factor methodology, several new posts have been costed in the programme budget for only part of the next biennium, where the expected incumbency period is less than the full biennium. This adjustment generated a USD 2.5 million reduction in budgeted staff costs in 2024-25. The net effect, after adjusting for the new posts from 2022-23, is a reduction of staff costs of USD 1.1 million.

145. Therefore, the combined lapse factor adjustment, including for new posts, in 2024-25 is a reduction of staff costs of USD 12.7 million, with a net impact compared to 2022-23 of minus USD 0.3 million as shown in *Table 11*.

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

### **Overview of balances on General and Related Funds**

146. 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

<sup>19</sup> FC 160/10; FC 161/9; FC 164/8 paragraphs 1 and 2; FC 169/10; FC 170/8; FC 173/12

<sup>20</sup> FC 113/10

<sup>21</sup> For country and liaison offices, the Conference approved in 2009 the removal of the lapse factor adjustment.



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,<sup>22</sup> 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.

147. The balances on General and Related Funds as at 31 December 2021<sup>23</sup> are summarized in *Table 12*.

**Table 12: Balances on General and Related Funds as at 31 December 2021**

	USD million
General Fund (deficit)	(964.3)
Working Capital Fund	25.7
Special Reserve Account	35.1
<b>Total General and Related Funds (deficit) at 31 December 2021</b>	<b>(903.5)</b>

148. The main factors which have contributed to the deficit balance on the General and Related Funds at 31 December 2021 are summarized below.

***Unfunded past service costs for ASMC and TPF***

149. 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 2021 amounted to USD 868.3 million of which USD 792.4 million related to ASMC and USD 75.9 million related to TPF.

***Unbudgeted expenditures***

150. 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 million<sup>24</sup> and USD 8.4 million<sup>25</sup> 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 million<sup>26</sup> in 2002-03; USD 2.9 million in 2004-05;<sup>27</sup> and USD 8.2 million in 2006-07<sup>28</sup> were charged to the General Fund without matching funding;

<sup>22</sup> C 2005/REP

<sup>23</sup> FC 180/2

<sup>24</sup> C 2001/5, note 11

<sup>25</sup> C 2003/5, note 10

<sup>26</sup> C 2005/5A, note 10

<sup>27</sup> C 2007/5A, note 9

<sup>28</sup> C 2009/5A, footnote 6

- 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***

151. 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***

152. 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,<sup>29</sup> 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 2021 amounted to USD 792.4million.

153. 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, 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, 2020-21 or 2022-23 biennia.

154. 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.<sup>30</sup> At the same time FAO continues to analyse options to address this matter, including through review of best practices followed by other entities of the United Nations Common System and through studies commissioned with FAO's actuaries.

155. 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***

156. 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 2021 amounted to USD 75.9 million.

157. 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

<sup>29</sup> 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.

<sup>30</sup> CL 160/4, paragraph 8.d)

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.

158. 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 2024-25 biennium.

***Requirements to address liquidity shortages***

159. 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***

160. 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.

161. 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 19.3 million to bring the WCF to USD 45 million.

***Replenishment of Special Reserve Account***

162. 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 2022-23 biennium), although it has not been replenished since 1991. The actual balance was USD 35.1 million at 31 December 2021.

163. Based on the historical analysis of charges to the SRA carried out in 2014<sup>31</sup> 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.

---

<sup>31</sup> FC 154/5, paragraphs 14 to 16

### Summary requirements

164. This section provides an overall view of the funding requirements to execute the 2024-25 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**

165. 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 13*.

166. For the net budgetary appropriation, the starting point is the 2022-23 level of USD 1 005.6 million. As explained in PWB *Section A*, resources were reallocated within the existing budget level to higher priority areas. In addition, cost increases are added to preserve purchasing power, resulting in a net appropriation level of USD 1 061.4 million at the 2022-23 budget rate of exchange.

167. The level of *extrabudgetary resources* reflects the delivery estimates of voluntary contributions of USD 2.98 billion in 2024-25. 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.

**Table 13: Cumulative funding requirements in 2024-25 for the Programme of Work (at the 2022-23 budget rate of exchange of Euro 1 = USD 1.22)**

Programme of Work	(USD million)
<i>Requirements under the net appropriation work programme</i>	
Budgetary requirements at 2022-23 cost levels	1005.6
Incremental requirements - Cost Increases	55.8
<b>Net budgetary appropriation for 2024-25</b>	<b>1 061.4</b>
Percent change in net appropriation	5.6%
<b>Total requirement under voluntary contributions</b>	<b>2 979.3</b>
<b>Total integrated Programme of Work in 2024-25</b>	<b>4 040.7</b>

#### **Improving financial health, liquidity and reserves**

168. 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 19.3 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**

169. As in past biennia, the assessed contributions in 2024-25 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.

170. 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 2024-25 is set at the same level as in 2022-23, USD 5.0 million.

171. The overall 2024-25 funding requirement for the budget funded from assessed contributions after deduction of miscellaneous income amounts to USD 1 056.4 million (at the 2022-23 budget rate of exchange), representing a 5.6 percent increase in the level of net appropriation assessments compared with the present biennium.

172. Under the split assessment methodology adopted by Conference Resolution 11/2003,<sup>32</sup> 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 the two main currencies of expenditure, thereby shielding the Organization from exchange rate fluctuations.

173. Based on past and expected expenditure patterns, the Organization has estimated the expected expenditure pattern in US dollar and Euro for 2024-25 will not change from 2022-23. 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.

174. *Table 14* reflects the overall impact on assessments of the proposed 2024-24 budget, compared with the approved US dollar and Euro contributions for 2024-25.

**Table 14: Assessed contributions from Members in 2022-23 and 2024-25**

Biennium	Funding Level for	USD million at EUR 1=USD 1.22	Assessments due (in USD million)	Assessments due (in Euro million)
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
<b>Total Assessments paid by Members in 2022-23</b>		<b>1 000.6</b>	<b>541.4</b>	<b>376.4</b>
2024-25	Implementation of Programme of Work funded from assessed contributions	1 061.4	576.7	397.3
	- Less Miscellaneous Income	(5.0)	(5.0)	0
<b>Total Assessments proposed to Members in 2024-25</b>		<b>1 056.4</b>	<b>571.7</b>	<b>397.3</b>
Percent difference from 2022-23		5.6%	5.6%	5.6%

175. The above budget figures have been calculated at the budget rate of exchange of the 2022-23 biennium, i.e. Euro 1 = USD 1.22.

<sup>32</sup> Financial Regulation 5.6 refers.

176. The budget rate of exchange for the 2024-25 biennium has been set to Euro 1 = USD 1.12, which is the 24-month average of UN rates in 2021-2022.<sup>33</sup> This results in a decline in the proposed net appropriation for implementing the programme of work, from USD 1 061.4 million to USD 1 021.7 million, when expressed in the Organization's functional currency, the US dollar.

177. It is recalled that the assessed split contributions in Euros and US dollars do not vary under different exchange rate conditions. This is demonstrated in *Table 15* by applying the funding requirements for 2024-25 tabulated above at the revised Euro/USD exchange rate of Euro 1 = USD 1.12.

**Table 15: Impact of the change in the budget rate of exchange under split assessments (USD/Euro million)**

	Euro 1 = USD 1.22	Euro 1 = USD 1.12
Assessments due in US dollars for 2024-25 programme of work	USD 576.7	USD 576.7
Assessments due in Euro for 2024-25 programme of work	EUR 397.3	EUR 397.3
Assessed contributions due in US dollars	USD 576.7	USD 576.7
Assessed contributions due in Euro and expressed in USD dollars at two distinct budget rates of exchange	USD 484.7	USD 445.0
<b>Total expressed in US dollars</b>	<b>USD 1 061.4</b>	<b>USD 1 021.7</b>

<sup>33</sup> While in the past the budget rate has generally been set according to the rate at the time the document is prepared, in the current volatile economic environment the 24-month average provides a more stable and consistent benchmark for planning purposes and reduces the impact of sharp changes in the exchange rate.

**DRAFT RESOLUTION FOR ADOPTION BY THE CONFERENCE**

RESOLUTION \_/2023

**Draft budgetary appropriations 2024-25****THE CONFERENCE,**

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

**Having considered** the proposed total net appropriation of USD 1 061 426 000 for the financial period 2024-25 at the 2022-23 rate of EUR 1 = USD 1.22, which assumes US dollar and Euro expenditure equal to USD 576 712 000 and EUR 397 307 000;

**Having considered** that the above net appropriation is equivalent to USD 1 021 696 000 at the budget rate of EUR 1 = USD 1.12 established for 2024-25 after translation of the EUR portion;

1. **Approves** the Programme of Work proposed by the Director-General for 2024-25 as follows:

a) Appropriations are voted at a rate of EUR 1 = USD 1.12 for the following purposes:

	<b>USD</b>
Chapter 1: Better Production	160 604 000
Chapter 2: Better Nutrition	132 880 000
Chapter 3: Better Environment	120 692 000
Chapter 4: Better Life	127 117 000
Chapter 5: Technical quality, statistics, cross-cutting themes and accelerators	70 973 000
Chapter 6: Technical Cooperation Programme	143 133 000
Chapter 7: Outreach	72 017 000
Chapter 8: Information and Communications Technology (ICT)	35 552 000
Chapter 9: FAO governance, oversight and direction	59 324 000
Chapter 10: Efficient and effective administration	62 298 000
Chapter 11: Contingencies	600 000
Chapter 12: Capital Expenditure	14 206 000
Chapter 13: Security Expenditure	22 300 000
<b>Total Appropriation (Net)</b>	<b>1 021 696 000</b>
Chapter 14: Transfer to Tax Equalization Fund	123 535 000
<b>Total Appropriation (Gross)</b>	<b>1 145 231 000</b>

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 1 016 696 000 to implement the Programme of Work. Such contributions shall be established in US dollars and Euro and shall consist of USD 571 712 000 and EUR 397 307 000. This takes into account a split of 56 percent US dollars and 44 percent Euro for the appropriations (net) and of 100 percent US dollars for Miscellaneous Income.

c) An additional amount of USD 14 100 000 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

percent US dollars and 67 percent Euro, and shall therefore amount to USD 4 653 000 and EUR 8 435 000.

- 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 576 365 000 and EUR 405 742 000. Such contributions due from Member Nations in 2024 and 2025 shall be paid in accordance with the scale of contributions adopted by the Conference at its Forty-Third 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 7 000 000 has been foreseen for this purpose.
2. **Encourages** Members to provide voluntary contributions in support of the implementation of the FAO Strategic Framework 2022-31 through the integrated Programme of Work.

(Adopted on \_\_\_\_\_ 2023)



## Annex 1: Updated 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 agrifood systems in a changing climate and environment*

<b>SDG Indicators of Impact</b>	<p>2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size</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>14.6.1 (custodian) Degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing</p> <p>14.7.1 (custodian) Sustainable fisheries as a proportion of GDP in SIDS, LDC</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> <p>15.2.1 (custodian) Progress towards sustainable forest management.</p>
<b>BP1: Innovation for Sustainable Agriculture Production</b>	
<b>BP2: Blue Transformation</b>	
<b>BP3: One Health</b>	
<b>BP4: Small-Scale Producers' Equitable Access to Resources</b>	
<b>BP5: Digital Agriculture</b>	




BP1: Innovation for Sustainable Agriculture Production	
<b>Gap</b>	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, including land and water. Current systems are thus on an unsustainable trajectory for meeting future food, fibre and fuel demands while maintaining natural resources and, at the same time, they fall well short of their potential for economic and livelihood opportunities
<b>Outcome</b>	Sustainable crop, livestock and forestry production systems that are productive, resilient, innovative and competitive, and create integrated entrepreneurial and business opportunities inclusive of small scale and vulnerable producers, supported through enabling technologies and policies
<b>SDG targets</b>	<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>

BP1: Innovation for Sustainable Agriculture Production	
	<p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</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>9.5.1 Research and development expenditure as a proportion of GDP</p> <p>9.5.2 Researchers (in full-time equivalent) per million inhabitants</p> <p>15.2.1 (custodian) Progress towards sustainable forest management</p>
 Accelerators	<p><b>Technology:</b> Technological innovations for increased up-scaling and use of productivity-enhancing sustainable agriculture innovations (e.g. high-quality seeds, breeds, feeds, environmental fertilizers, energy, water and resilient crop and livestock health), as well as cropping, livestock and forestry systems in support of climate resilience, adaptation and mitigation and sustainable protection technologies and delivery tools; women-friendly technologies for the reduction of drudgery and work burden</p> <p><b>Innovation:</b> Optimize crop production systems, improve the efficient use of resources such as crops and livestock, and strengthen the management of soils, water, forests and agroforestry systems</p> <p><b>Data:</b> 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><b>Complements:</b> Promote evidence-based policy dialogue and governance (institutional and political economy) analysis that incentivize uptake of sustainable agriculture 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 analysing policy interactions and trade-offs</p>
Key thematic components	<ul style="list-style-type: none"> <li>• Sustainable production innovation: sustainable production systems and practices, agricultural inputs and more sustainable, productive processes</li> <li>• Sustainable transformation support through integration, demonstration and dissemination</li> <li>• Sustainable policies for an enabling environment: policy formulation and enabling environments for implementation of sustainable agriculture innovation</li> <li>• Enhance crop production and protection systems (e.g. tropical, drylands and urban/peri-urban agriculture) with high quality, productivity, efficiency and diversity through sustainable agricultural innovations</li> <li>• Improve resource use efficiency in livestock (including insect) production and health through sustainable agricultural innovations</li> <li>• Optimize the sustainable use of forests for agricultural productivity and income generation</li> </ul>
 Normative aspects	<ul style="list-style-type: none"> <li>• Second Global Plan of Action (Second GPA) for Plant Genetic Resources for Food and Agriculture (PGRFA)</li> <li>• Global Programme on Sustainable Dryland Agriculture</li> <li>• 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)</li> <li>• International Plant Protection Convention (IPPC)</li> <li>• Global Action for Fall Armyworm Control</li> </ul>




BP1: Innovation for Sustainable Agriculture Production	
	<ul style="list-style-type: none"> <li>• Global assessment of the contribution of livestock to food security, sustainable agrifood systems, nutrition and healthy diets</li> <li>• Secretariat of the Advisory Committee on Sustainable Forest-based Industries</li> <li>• Global Action on Green Development of Special Agricultural Products: “One Country One Priority Product” (OCOP)</li> <li>• International Code of Conduct on pesticide management</li> <li>• International Code of Conduct on sustainable use and management of fertilizers</li> <li>• International Commission on Poplars and Other Fast-Growing Trees Sustaining People</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Transforming data and intelligence systems, including statistics and data collection on agricultural production, land and water 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</li> <li>• Norms and standards through intergovernmental forums (e.g. Committee on World Food Security (CFS), Committee on Agriculture (COAG) and its Sub-Committee on Livestock)</li> <li>• Governance and policy dialogue will play a central role in creating an enabling environment and scaling up sustainable agricultural innovations</li> <li>• Capacity development for upscaling sustainable production practices and integrated approaches</li> <li>• Partnerships and catalysing coalitions to put sustainable agricultural innovations and strategies in practice for improved productivity</li> <li>• Practices and technologies tailored to smallholders, including digital tools</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported enabling technologies and policies that address SDG targets to ensure sustainable crop, livestock and forestry production systems that are productive, resilient, innovative and competitive and create integrated entrepreneurial and business opportunities inclusive of small scale and vulnerable producers</li> <li>2. % Stakeholders’ appreciation of FAO’s work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Insufficient resources and uptake of appropriate technologies and innovations due to limited accessibility, organizational capacity and economic incentives</li> <li>2. Limited market demand for sustainable technologies, also due to conflictual food and agricultural incentives and subsidies</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Identify and engage relevant stakeholders at all stages, to ensure buy in and capacity development, and support business risk management</li> <li>2. Work with governments and other partners to develop appropriate policy support and incentive schemes</li> </ol>







BP2: Blue Transformation	
<b>Gap</b>	Transformed aquatic 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)
<b>Outcome</b>	More efficient, inclusive, resilient and sustainable aquatic food systems promoted through improved policies and programmes for integrated science-based management, technological innovation and private-sector engagement
<b>SDG targets</b>	<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,<sup>34</sup> 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>
<b>SDG Indicators</b>	<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>

<sup>34</sup> United Nations Convention on the Law of the Sea (UNCLOS)

BP2: Blue Transformation	
 <p>Accelerators</p>	<p><b>Technology:</b> Technical innovations for productivity and ecosystem protection throughout value chains, including capture, production and food processing</p> <p><b>Innovation:</b> Innovative policies and practices, including digital solutions for production, market transparency and enhancement of consumer information systems and integrated planning of aquatic-based economic sectors</p> <p><b>Data:</b> 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</p> <p><b>Complements:</b> 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</p>
<p>Key thematic components</p>	<ul style="list-style-type: none"> <li>• Component 1: ensure a growing contribution of aquaculture to sustainable agrifood systems, alleviates poverty and generates income for farmers, including youth</li> <li>• Component 2: transform and upgrade fish value chains to reduce loss and waste, promote transparency, stimulate sustainability, increase benefits and food distribution</li> <li>• Component 3: build transformative and innovative fisheries management systems through an Ecosystems Approach to Fisheries, particularly in data-poor regions</li> </ul>
 <p>Normative aspects</p>	<ul style="list-style-type: none"> <li>• Code of Conduct for Responsible Fisheries and related technical guidelines</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)</li> <li>• Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• Port State Measures Agreement (PSMA), UN Fish Stocks Agreement, Compliance Agreement and associated regional fisheries management organizations' agreements</li> <li>• Voluntary Guidelines for Catch Documentation Schemes (VGCDs)</li> <li>• Ecosystem Approach to Fisheries (EAF) and Aquaculture (EAA)</li> <li>• FAO Strategy on Biodiversity Mainstreaming across Agricultural Sectors</li> <li>• Vision and Strategy for FAO's Work in Nutrition</li> <li>• Addressing the Climate Change and Poverty Nexus</li> <li>• UN Decade on Ecosystem Restoration, UN Decade of Ocean Science, International Year of Artisanal Fisheries and Aquaculture</li> <li>• Regional fisheries bodies; Regional fisheries management organisations</li> </ul>
 <p>Core function strategy</p>	<ul style="list-style-type: none"> <li>• Statistical services: collection, curation and analysis of aggregated and disaggregated production, consumption and trade data for aquatic systems; assessment and analysis of food security and nutrition trends and impacts on communities and households</li> <li>• 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,<sup>35</sup> VGGT and others</li> <li>• Capacity development for data-poor management methodologies and data collection systems, novel management practices, ecosystems-based approaches, integrated planning of aquatic-based economic sectors, extension services to facilitate technology and knowledge transfer, and stakeholder participation in decision-making</li> <li>• Establish partnerships and catalyse coalitions, including with civil society, the private sector and investment partners to escalate transformation</li> <li>• Advocacy that highlights and promotes socio-economic and environmental benefits from sustainable production of food from aquatic systems</li> </ul>





<sup>35</sup> Voluntary Guidelines for Catch Documentation Schemes (VGCDs)


BP2: Blue Transformation	
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported improved policies and programmes for integrated science-based management, technological innovation and private-sector engagement that address SDG targets to promote more efficient, inclusive, resilient and sustainable aquatic food systems</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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 aquatic-based economic sectors (e.g. energy and tourism), between aquatic and land based agrifood 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>
 <b>Risk/mitigation</b>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>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</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Support regulatory frameworks and monitoring programmes as well as development of capacity feasible technologies specific to country realities</li> <li>2. Apply climate-adapted Ecosystem Approaches focused on flexible and proactive management arrangements that foster social-ecological and environmental resilience</li> </ol>





BP3: One Health	
<b>Gap</b>	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, with risks of further exacerbation due to the ongoing disruption of supply chains, animal and plant health services and capacities for emergency management caused by the ongoing global food crisis
<b>Outcome</b>	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 invasive alien species and AMR
<b>SDG targets</b>	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
<b>SDG Indicators</b>	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
 <b>Accelerators</b>	<p> <b>Technology:</b> Accelerating uptake of technical innovations and biosecurity guidance to curb pest and disease losses</p> <p> <b>Innovation:</b> Innovative, digital solutions for expansive scaling-up of engagement, addressing inequalities in health systems through an integrated One Health approach</p> <p> <b>Data:</b> Multiple-source surveillance information systems at the country level, integrated with the Hand-in-Hand Initiative geospatial platform to better target actions and support user-level decisions</p> <p> <b>Complements:</b> 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</p>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Integrated information systems (on animal and plant pests and diseases)</li> <li>• One Health and biosecurity human capital and resilience building</li> <li>• Preventing the next pandemic through a One Health approach</li> <li>• Better preparedness for emergency management of transboundary plant pests, invasive alien species and animal diseases</li> <li>• Transforming access to biosecurity and best-practice guidance</li> <li>• Health systems performance in sanitary and phytosanitary measures (SPS) standards for better trade and food security</li> <li>• Antimicrobial resistance: addressing AMR in the agriculture, fisheries and environment sectors</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Joint FAO-OIE-WHO<sup>36</sup> 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)</li> <li>• The Joint FAO-OIE-WHO Global Early Warning System for health threats and emerging risks at the human-animal-ecosystems interface (GLEWS+)</li> <li>• FAO Progressive Management Pathway for Improving Aquaculture Biosecurity (PMP/AB) and FAO Progressive Management Pathway for Biosecurity</li> <li>• Rotterdam Convention</li> <li>• International Plant Protection Convention (IPPC), Codex Alimentarius (“Food Code” for food safety)</li> <li>• Global Action Plan on Antimicrobial Resistance, and Tripartite Zoonoses Guide</li> </ul>


<sup>36</sup> World Organisation for Animal Health (OIE); World Health Organization (WHO)









BP3: One Health	
	<ul style="list-style-type: none"> <li>• FAO-OIE Global Framework for the Progressive Control of Transboundary Animal Diseases (GFTADs)</li> <li>• FAO Good Emergency Management Practices (GEMP)</li> <li>• International Code of Conduct on Pesticide Management</li> <li>• Global Animal Disease Information System – EMPRES-i+</li> <li>• Food Contaminant and Residue Information System (FCRIS)</li> <li>• International Database on Insect Disinfestation and Sterilization (IDIDAS)</li> <li>• FAO Action Plan on Antimicrobial Resistance (2021-2025)</li> <li>• International FAO Antimicrobial Resistance Monitoring data platform (InFARM)</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Norms and standards development in SPS areas, biosecurity and health security systems (with SPS performance, including plant health)</li> <li>• 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)</li> <li>• Capacity development for One Health and biosecurity implementation, through digital tools and partnerships, with innovative extension and adult learning for national human capital development</li> <li>• 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</li> <li>• Lead policy dialogues and processes with FAO Members and regional organizations, the private sector and civil society</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets to achieve strengthened and better performing national and international integrated One Health systems for human, animal, plant and environmental health through improved pest and disease prevention, early warning and management of national and global health risks, including AMR</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Reduced public expenditures on prevention, due to impact of COVID-19 and the global food crisis on budgets and priorities, may reduce manageability and increase impact of Animal and Plant Pests and Diseases (APPDs) and invasive alien species</li> <li>2. National UN system programming priorities do not include agricultural biosecurity</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Extend the One Health approach to embrace all sectors (APPDs and AMR under biosecurity programmes)</li> </ol>

BP4: Small-Scale Producers' Equitable Access to Resources	
<b>Gap</b>	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, including land and water, and participation in policy and decision-making processes
<b>Outcome</b>	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
<b>SDG targets</b>	<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>6.b Support and strengthen the participation of local communities in improving water and sanitation management</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> <p>14.b Provide access for small-scale artisanal fishers to marine resources and markets</p>
<b>SDG Indicators</b>	<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>6.b.1 Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management</p> <p>9.3.2 Proportion of small-scale industries with a loan or line of credit</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>
 <b>Accelerators</b>	<p><b>Technology:</b> Technological innovations for productivity increase through best practices, labour efficiency and supporting food storage and processing</p> <p><b>Innovation:</b> Inclusive and adapted innovative technologies including digitalization for sustainable production and improved market access; development of digital capacity</p> <p><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Access to economic resources, infrastructure and natural resources; and promoting best practice</li> <li>• Ensure secure tenure rights to land, water bodies, forests and grazing lands</li> <li>• Access to extension, information, services and training, technologies and innovations, and digitalization</li> </ul>





BP4: Small-Scale Producers' Equitable Access to Resources	
	<ul style="list-style-type: none"> <li>• Scale up and enhance social protection in increasing productivity; support small-scale producers to manage risks better</li> <li>• Promote local agrifood systems, emphasizing integrated production systems and food diversification</li> <li>• Respect and promote Indigenous Peoples' agrifood systems</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Transforming food and agriculture to achieve the Sustainable Development Goals</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)</li> <li>• Improving Governance of Pastoral Lands</li> <li>• Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• FAO Policy on Gender Equality</li> <li>• FAO's Framework on Rural Extreme Poverty; FAO Social Protection Framework</li> <li>• The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI)</li> <li>• Addressing the climate change and poverty nexus</li> <li>• United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas</li> <li>• United Nations Decade of Family Farming 2019-2028 Global Action Plan</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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 security and nutrition, consumption patterns, and gender-disaggregated work burden</li> <li>• Capacity development for small-scale producers with focus on young rural women and men fostering more sustainable food production, processing, marketing and consumption</li> <li>• Establishing partnerships and catalysing coalitions, including South-South and Triangular Cooperation, to agree on a common vision</li> <li>• Engaging with development banks and the private sector to mobilize investment in small-scale producer programmes</li> <li>• 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</li> <li>• Advocacy for small-scale producer inclusion in decision-making and for inclusive governance models and policies</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported policies, strategies and programmes that address SDG targets to ensure enhanced equitable access of small-scale producers and family farmers to economic and natural resources, markets, services, information, education and technologies</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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>

BP4: Small-Scale Producers' Equitable Access to Resources	
 Risk/mitigation	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"><li>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</li><li>2. Exclusion of extreme poor and most vulnerable groups</li></ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"><li>1. Coordinate activities within FAO and with external partners to increase resilience of production systems and value chains</li><li>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</li></ol>

BP5: Digital Agriculture	
<b>Gap</b>	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
<b>Outcome</b>	Accessible digital ICT <sup>37</sup> technologies to enhance market opportunities, productivity and resilience integrated into agrifood systems policies and programmes, with particular focus on ensuring affordable and equitable access of poor and vulnerable rural communities
<b>SDG targets</b>	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
<b>SDG Indicators</b>	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
 <b>Accelerators</b>	<p> <b>Technology:</b> Digital innovations for <i>better production</i>, post-harvest operations and integration in shortened and global value chains</p> <p> <b>Innovation:</b> Innovative policies and best practices, including digital solutions for increased production and transparent value chains</p> <p> <b>Data:</b> 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</p> <p> <b>Complements:</b> 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</p>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Increase the access, amount, timeliness and quality of digital solutions (data, information, knowledge and technology) available to the poor</li> <li>• Promote digital learning, which itself enhances technology adoption among farmers</li> <li>• Increase the transformative and innovative use of digital technologies to facilitate access to financial services and increase resilience</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• International Platform for Digital Food and Agriculture</li> <li>• Rome Call for AI<sup>38</sup> Ethics</li> <li>• Principles for Digital Development</li> <li>• UN Secretary-General's Roadmap for Digital Cooperation</li> <li>• E-agriculture Strategy Guide</li> <li>• Open Data Licensing for Statistical Databases Policy (fao.org)</li> <li>• FAO's Rural Youth Action Plan (RYAP)</li> </ul>

<sup>37</sup> Information and communications technologies (ICT)

<sup>38</sup> Artificial Intelligence (AI)

BP5: Digital Agriculture	
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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)</li> <li>• 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</li> <li>• 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</li> <li>• Establish partnerships and catalysing coalitions, including with civil society, the private sector and investment partners to escalate digital transformation in food and agriculture</li> <li>• 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</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets that ensure integration of accessible digital ICT technologies to enhance market opportunities, productivity and resilience into agrifood systems policies and programmes, with particular focus on ensuring affordable and equitable access of poor and vulnerable rural communities</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>▲ Risks:</b> 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><b>🌈 Mitigation:</b> 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)*





<b>SDG Indicators of Impact</b>	<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>2.c.1 (custodian) Indicator of food price anomalies</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> <p>3.3.4 Hepatitis B incidence per 100 000 population</p> <p>3.4.1: Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease</p> <p>12.3.1 (custodian) (a) Food loss index and (b) food waste index</p>
<b>BN1: Healthy Diets for All</b>	
<b>BN2: Nutrition for the Most Vulnerable</b>	
<b>BN3: Safe Food for Everyone</b>	
<b>BN4: Reducing Food Loss and Waste</b>	
<b>BN5: Transparent Markets and Trade</b>	


BN1: Healthy Diets for All	
<b>Gap</b>	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, every country in the world, and is at risk of further deterioration due to current global challenges; in addition, consumers are often not informed, empowered or incentivized to consume healthy diets in normal times and less so in times of crises.
<b>Outcome</b>	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
<b>SDG targets</b>	<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>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p>






BN1: Healthy Diets for All	
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development
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>3.4.1 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>
Accelerators	<p> <b>Technology:</b> Use of available state-of-the-art technology to improve data collection and analysis, the sustainability of agrifood systems and access to and affordability of healthy diets also in light of unprecedented global challenges</p> <p> <b>Innovation:</b> Innovation on knowledge sharing and on policy instruments and advice to increase access to and affordability of healthy diets and sustainable agrifood systems</p> <p> <b>Data:</b> 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> <b>Complements:</b> Enhanced food and nutrition governance analysis and strengthening including governance spanning the humanitarian-development nexus to ensure smooth transition from life-saving action to durable, long term solutions 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"> <li>• Support agrifood system reforms for improving access to and affordability of healthy diets from sustainable and resilient agrifood systems</li> <li>• Influence consumer desire for healthy diets and the engagement of food chain actors to produce, label and market nutritious foods</li> <li>• Shape the policies, strategies, legislations and support institutional coordination and programmes to mainstream nutrition across sector policies</li> <li>• Support the education, information, capacities and awareness-raising of stakeholders and consumers</li> </ul>
Normative aspects	<ul style="list-style-type: none"> <li>• SOCO, SOFA, SOFI<sup>39</sup></li> <li>• Committees on World Food Security (CFS), on Agriculture (COAG), on Commodity Problems (CCP), on Fisheries (COFI), on Forestry (COFO)</li> <li>• Products from economic, socio-political and legal analysis</li> <li>• FAO/WHO Global Individual Food consumption data Tool (GIFT), Codex Alimentarius Commission guidelines and standards</li> <li>• Food-systems based dietary guidelines and school-based food and nutrition education</li> </ul>







<sup>39</sup> 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	
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Improved availability and analysis of data to link policy and legislative action to changes in agrifood system operations, empowerment, resilience and sustainability in order to improve evidence-based decisions for agrifood systems transformation</li> <li>• Production of evidence-based policy and legal advice for more sustainable, resilient agrifood systems from production, processing and marketing to consumption, improved nutrition education and awareness and price measures to make healthy foods more affordable</li> <li>• Fostering partnerships with civil society, the private sector, and the UN system to pool evidence, coordinate advocacy and raise awareness, promote investments to transform agrifood systems to deliver healthy, affordable food for all</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported integrated institutional, policy and legal environments that ensure and incentivize engagement of consumers and the private sector to address SDG targets for establishing the right to adequate food and transitioning towards healthy diets</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<p>Focusing on nutritious foods could lead to trade-offs in sustainability and the cost of diet; however, benefits to a reduction in hunger, malnutrition, and non-communicable diseases will 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</p>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Governments, consumers and businesses resist or only partially support the necessary change with lack of coordination and integration of actions among concerned stakeholders</li> <li>2. In the face of unprecedented challenges, Governments and partners focus on short term solutions to the detriment of implementation of medium and long term durable changes for sustained results.</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Engage in capacity building as well as continuous engagement and collaboration among concerned institutional and non-institutional stakeholders for sustaining agrifood system transformation especially in light of global crisis to complement life-saving support with medium and long term solutions for life-transforming support. 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</li> </ol>





BN2: Nutrition for the Most Vulnerable	
<b>Gap</b>	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 Peoples 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
<b>Outcome</b>	Identifying and ending food insecurity and malnutrition for the individuals with most vulnerability in all contexts made the specific focus of targeted policies, strategies and programmes developed and implemented by countries
<b>SDG targets</b>	<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>
<b>SDG Indicators</b>	<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>
 <b>Accelerators</b>	<p><b>Technology:</b> Geographic Information Systems (GIS) and mobile technologies to map and monitor the vulnerable and reach the remotest of places for data collection and actions, including near real-time monitoring to identify and respond to sudden-onset, compounding, and complex crises</p> <p><b>Innovation:</b> Innovation combined with technology for creative and flexible solutions to identify the most vulnerable, their needs and leave no one behind</p> <p><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Design, develop and strengthen food, dietary, and nutrition monitoring systems and support the integration of data monitoring into surveillance systems</li> <li>• Scale-up new methods and technologies for data collection, its management and dissemination</li> <li>• Integrate food and nutrition needs into social protection/safety-net programmes and improve targeting</li> <li>• 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</li> </ul>







BN2: Nutrition for the Most Vulnerable	
	<ul style="list-style-type: none"> <li>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</li> </ul>
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>SOFI</li> <li>2020 Global Report on Food Crises, Global Nutrition Report</li> <li>Impact of Disasters and Crises on Agriculture and Food Security report</li> <li>Integrated Food Security Phase Classification (IPC) work</li> <li>Inter-agency Social Protection Assessment – Food Security and Nutrition (ISPA–FSN)</li> <li>CFS Policy Products</li> <li>Codex Alimentarius Commission guidelines and standards</li> <li>Other reports (and guidance) on fragile, conflict and disaster-affected states</li> </ul>
 <p><b>Core function strategy</b></p>	<p>Monitoring and improving access to data is a critical core function and allows to:</p> <ul style="list-style-type: none"> <li>Ensure that the individuals with most vulnerability and their needs, risks, drivers and potential solutions to ensure food security and nutrition are identified</li> <li>Inform how we build partnerships and coalitions for collective action that reaches the individuals with most vulnerability</li> <li>Focus normative work on guidance to support specific needs of the individuals with the most vulnerability in any context</li> <li>Advocate for those needs and the use of normative products</li> <li>Develop and strengthen capacities for evidence-informed responses</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>Number of CPFs/countries where FAO has supported targeted policies, strategies and programmes to address SDG targets focused on identifying and ending food insecurity and malnutrition for the individuals with most vulnerability in all contexts</li> <li>% Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></p>	<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>
 <p><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>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</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> </ol>





BN3: Safe Food for Everyone	
<b>Gap</b>	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)
<b>Outcome</b>	Integrated, multi-sectoral food safety policies and legislation across national agrifood systems adopted and implemented by governments, and capacities and awareness of value chain operators and consumers enhanced
<b>SDG targets</b>	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
<b>SDG Indicators</b>	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
 <b>Accelerators</b>	<p> <b>Technology:</b> Technological solutions and data-driven optimization of agrifood systems are critical to enable safer food for all</p> <p> <b>Innovation:</b> Innovation in food testing, processing and in agricultural production will fuel food systems to produce safer food and in sufficient quantities</p> <p> <b>Data:</b> 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</p> <p> <b>Complements:</b> Strengthen national food safety incentives and capacities across all agrifood 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</p>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Food safety regulatory frameworks</li> <li>• Food safety governance and food control systems</li> <li>• Enhancing food safety capacity of value chain operators</li> <li>• Enhancing food safety awareness of consumers</li> <li>• Increase foresight, resilience and emergency response capacity</li> <li>• Strengthen and extend partnerships for food safety</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• FAO-led or co-led work on chemical, microbiological and nutritional risk assessments (JECFA, JEMRA, JMPR, and JEMNU)<sup>40</sup></li> <li>• The FAO/WHO Codex Alimentarius Commission</li> <li>• FAO policy guidance on risk-based food control (Food Safety and Quality Series)</li> <li>• FAO's multisectoral approach on antimicrobial resistance and on One Health, including the Quadripartite agreement (FAO, WHO, OIE and UNEP)<sup>41</sup></li> <li>• Nuclear technologies through the Joint FAO/IAEA Centre</li> </ul>

<sup>40</sup> 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)


<sup>41</sup> United Nations Environment Programme (UNEP)

BN3: Safe Food for Everyone	
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• FAO has a wide network for collecting data and information on food and agriculture to assess the need for science and standards</li> <li>• 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</li> <li>• FAO, jointly with WHO, is accepted as a neutral platform, convener and facilitator and has created the normative flagship for risk management, Codex Alimentarius</li> <li>• 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</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets that promote adoption and implementation of integrated, multi-sectoral food safety policies and legislation across national agrifood systems and enhanced capacities and awareness of value chain operators and consumers</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Pandemic control measures can cause disruptions in food chain operations and increase the risk of food insecurity</li> <li>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</li> <li>3. Climate change, including adverse and extreme weather events, will pose new risks to food safety</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Develop and disseminate risk-based resource distribution and innovative electronic tools (e.g. remote inspection)</li> <li>2. Organize public high-level multi-sectoral food safety events with decision makers to drive sustained commitments</li> <li>3. Policy, programmes, and partnerships will need to integrate flexibly to respond to new challenges</li> </ol>

Title	BN4: Reducing Food Loss and Waste
<b>Gap</b>	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
<b>Outcome</b>	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
<b>SDG targets</b>	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
<b>SDG Indicators</b>	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
 <b>Accelerators</b>	<p> <b>Technology:</b> 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> <b>Innovation:</b> 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> <b>Data:</b> FLW data collection for all stages of value chains within countries to inform policy, programme and individual decisions for reducing FLW</p> <p> <b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Overcome the data deficit to support achievement of SDG 12.3</li> <li>• Identify simple business cases for reducing FLW</li> <li>• Contribute to regulatory frameworks on FLW</li> <li>• Improve access to technologies and support innovations for more efficient and resilient harvest, storage, processing, packaging and logistics</li> <li>• Invest in human capital through education and training</li> <li>• Enable the implementation of the Voluntary Code of Conduct for FLW Reduction</li> <li>• Raise consumer awareness and empowerment</li> <li>• Safely and effectively recover food and redistribute it</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Voluntary Codes of Conduct for FLW Reduction</li> <li>• State of Food and Agriculture (SOFA) 2019 -Moving forward on FLW reduction</li> <li>• FAO Technical Platform on the Measurement and Reduction of FLW</li> <li>• CFS Principles of Responsible Investments in Agriculture and Food Systems and CFS Voluntary Guidelines on Food Systems and Nutrition</li> <li>• FAO Policy on Gender Equality 2020–2030 and FAO Policy on Indigenous and Tribal Peoples</li> </ul>

Title	BN4: Reducing Food Loss and Waste
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Inform policy and decision-making by providing data on FLW through FAO’s custodianship of the relevant SDG indicator 12.3.1</li> <li>• Capacity development of country-led institutions for FLW data management methodologies and data collection systems</li> <li>• Establish partnerships and coalitions with country-led institutions in support of Members’ efforts to reduce FLW</li> <li>• 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</li> <li>• Advocacy and communication that highlights and promotes FLW reduction, including preparing material for information campaigns, education and training</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has assisted governments and intergovernmental organizations to put in place and implement clear, specific and contextualized roadmaps in support of SDG targets to prompt and enable all actors in the food supply chain, the food environment and at consumer level to reduce FLW</li> <li>2. % Stakeholders’ appreciation of FAO’s work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></p>	<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>
 <p><b>Risk/mitigation</b></p>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>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</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Define innovative approaches to developing incentives to reduce FLW in the presence of limited information on causes</li> <li>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</li> </ol>








BNS: Transparent Markets and Trade	
<b>Gap</b>	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 in particular in times of increased market uncertainty like the one the world is currently experiencing; 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
<b>Outcome</b>	Improved market transparency and equitable participation in markets, global value chains and international trade achieved through better data and information, policy coordination and human and institutional capacities for evidence-based decision-making
<b>SDG targets</b>	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 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 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 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
<b>SDG Indicators</b>	2.b.1 Agricultural export subsidies 2.c.1 (custodian agency) Indicator of food price anomalies 10.a.1 Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff 17.11.1 Developing countries' and least developed countries' share of global exports
 <b>Accelerators</b>	<p><b>Technology:</b> Promote wide uptake of FAO systems and tools through leveraging new technology and innovation</p> <p><b>Innovation:</b> 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><b>Data:</b> Timely and credible data on markets and prices to enhance market transparency and inform policy decisions; harmonized trade data in nutrient equivalents; sex-disaggregated data on value chain participation</p> <p><b>Complements:</b></p> <ul style="list-style-type: none"> <li>• Leverage AMIS,<sup>42</sup> CCP and the IGGs<sup>43</sup> to provide mechanisms and neutral forums to enhance market transparency and promote coordinated trade policy responses particularly during crises</li> <li>• Develop tools and e-training to increase human capital and institutional capacity at country and regional levels</li> </ul>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Provide up-to-date and neutral information and analyses, as global public goods, to enhance food market transparency and inform policy responses to crises</li> <li>• Establish market intelligence and early warning systems at country and regional levels to collect and analyse market and trade data</li> <li>• Assist countries in developing human capital and institutional capacities for formulating, negotiating and implementing multilateral and regional trade agreements</li> <li>• Support innovative policy and technical approaches, and novel business models promoting and facilitating the integration of small-scale actors into markets and value chains</li> <li>• Strengthen multi-stakeholder regional networks to advance regulatory cooperation on trade facilitation measures, including on SPS-related issues</li> <li>• 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</li> </ul>

<sup>42</sup> Agricultural Market Information System (AMIS)

<sup>43</sup> FAO Intergovernmental Group (IGG)



BNS: Transparent Markets and Trade	
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• SOCO, SOFIA, SOFO</li> <li>• Products of the Global Information and Early Warning System (GIEWS) and AMIS</li> <li>• OECD<sup>44</sup>-FAO Agricultural Outlook</li> <li>• International standards, guidelines and recommendations developed under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC)</li> <li>• Guidance for implementation of risk based food control measures</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Collection, monitoring and dissemination of agricultural market and trade data to promote access to timely and credible information, enabling evidence-based policy decision-making and appropriate responses to food crises</li> <li>• Establish knowledge and evidence on policies affecting agricultural markets, trade and negotiations for evidence-based policy recommendations and promote knowledge sharing</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported policy coordination and human and institutional capacities for evidence-based decision-making to address SDG targets for improved market transparency and equitable participation in markets, global value chains and international trade</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></p>	<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>
 <p><b>Risk/mitigation</b></p>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Developing countries participation in markets is not increased</li> <li>2. Policies that lead to non-distorted and properly functioning markets are not implemented</li> <li>3. Novel technologies and innovative approaches are not adopted</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Prioritize partnerships and support to multi-sectoral food security and nutrition governance, linking programmes, within FAO, so that synergies are developed</li> <li>2. Promote regional collaboration, support the creation of international coalitions, facilitate multi-stakeholder and multi-sectoral dialogues at the national and international levels</li> <li>3. Partner with other organizations working on similar technical areas, to pool resources and investments to achieve impacts at scale and sustain the benefits</li> </ol>














<sup>44</sup> 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 agrifood systems*





<b>SDG Indicators of Impact</b>	<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>12.2.1 Material footprint, material footprint per capita, and material footprint per GDP</p> <p>12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP</p> <p>12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment</p> <p>12.5.1 National recycling rate, tons of material recycled</p> <p>13.2.2 Total greenhouse gas emissions per year</p> <p>14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations</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 (contributing) Proportion of land that is degraded over total land area</p> <p>15.4.2 (custodian) Mountain Green Cover Index</p>
<b>BE1: Climate Change Mitigating and Adapted Agrifood Systems</b>	   
<b>BE2: Bioeconomy for Sustainable Food and Agriculture</b>	
<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	   
<b>BE4: Achieving Sustainable Urban Food Systems</b>	   

Title	BE1: Climate Change Mitigating and Adapted Agrifood Systems
<b>Gap</b>	Without tackling climate change, agrifood 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 agrifood system solutions that address climate adaptation, mitigation and resilience
<b>Outcome</b>	Transformation and resilience of agrifood systems to achieve sustainability and Paris Agreement goals enabled through the establishment and implementation of agricultural practices, policies and programmes in support of climate resilience, adaptation and mitigation
<b>SDG targets</b>	<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>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>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>







Title	BE1: Climate Change Mitigating and Adapted Agrifood Systems
SDG Indicators	<p>14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</p> <p>2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture          6.4.1 (custodian) Water use efficiency          6.4.2 (custodian) Water stress          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          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          13.2.2 Total greenhouse gas emissions per year          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          14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations</p>
 Accelerators	<p><b>Technology:</b> Promotion of most appropriate climate technologies and local knowledge that contribute to increasing the efficiency and climate-resilience of agrifood systems, including to help identify risks such as water scarcity and promote efficient irrigation</p> <p><b>Innovation:</b> Innovative practices, tools and digital innovations in agrifood systems for climate change mitigation, adaptation and resilience, such as linkages between energy and food security</p> <p><b>Data:</b> Additional disaggregated climate-related data at national level, with geospatial platform linkage to support uptake of innovative technologies and policies in support of climate resilience, adaptation and mitigation; data collection and dissemination on climate-related disaster impacts on agriculture and changes in farming practices for improved climate adaptation and mitigation</p> <p><b>Complements:</b> Strengthen national and institutional capacities to develop, assess trade-offs, implement and sustain policies and strategies for climate action. Enhance country support for climate finance from GEF,<sup>45</sup> GCF,<sup>46</sup> the Adaptation Fund and bilateral donors</p>
Key thematic components	<ul style="list-style-type: none"> <li>Enhance Members' capacities to generate agrifood related responses to climate-change mitigation and adaptation</li> <li>Integrate agrifood responses in the international climate debate, including implementation of the UNFCCC and Paris Agreement, the Koronivia Joint Work on Agriculture (2018-2022) and the Sharm El-Sheikh Joint Work on Implementation of Climate Action in Agriculture and Food Security (2023-2026).</li> <li>Strengthen the coordination and delivery of FAO's work on climate change mitigation and adaptation, including higher access to climate finance</li> <li>Enhance opportunities for youth and women to engage in climate action activities and climate-related knowledge events</li> </ul>
 Normative aspects	<ul style="list-style-type: none"> <li>Koronivia Joint Work on Agriculture (2018-2022)</li> <li>Sharm El-Sheikh Joint Work on Implementation of Climate Action in Agriculture and Food Security</li> <li>FAO Strategy on Climate Change 2022-31 and the FAO Science and Innovation Strategy</li> <li>FAO's contribution to the Capacity-building Initiative for Transparency (CBIT)</li> <li>Addressing the climate change and poverty nexus (Publication)</li> <li>FAO's work under the Paris Agreement (including NDCs, NAPs, REDD+, Enhanced Transparency Framework and Biennial Transparency Reports)</li> </ul>




<sup>45</sup> Global Environment Facility (GEF)

<sup>46</sup> Green Climate Fund (GCF)

Title	BE1: Climate Change Mitigating and Adapted Agrifood Systems
	<ul style="list-style-type: none"> <li>• FAO Voluntary Guidelines for Sustainable Soil Management of the Global Soil Partnership (GSP)</li> <li>• Collaborative Partnership on Forests</li> <li>• UN Decade on Ecosystem Restoration and the Global Biodiversity Framework</li> </ul>
 <p><b>Core function strategy</b></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"> <li>• Ensuring FAO's global visibility and leadership in climate action, including engagement in policy dialogue and country support</li> <li>• Linking the Climate Action programme to post-COVID-19 response and sustainable recovery plans</li> <li>• Supporting access to climate data, finance and tools to strengthen countries' capacities and actions</li> <li>• Expanding partnerships and advancing outreach and communication to disseminate knowledge to wider audiences and increase impacts</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported establishment and implementation of agricultural practices, policies and programmes in support of climate resilience, adaptation and mitigation to address SDG targets that enable transformation and resilience of agrifood systems to achieve sustainability and Paris Agreement goals</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></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>
 <p><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Low priority of climate action in the country programming and recovery programs due to economic crisis and lack of understanding of the urgency</li> <li>2. Negotiations under the Sharm El Sheikh Joint Work on Implementation of Climate Action in Agriculture and Food Security are inconclusive or blocked by some UNFCCC Parties, and the importance of agrifood systems is getting lower in the climate agenda</li> <li>3. Re-programming climate financing for agrifood systems to other topics under the funding priorities and policies</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Advocacy on the climate crisis and the urgency of action in order to avoid negative changes in the agrifood systems which may become irreversible, working with external partners to design concrete measures</li> <li>2. Actively participate in the UNFCCC<sup>47</sup> and Paris Agreement processes and continue engagement in technical and political debates to promote agrifood systems as an important part of the solution to the climate crisis , in collaboration with countries and other key stakeholders</li> <li>3. Engage with bilateral donors and investors to raise the profile of food security and agriculture while addressing sustainability issues</li> </ol>


<sup>47</sup> United Nations Framework Convention on Climate Change (UNFCCC)

Title	
<b>BE2: Bioeconomy for Sustainable Food and Agriculture</b>	
<b>Gap</b>	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
<b>Outcome</b>	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
<b>SDG targets</b>	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
<b>SDG Indicators</b>	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
 <b>Accelerators</b>	<p> <b>Technology:</b> 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> <b>Innovation:</b> Bio-based innovations are important to increase productivity, address health issues and preserve natural ecosystems</p> <p> <b>Data:</b> 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> <b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Access to data, information and knowledge on environmental and social costs in agrifood systems</li> <li>• Integrating sustainability benefits and trade-offs into policies, strategies, and normative and standard setting instruments related to sustainable circular bioeconomy</li> <li>• Linking research and development (R&amp;D) to agrifood industries</li> <li>• 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</li> <li>• Consumer awareness of market incentives for the bioeconomy</li> <li>• Limitation of pollution from and promotion of sustainable waste management in agrifood systems</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Cartagena Protocol on Biosafety to the Convention on Biological Diversity</li> <li>• International Code of Conduct on Pesticide Management</li> <li>• International Plant Protection Convention (IPPC)</li> <li>• International Code of Conduct for the Sustainable Use and Management of Fertilizers</li> <li>• Basel, Rotterdam and Stockholm Conventions in their relation to agrifood systems sustainability</li> <li>• Aspirational Principles and Criteria for Sustainable Bioeconomy</li> <li>• Tools, good practices, guidance and sustainability indicators developed under “Towards sustainable bioeconomy”</li> <li>• Assessment Of Agricultural Plastics And Their Sustainability: A Call For Action</li> </ul>






Title	
	<p style="text-align: center;"><b>BE2: Bioeconomy for Sustainable Food and Agriculture</b></p> <ul style="list-style-type: none"> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)</li> <li>• Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• FAO LEAP technical guidelines on environmental assessment of recovery options for animal residues and waste</li> <li>• AQUASTAT data on Environmental Flow Requirements</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Assemble, analyse, 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</li> <li>• 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),<sup>48</sup> regional (EU Green Deal, IBF<sup>49</sup>) and national levels</li> <li>• 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</li> <li>• Develop capacities at country and regional level to participate in global R&amp;D programmes in a few breakthrough areas (e.g. novel foods, sustainable urban agriculture and sustainable aquaculture)</li> <li>• Assemble, disseminate and improve the uptake of knowledge, technologies and good practices of sustainable circular bioeconomies with a focus on agrifood systems by supporting countries in establishing favorable enabling environment for disruptive technologies transfer</li> <li>• 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</li> <li>• Advocate and communicate at national, regional and global levels to create a common understanding and shared goals around bioeconomy among consumers</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported formulation and implementation of integrated evidence-based policies and practices in micro and macro environments, using technological, organizational and social innovations to address SDG targets that promote a bioeconomy that balances economic value and social welfare with environmental sustainability</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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 agrifood 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>

<sup>48</sup> International Sustainable Bioeconomy Working Group (ISBWG); International Advisory Council on Global Bioeconomy (IACGB)




<sup>49</sup> International Bioeconomy Forum (IBF)

Title	BE2: Bioeconomy for Sustainable Food and Agriculture
 <p data-bbox="217 491 380 516">Risk/mitigation</p>	<p data-bbox="402 228 488 254">▲ <b>Risks:</b></p> <ol data-bbox="402 264 1344 485" style="list-style-type: none"> <li data-bbox="402 264 1344 352">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</li> <li data-bbox="402 363 1344 422">2. Weak market uptake, low consumer awareness and inadequate diffusion, transparency and adoption of research and innovation will hamper circular bioeconomy development</li> <li data-bbox="402 432 1344 485">3. Innovative bioeconomy practices are developed without due account of interests of the extreme poor and most vulnerable groups, who are further disadvantaged</li> </ol> <p data-bbox="402 495 565 520">🌈 <b>Mitigation:</b></p> <ol data-bbox="402 531 1349 720" style="list-style-type: none"> <li data-bbox="402 531 1349 590">1. Generate a strong analytical case and organize specific awareness and communication activities targeted at the governments of participating countries to disseminate</li> <li data-bbox="402 600 1349 659">2. Share with decision makers lessons learnt from other countries and business ventures to encourage potential models</li> <li data-bbox="402 669 1349 720">3. Ensure adequate expansion and configuration of social protection programmes in R&amp;D and support for women and youth entrepreneurship in bioeconomy</li> </ol>





Title	BE3: Biodiversity and Ecosystem Services for Food and Agriculture
<b>Gap</b>	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
<b>Outcome</b>	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
<b>SDG targets</b>	<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>6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</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>15.5 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</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>
<b>SDG Indicators</b>	<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>6.6.1 Change in the extent of water-related ecosystems over time</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>15.5.1 Red List 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>
 <b>Accelerators</b>	<p> <b>Technology:</b> Accelerate the use of geospatial information based on state-of-the-art technologies to monitor progress and interactive platforms for knowledge dissemination</p> <p> <b>Innovation:</b> Innovation based on locally adapted biodiversity-friendly agricultural practices</p> <p> <b>Data:</b> Data collection, harmonization 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> <b>Complements:</b> Provide good quality and harmonized 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>













Title		BE3: Biodiversity and Ecosystem Services for Food and Agriculture
Key thematic components		<ul style="list-style-type: none"> <li>• Maintain genetic resources and biodiversity for food and agriculture</li> <li>• Ensure the sustainable use and conservation of natural resources, including water, for food and livelihoods</li> <li>• Transform agrifood systems to prevent loss of biodiversity and degradation of ecosystems</li> <li>• Restore degraded marine and terrestrial ecosystems to increase food and agricultural productivity and enhance rural livelihoods</li> <li>• Support countries' efforts to mobilize finance to mainstream biodiversity and ecosystem restoration in national planning and implementation</li> </ul>
Normative aspects		<ul style="list-style-type: none"> <li>• FAO Strategy on Mainstreaming Biodiversity Across Agricultural Sectors and its Action Plan</li> <li>• Global plans of action on genetic resources for food and agriculture</li> <li>• 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</li> <li>• Global Forest Resources Assessment</li> <li>• Codes of Conduct, e.g. on Pesticides, Fertilizers, Responsible Fisheries</li> <li>• Guidelines on sustainable management of forests, agriculture, fisheries, soil and water, and restoration of drylands</li> <li>• Commission on Genetic Resources for Food and Agriculture (CGRFA)</li> <li>• International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA); agreements concluded under Article 15</li> <li>• CBD Post 2020 Global Biodiversity Framework</li> <li>• CBD International Pollinators Initiative</li> <li>• CBD International Initiative for the Conservation and Sustainable Use of Soil Biodiversity</li> <li>• Good practices, methodologies and harmonized data under the Global Soil Laboratory Network (GLOSOLAN)</li> </ul>
Core function strategy		<ul style="list-style-type: none"> <li>• Data and information on the socio-economic benefits of biodiversity and ecosystem restoration</li> <li>• Normative and standards setting: continue engagement with CBD<sup>50</sup> and on BBNJ<sup>51</sup></li> <li>• 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</li> <li>• Capacity development: provision of technical knowledge and guidance needed to scale up actions on the ground</li> <li>• Partnerships and coalitions: capitalize on and develop synergies between the three UN Decades on Ecosystem Restoration, Ocean Science for Sustainable Development and Family Farming</li> <li>• 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)</li> </ul>
Output Indicators		<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported adoption of targeted policies and practices to address SDG targets that maintain biodiversity for food and agriculture and promote sustainable use, conservation and restoration of marine, terrestrial and freshwater ecosystems and their services</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>

<sup>50</sup> Convention on Biological Diversity (CBD)

<sup>51</sup> Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)

Title	BE3: Biodiversity and Ecosystem Services for Food and Agriculture
 <b>Trade-Offs</b>	<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 agrifood systems</p>
 <b>Risk/mitigation</b>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Lack of secure tenure and good governance</li> <li>3. Lack of access to finance, investments, incentives and markets</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Continue FAO's work to promote the VGGT and legal and sustainable agricultural value chains</li> <li>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</li> </ol>

Title	BE4: 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 agrifood systems are insufficiently recognized as key players in the transformation towards robust, inclusive and sustainable urban and peri-urban agrifood systems
Outcome	More efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, food insecurity and malnutrition, enables healthy diets and catalyses inclusive and sustainable rural transformation while safeguarding the underlying natural resources base, 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	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day 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 11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning 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
SDG Indicators	1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) 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) 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 12.1.1 Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production
 Accelerators	<p> <b>Technology:</b> Technical innovations to shorten and/or simplify the supply chain and reduce food loss and waste; GIS technology for urban agrifood systems analysis</p> <p> <b>Innovation:</b> 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> <b>Data:</b> Hand-in-Hand Initiative geospatial platform populated with survey data from agrifood system projects and administrative data from local governments food system projects and administrative data from local governments</p> <p> <b>Complements:</b> Innovative, evidence-based urban food systems governance mechanisms for transparent monitoring, multi-level governance, multi-sectoral coordination and inclusive decision-making; technical capacity to assist city and national governments in agrifood systems planning and identifying and addressing multi-dimensional risks, triggers and institutional responses</p>
Key thematic components	<ul style="list-style-type: none"> <li>• Support better understanding of the drivers and structure of urban agrifood systems including inequality in access to food; food environment and food supply chain; rural-urban linkages and territorial dimensions; risks and vulnerabilities to shocks and stresses</li> <li>• Strengthen capacities of local and national governments for mainstreaming urban agrifood systems development and nutrition in urban policy and national and local legislative, regulatory and planning frameworks</li> <li>• Facilitate the establishment of food and nutrition governance and coordination mechanisms (e.g. Food Policy Councils)</li> </ul>

Title		BE4: Achieving Sustainable Urban Food Systems
		<ul style="list-style-type: none"> <li>• Technical support for promoting innovation, sustainable technologies and investments across the food supply chain, including urban and peri-urban agriculture, food environments, food public procurement and food waste reduction and management, applying gender transformative approaches</li> <li>• Support city-to-city exchanges on urban food policy, planning and actions including South-South and Triangular Cooperation</li> </ul>
 <b>Normative aspects</b>		<ul style="list-style-type: none"> <li>• Urban Food Agenda and Urban Food Actions Platform</li> <li>• FAO Green Cities Action Programme</li> <li>• FAO Framework for the Urban Food Agenda</li> <li>• Milan Urban Food Policy Pact (MUFPP) Indicator framework</li> <li>• Rapid Urban Food Systems Appraisal Tool (RUFSA)<sup>52</sup></li> <li>• City Region Food Systems Toolkit</li> <li>• FAO training module on integrating food into urban planning</li> <li>• Policy Briefs: Urban Food Systems and COVID-19 Pandemic</li> </ul>
 <b>Core function strategy</b>		<ul style="list-style-type: none"> <li>• Data, indicators and information on urban agrifood systems (production, analysis, dissemination and proper disaggregation)</li> <li>• Inclusive policy dialogue for raising the voice of local governments and bridging the national-local governance gaps</li> <li>• Capacity development of stakeholders at subnational level to mainstream sustainable agrifood systems in local policies, programmes, plans and actions</li> <li>• Establishing partnerships and catalysing coalitions, including UN-Habitat, international city networks, and the Milan Urban Food Policy Pact</li> <li>• Local government-friendly technologies (e.g. urban agrifood systems geospatial platform)</li> <li>• Engaging with development banks and the private sector to mobilize investment</li> <li>• Promote urban agrifood systems and the potential of local governments through a variety of communication products</li> </ul>
 <b>Output Indicators</b>		<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has promoted adoption of supportive policies and programmes, and the initiation and scaling-up of actions and investments by national and local stakeholders that support SDG targets for more efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, food insecurity and malnutrition, enables healthy diets and catalyses inclusive and sustainable rural transformation</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>		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
 <b>Risk/mitigation</b>		<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>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</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Engage in strategic communication, identify champions and form alliances with multiple actors</li> </ol>

<sup>52</sup> To be published




















Chapter 4: Better Life









**BETTER LIFE**





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

<b>SDG Indicators of Impact</b>	<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>1.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people</p> <p>1.5.2 (contributing) Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)</p> <p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status</p> <p>2.a.1 (custodian) The agriculture orientation index for government expenditures</p> <p>5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location</p> <p>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</p> <p>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</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>16.1.2 Conflict-related deaths per 100,000 population, by sex, age and cause</p>
---------------------------------	--

<b>BL1: Gender Equality and Rural Women’s Empowerment</b>	 
<b>BL2: Inclusive Rural Transformation</b>	  
<b>BL3: Agriculture and Food Emergencies</b>	  
<b>BL4: Resilient Agrifood Systems</b>	 
<b>BL5: Hand-in-Hand (HIH) Initiative</b>	  
<b>BL6: Scaling up Investment</b>	   


Title	BL1: Gender Equality and Rural Women’s Empowerment
<b>Gap</b>	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 natural and productive resources, including land and water, 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
<b>Outcome</b>	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





Title	BL1: Gender Equality and Rural Women's Empowerment
<p><b>SDG targets</b></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>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</p> <p>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</p> <p>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</p>
<p><b>SDG Indicators</b></p>	<p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status,</p> <p>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</p> <p>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</p> <p>5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment</p> <p>5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location</p>
<p> <b>Accelerators</b></p>	<p> <b>Technology:</b> Promote digital technologies and other ICTs to empower women economically, politically and socially</p> <p> <b>Innovation:</b> Institutional and social innovations promoting gender equality and women's empowerment, taking into account their specific needs and priorities</p> <p> <b>Data:</b> 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</p> <p> <b>Complements:</b> 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>
<p><b>Key thematic components</b></p>	<ul style="list-style-type: none"> <li>• Promote rural women's economic empowerment through decent work and access to markets</li> <li>• Enhance women's voice, leadership, and decision-making in rural institutions and organizations</li> <li>• Promote equal rights, access to and control over natural and productive resources, including land and water</li> <li>• Reduce women's work burden</li> <li>• Promote the uptake of gender-transformative approaches in rural, peri-urban and urban agrifood systems</li> </ul>
<p> <b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)</li> <li>• Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI)</li> <li>• Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• FAO Policy on Gender Equality 2020-2030; FAO Corporate Framework on Rural Extreme Poverty;</li> <li>• Convention on the Elimination of All Forms of Discrimination against Women (CEDAW): General Recommendation 34 on the rights of rural women</li> <li>• UN System-wide Action Plan (UNSWAP) on Gender Equality and the Empowerment of Women (GEEW)</li> <li>• CFS Voluntary Guidelines on Gender Equality and Women's Empowerment</li> </ul>

Title	BL1: Gender Equality and Rural Women's Empowerment
	<ul style="list-style-type: none"> <li>• FAO Rural Youth Action Plan (RYAP)</li> <li>• FAO Technical Guides for Gender-Sensitive Social Protection and Social Protection Framework</li> <li>• FAO Strategy on Climate Change 2022-2031</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Evidence, knowledge, and sex-disaggregated data to identify gender gaps, inform policy and programmatic actions and measure results</li> <li>• Policy and technical support for gender-responsive policy, legal and investment frameworks governing the agricultural sector</li> <li>• 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</li> <li>• Partnerships with national stakeholders and other development actors to strengthen Programme impact and foster uptake of approaches for rural women's socio-economic empowerment</li> <li>• Advocacy and communication to promote gender equality and women's empowerment, and influence debates about women's role in sustainable agriculture and rural transformation</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported gender-responsive policies, strategies, programmes and legal frameworks to address SDG targets that ensure women's equal rights, access to and control over resources, services, technologies, institutions, economic opportunities and decision-making, and eliminate discriminatory laws and practices</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></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>
 <p><b>Risk/mitigation</b></p>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Lack of political commitment to gender equality and weak national capacity and expertise on gender</li> <li>2. Women's economic empowerment may lead to gender-based violence</li> <li>3. Women are further marginalized due to shocks associated with economic fluctuations, climate change, natural disasters, pandemics or conflicts</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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> <li>2. Promote gender transformative approaches and engage with men, boys, and norm-holders to mitigate against GBV<sup>53</sup> and establish feedback and complaint mechanisms</li> <li>3. Enhance capacities of decision-makers in addressing gender-based risks faced by women, introduce technologies and practices in support of climate resilience, adaptation and mitigation, and enhance women's involvement in recovery programmes and projects</li> </ol>


<sup>53</sup> Gender-Based Violence (GBV)












Title	BL2: Inclusive Rural Transformation
<b>Gap</b>	Rural people depend on agrifood 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
<b>Outcome</b>	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
<b>SDG targets</b>	<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>
<b>SDG Indicators</b>	<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>
 <b>Accelerators</b>	<p><b>Technology:</b> Addressing the constraints to access and adoption of technologies faced by poor, marginalized and vulnerable people can spur inclusive rural transformation</p> <p><b>Innovation:</b> 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><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Render agrifood systems and rural areas attractive to youth</li> <li>• Foster multisectoral and territorial approaches to anti-poverty, anti-hunger, and rural development policies and programmes</li> <li>• Promote collective action and participation and inclusive institutions and organizations</li> </ul>


Title	BL2: Inclusive Rural Transformation
	<ul style="list-style-type: none"> <li>Support agripreneurship, agri-MSMEs,<sup>54</sup> responsible investments and inclusive agrifood value chain development</li> <li>Facilitate income diversification and decent work along agricultural value chains</li> <li>Improve and expand access to social protection</li> </ul>
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI)</li> <li>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</li> <li>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</li> <li>FAO Policies on Gender Equality; and Indigenous and Tribal Peoples</li> <li>FAO's Participatory and Negotiated Territorial Development (PNTD) approach</li> <li>UN Decade of Family Farming 2019-2028 Global Action Plan</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>Capacity development for rural people, particularly young women and men, to improve skills and facilitate better engagement in, and benefit from, sustainable agrifood systems</li> <li>Through partnerships, bring stakeholders together to achieve inclusive rural transformation jointly, based on specific context and needs</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>Number of CPFs/countries where FAO has supported targeted policies, strategies and programmes to address SDG targets that accelerate inclusive transformation and revitalization of rural areas ensuring equal participation of and benefits to poor, vulnerable and marginalized groups</li> <li>% Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></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>






<sup>54</sup> Micro, small and medium-sized enterprise (MSME)





Title	BL2: Inclusive Rural Transformation
 <p data-bbox="217 522 380 548">Risk/mitigation</p>	<p data-bbox="402 228 488 254">▲ Risks:</p> <ol data-bbox="402 264 1352 422" style="list-style-type: none"> <li data-bbox="402 264 1352 323">1. Unfavourable changes in government policy priorities, budget allocations and financial constraints and a poor enabling environment for opportunities in agrifood value chains</li> <li data-bbox="402 327 992 352">2. Slow buy-in of value chain stakeholders and investors</li> <li data-bbox="402 357 1352 422">3. Health-related pandemic, conflicts, ecosystem degradation and natural disasters/climate change</li> </ol> <p data-bbox="402 432 565 457">🌈 Mitigation:</p> <ol data-bbox="402 468 1352 781" style="list-style-type: none"> <li data-bbox="402 468 1352 625">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</li> <li data-bbox="402 630 1352 720">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</li> <li data-bbox="402 724 1352 781">3. Adopt risk reduction and mitigation plans, integrating climate change adaptation and mitigation measures, including social protection</li> </ol>

Title	BL3: Agriculture and Food Emergencies
Gap	<p>In 2022, up to 222 million people were expected to face acute food insecurity and to be in need of urgent assistance in 53 countries and territories (IPC/CH Phase 3 or above or equivalent), of which 45 million people in 37 countries are projected to have so little to eat that they will be severely malnourished, at risk of death, or already facing starvation and death (IPC/CH Phase 4 and above) Populations in acute food insecurity and malnutrition need urgent livelihood and food and nutrition assistance as a result of conflating global and local challenges including conflict, weather extremes, transboundary animal and plant pests and diseases, economic shocks.</p>
Outcome	<p>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 peace approach, their populations equipped with appropriate capacities to better withstand and manage future shocks and risks and to contribute to the transformation of agrifood systems.</p>
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  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  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  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  1.5.2 (contributor) Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)  1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies  1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction  2.1.1 (custodian) prevalence of undernourishment  2.1.2 (custodian) prevalence of moderate or severe food insecurity in the population (FIES)  2.2.1 prevalence of stunting  2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)  2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status  16.1.2 Conflict-related deaths per 100 000 population, by sex, age and cause</p>
 Accelerators	<p> <b>Technology:</b> Enhance speed and quality of the response in humanitarian and food crisis contexts using state of the art digital technologies   <b>Innovation:</b> Innovate in combining risk information, sustainable recovery and scaling-up tools to boost timely response for recovery along the humanitarian-development nexus and its contribution to peace approach   <b>Data:</b> Timely production and analysis of data along the agrifood system to inform preparedness, early warning, anticipatory action and emergency response in food crisis contexts   <b>Complements:</b> Promote timely, efficient and sustainable emergency response in food crisis contexts 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"> <li>• Preparedness measures developed in advance of potential disasters and crises</li> <li>• Inclusive and equitable anticipatory action built on forecasting information and forward planning to reduce the impacts of disasters and crises and curb food insecurity and malnutrition</li> <li>• Effective local, national and international emergency response to assist affected populations in food crisis contexts</li> <li>• Contributing to sustained peace and conflict prevention at local level in humanitarian contexts</li> </ul>

Title	BL3: Agriculture and Food Emergencies
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• Embedding longer-term resilience building within humanitarian activities to withstand future shocks, reduce future risks and protect development gains and reduce the likeliness of acute food insecurity and malnutrition</li> <li>• Global Network Against Food Crisis: 2020 Global Report on Food Crises</li> <li>• Impact of Disasters and Crises on Agriculture and Food Security report</li> <li>• Early warning analysis of acute food insecurity hotspots (FAO–WFP publication, 2020)</li> <li>• Applying an inclusive and equitable approach to anticipatory action (FAO publication, 2020)</li> <li>• The Programme Clinic: designing conflict-sensitive interventions (FAO publication, 2019)</li> <li>• Practitioner’s Guide for Seed Security Assessments (FAO publication, 2015)</li> <li>• Fisheries and aquaculture emergency response guidance (FAO publication, 2014)</li> <li>• Livestock Emergency Guidelines and Standards (FAO publication, 2015)</li> <li>• Social protection and resilience: supporting livelihoods in protracted crises and in fragile and humanitarian contexts (FAO position paper, 2017)</li> <li>• FAO and Cash+ How to maximize the impacts of cash transfers (FAO publication, 2018)</li> <li>• FAO Policy on Indigenous and Tribal Peoples (FAO 2015)</li> <li>• Free Prior and Informed Consent: An indigenous peoples’ right and a good practice for local communities (FAO 2016)</li> <li>• Managing Climate Risks through Social Protection – Reducing rural poverty and building resilient agricultural livelihoods (FAO 2019)</li> <li>• Social protection and COVID-19 response in rural areas (FAO 2020)</li> <li>• Technical guidance to improve nutrition through cash-based interventions (FAO 2020)</li> <li>• Sampling of agricultural soils and plants for radioactivity analysis (fao.org) (FAO 2022)</li> <li>• Gendered impacts of COVID-19 and equitable policy responses in agriculture, food security and nutrition (FAO 2020)</li> <li>• Operationalizing Pathways to Sustaining Peace: A How-to Guide (FAO 2022)</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Implement emergency interventions benefiting from the latest knowledge, technologies or good practices</li> <li>• Produce data and information on crisis contexts and impacts to support evidence-based emergency responses that are conflict, disaster and nutrition sensitive</li> <li>• 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</li> <li>• Develop capacity for evidence-based emergency preparedness and response interventions, enhancing localization and inclusivity, with dedicated attention to women empowerment</li> <li>• Facilitate partnerships to implement effective emergency response, promoting a humanitarian-development nexus and its contribution to peace approach</li> <li>• Foster policy dialogue at global, regional and country levels, as through the Global Network Against Food Crises</li> <li>• Promote and further develop technical norms or flagship reports ensuring effective food and agriculture emergency response</li> <li>• Support effective humanitarian response through the co-leadership (with WFP) of the Inter-Agency Standing Committee (IASC) Global Food Security Cluster</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries facing or at risk of acute food insecurity where FAO has supported SDG targets through urgent livelihood and nutrition assistance and, adopting a humanitarian-development nexus and its contribution to peace approach, equipped their populations with appropriate capacities to better withstand and manage future shocks and risks and contribute to the transformation of agrifood systems</li> <li>2. % Stakeholders’ appreciation of FAO’s work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></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</p>






Title	BL3: Agriculture and Food Emergencies
	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 to contribute to food security and nutrition.
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Lack of timely and stable finance in the medium- and long-term reduces capacity to scale up response</li> <li>2. Inability to access hard-to-reach areas</li> <li>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</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Active engagement with partners to advocate for and secure multi-year, flexible and reliable funding to ensure sustainable impact toward building agricultural livelihoods' resilience</li> <li>2. Sustain long-term in-country presence enabling FAO to have a deep understanding of the context and interact with all actors</li> <li>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 including respecting the right to free, prior and informed consent when the emergency and response affect Indigenous Peoples</li> </ol>





Title	BL4: Resilient Agrifood Systems
Gap	Household livelihoods of approximately 4.5 billion people depend on agrifood systems exposed to multiple shocks and stressors; in 2021, 9.8percent of the world population were undernourished and some 150 million were facing acute food insecurity and malnutrition, due to numerous conflating drivers of hunger at global and local level, including the secondary impacts of the COVID-19 pandemic.
Outcome	Resilience of agrifood systems and livelihoods to socio-economic and environmental shocks and stresses strengthened through improved multi-risk understanding and effective governance mechanisms for implementation of risk and 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> <b>Technology:</b> Technology applied in the context of resilience, both for primary producers but also along food value chains, to reduce the risk of shocks and stresses that may lead to food crises; technology on instruments to measure risk and uncertainty will be used</p> <p> <b>Innovation:</b> Innovate in operationalizing the resilience concept, taking an agrifood system perspective, and deliver timely quality information to manage risk and reduce vulnerabilities</p> <p> <b>Data:</b> Analyse acute and chronic food insecurity and malnutrition, and to use existing indicators or develop new ones for vulnerability/resilience measurement at the domestic network level and for the overall functioning of the agrifood system at the national level to inform policies and decision making</p> <p> <b>Complements:</b> 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 agrifood systems</p>
Key thematic components	Working across interlinked agrifood system layers - i.e. individual producers and agrifood workers on and off-farm; businesses; workers on and off-farm; food supply chains; domestic food networks; consumers (with focus on access to healthy diets); and agrifood systems as a whole- and in order to enhance the resilience of the livelihoods of agrifood systems actors, while supporting national economies, sustainable natural resources management, including water, and productive ecosystems, will imply strengthening (i) multi-risks understanding at these different levels, (ii) to inform multiple risk governance and decision-making for (iii) the implementation of vulnerability reduction measures to reduce the likeliness of food insecurity and malnutrition.

Title	BL4: Resilient Agrifood Systems
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• State of Food and Agriculture (SOFA) 2018, 2020</li> <li>• State of Food Security and Nutrition in the World (SOFI) 2017, 2018</li> <li>• 2020 Global Report on Food Crises</li> <li>• Impact of Disasters and Crises on Agriculture and Food Security report</li> <li>• 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)</li> <li>• Programme Clinic: Designing Conflict-Sensitive Interventions (FAO Facilitation Guide, 2019)</li> <li>• Guidelines for Increasing Access of Small-Scale Fisheries to Insurance Services in Asia - A Handbook for Insurance and Fisheries Stakeholders (FAO publication, 2019)</li> <li>• CGIAR Consortium of International Agricultural Research Centres</li> <li>• FAO Corporate Framework to support sustainable peace in the context of the Agenda 2030</li> <li>• Resilience Index Measurement and Analysis (RIMA II) and web based tool (Shiny RIMA)</li> <li>• Social protection and decent rural employment for Climate Smart Agriculture</li> <li>• Governance Challenges for Disaster Risk Reduction and Climate Change Adaptation Convergence in Agriculture.</li> <li>• FAO Policy on Indigenous and Tribal Peoples</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security</li> <li>• Gender-responsive disaster risk reduction in the agriculture sector</li> <li>• Gender mainstreaming as a key strategy for building resilient livelihoods</li> <li>• Consolidating community resilience by strengthening households' social, productive and financial capacities through an integrated approach</li> <li>• Forest for resilience to natural, climate and human-induced disasters and crises</li> <li>• Compendium of indicators for Emergency and Resilience (including its Annex)</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Data collection in collaboration with country-led institutions to enhance multiple risk understanding and reduce agrifood system vulnerabilities, and contribute to improved resilience of the poor and those in vulnerable situations whose livelihoods depend on agrifood systems</li> <li>• Capacity development focus on transitioning from a reactive management of shocks to a proactive approach based on enhanced understanding of agrifood system vulnerabilities and risks</li> <li>• Partnership and coalition dimensions bring together different actors along agrifood systems and sectors, fostering policy dialogue at all levels and supporting uptake of knowledge, technologies and good practices</li> <li>• 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</li> <li>• 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</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets to promote improved multi-risk understanding and effective governance mechanisms for implementation of vulnerability reduction measures for strengthened resilience of agrifood systems and livelihoods to socio-economic and environmental shocks and stresses</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></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>





Title	BL4: Resilient Agrifood Systems
 <b>Risk/mitigation</b>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Lack of timely, predictable and flexible financing in the medium and long term to address underlying agrifood system vulnerabilities and needs of the most vulnerable communities</li> <li>2. Enabling environment and political will, as well as multi-stakeholder commitment not guaranteed across different levels of an agrifood system</li> <li>3. Communities, including Indigenous Peoples, and local institutions and organizations are not appropriately involved</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>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</li> <li>3. Sustain long-term in-country presence enabling deep understanding of context and interact with all actors, including Indigenous Peoples ensuring their right to free, prior and informed consent, and facilitate access to finance at local level for community-led resilience building</li> </ol>






Title	BL5: Hand-in-Hand (HIH) Initiative
<b>Gap</b>	In most low-income countries and those in food crises, livelihoods are constrained by persistently low levels of productivity in agrifood 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
<b>Outcome</b>	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 agrifood systems through analysis, partnerships and enabling scaled-up investment
<b>SDG targets</b>	<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>
<b>SDG Indicators</b>	<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 &lt;-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>
 <b>Accelerators</b>	<p> <b>Technology:</b> 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> <b>Innovation:</b> Catalyse change, such as new business models, institutional development and new market entry, by leveraging innovative partner matchmaking</p> <p> <b>Data:</b> 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> <b>Complements:</b> 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 agrifood production systems and markets</p>

Title	BL5: Hand-in-Hand (HIH) Initiative
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Stochastic profitability frontier analysis and governance technical analysis</li> <li>• Donor/partner mapping to accelerate learning and improve transparency</li> <li>• HIH Member Country-led Executive Round Tables to improve inclusive decision-making</li> <li>• Partner matchmaking to promote development-oriented innovation and mobilize commitments to provide critical means of implementation, including finance and investment at scale</li> <li>• A comprehensive HIH Programme Investment Plan (PIP) to guide multi-partner collaboration</li> <li>• Robust HIH programme dashboards to facilitate partner coordination and communications</li> <li>• Mobilization of “whole of FAO” as a method for improving programme integration</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• International treaties, whether negotiated under FAO auspices or in other authoritative forums</li> <li>• Voluntary guidelines and policy guidance endorsed by the Committee on World Food Security (CFS) and FAO Governing Bodies</li> <li>• Authoritative policy decisions of multi-stakeholder bodies such as Codex Alimentarius</li> <li>• UN-endorsed rights-based obligations</li> <li>• Flagship publications such as SOCO, SOFA, SOFI, SOFIA, SOFO, SOLAW and SoW-BFA<sup>55</sup></li> <li>• National agricultural, food system, and rural transformation strategies and plans, including for investment plans</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Facilitate and support governments and relevant stakeholders in the utilization of FAO normative instruments to promote sustainable and inclusive agricultural and rural transformation</li> <li>• Strengthen multi-stakeholder and inter-sectoral policy dialogue through HIH Member Country-led Executive Round Tables to develop comprehensive programme investment plans</li> <li>• Support institutional capacity development, including on the use of the HIH Platform and Dashboards for improved evidence-based policy development, implementation and coordination</li> <li>• Facilitate access to vital “means of implementation” for sustainable development through the innovative, requirement-focused HIH matchmaking approach to partnership development</li> <li>• Improve transparency and facilitate advocacy and communications among partners and stakeholders through the deployment of information technology enabled dashboards</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets to accelerate agricultural transformation and sustainable rural development through targeting the poorest and the hungry, differentiating territories and strategies, and bringing together all relevant dimensions of agrifood systems through analysis and partnerships % Stakeholders’ appreciation of FAO’s work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <b>Trade-Offs</b>	<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>

<sup>55</sup> *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	BL5: Hand-in-Hand (HIH) Initiative
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. The complex and vulnerable natural and social environments in HIH countries challenge sustainability of progress</li> <li>2. Climate crisis and open market dynamics complicate the achievement of sustainable agrifood system improvements in HIH countries</li> <li>3. FAO and its Members cannot mobilize the resources on the scale necessary to meet the programmatic needs identified in each investment plan</li> <li>4. Changes in governments lead to shifting priorities and therefore a de-prioritization politically and financially within a country</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Advance use of data, modelling 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</li> <li>3. Ongoing communication and advocacy throughout the programme to sustain commitment and enable necessary adjustments in response to unforeseen developments</li> <li>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</li> </ol>

Title	BL6: Scaling up Investment
Gap	Delivering on the Sustainable Development Goals requires substantially more and better public and private investments
Outcome	Transformation towards sustainable agrifood 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><b>Technology:</b> Digital solutions for better decision-making; mobile banking and geodata-based financial tools for risk management; sustainable food and agricultural practices</p> <p><b>Innovation:</b> Innovative digital finance; blended finance; broadened partnerships and platforms; reimbursable technical assistance; sustainable and nature-based food and agricultural solutions</p> <p><b>Data:</b> 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><b>Complements:</b> 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"> <li>• Support strategic investment planning in sustainable agrifood systems transformation and in fostering enabling policies</li> <li>• Increase support to public and private investment in sustainable agrifood systems, including sustainable investment</li> <li>• Develop more knowledge and innovation-intensive investment solutions and better capacity for investment</li> <li>• Share investment-related information and knowledge, through effective communication</li> </ul>

Title	BL6: Scaling up Investment
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• CFS-RAI, VGGT, Farmer Field Schools, FAO EX-ACT tool, GLEAM-I,<sup>56</sup> LPIS,<sup>57</sup> RuralInvest and Collect Mobile toolkits, Earth Map, AquaCrop and CropWat models</li> <li>• FAO's work on carbon neutrality, Geographical Indication, and water harvesting investments</li> <li>• SOFA, SOFI, SOLAW</li> <li>• OECD-FAO Guidance for Responsible Agricultural Supply Chains</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Advocacy and communication to mobilize investments with development banks and private sector</li> <li>• Partnerships to leverage resources and provide high-level technical support that responds to countries' needs</li> <li>• Inclusive policy dialogue to create an enabling environment for inclusive and responsible public and private investment in resilient agrifood systems</li> <li>• Capacity development at national level to design, implement and evaluate public investment projects and to catalyse private investment to achieve large-scale sustainable impacts on the improvement of people's lives</li> <li>• 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</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets promoting increased public and private investment, and improved capacities to leverage future investment to accelerate transformation towards sustainable agrifood systems with large-scale impacts on reducing inequalities and eradicating poverty and hunger</li> <li>2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)</li> </ol>
 <p><b>Trade-Offs</b></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><b>Risk/mitigation</b></p>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>1. FAO and its partners are unable to meet the demand for quality investment support</li> <li>2. Countries' capacity development for investment is not prioritized or correctly identified</li> <li>3. Disruptions due to COVID-19 or new emergencies (and ensuing economic crises) may shift policy priorities and investment decisions away from agrifood systems</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Advocate for capacity development for investment support to build commitment at national level and among donors, and provide relevant services</li> <li>3. Raise awareness among country stakeholders about the economic, social and environmental benefits of investments in agrifood systems for governments, communities and investors. Maintain strong networks and partnerships with IFIs and resource partners to increase agrifood systems resilience</li> </ol>

<sup>56</sup> Global Livestock Environmental Assessment Model - Interactive (GLEAM-i)

<sup>57</sup> Land Parcel Identification System (LPIS)

### Objective 5: 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	Targets 2023	Targets 2025
<b>Outcome 5.1: Quality and integrity of the technical and normative work of the Organization</b>	5.1.A Quality of technical and normative work of the Organization, measured through surveys to relevant stakeholders	75%	77%
Outputs			
5.1.1 Ensure compliance with technical policies, technical integrity and coherence of FAO's interventions across disciplines and geographical boundaries			
5.1.2 Provide capacity to respond to emerging issues, support to exploring new approaches and innovations to adapt solutions to a changing environment, and contribute to resolving challenges through collaborative efforts using the multidisciplinary fund			
5.1.3 Advance fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees (COFI, COFO, COAG, CCP)			
5.1.4 Ensure preparation of flagship publications on the "State of" food insecurity, agriculture, fisheries and aquaculture, forestry, and on global perspectives of food and agriculture			

178. 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 agrifood systems and the production of high-quality corporate flagship publications.

#### **Priorities for 2024-25**

179. Key priorities for 2024-25 will include the implementation of the new Framework for Environmental and Social Management across all FAO programmes and projects. This is an essential mechanism to ensure all FAO's activities and interventions are consistent with and supportive of environmental and social standards as well as its main technical policies. A new model for the provision of technical support services to FAO's projects will also be implemented, featuring a more programmatic and flexible approach. Technical committees will be supported to facilitate further collaboration and coordination with a more prominent focus on crosscutting issues. Scientific and evidence-based normative and standard-setting work will continue to be a priority for the next biennium, including maintaining the increased level of funding for the International Plant Protection Convention and the Joint FAO/World Health Organization (WHO) food safety scientific advice programme.

Outcome	KPIs	Targets 2023	Targets 2025
<b>Outcome 5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making</b>	5.2.A Proportion of SDG indicators under FAO custodianship reported at (a) national level and (b) with relevant level of data disaggregation in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1)	(a) 60% (b) 45%	(a) 66% (b) 50%
	5.2.B Increase in the average response rate to FAO statistics questionnaires	+4%	+6%
	5.2.C Proportion of FAO statistical processes and data outputs of good quality on the basis of the relevant FAO Quality Assurance Framework	75%	80%
<b>Outputs</b>			
5.2.1 Methods and standards for the collection, processing, dissemination, and use of food and agriculture data and statistics, including the 21 SDG indicators for which FAO is custodian, developed and shared			
5.2.2 Support provided to strengthen the capacity of national agricultural statistics systems to collect, analyse and disseminate food and agriculture data and statistics, including the 21 SDG indicators for which FAO is custodian			
5.2.3 High quality and internationally comparable food and agriculture data and statistics, including the 21 SDG indicators for which FAO is custodian, are disseminated by FAO and accessed by the international community			
5.2.4 FAO data and statistics governance and coordination strengthened in order to improve harmonization, quality, and consistency of data and statistical activities across the Organization			

180. High-quality data and statistics are essential for informing, designing and monitoring 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 data and statistical methods and standards; the collection, processing, and global dissemination of internationally comparable country data; the strengthening of national statistical institutions in collecting, analyzing, disseminating and using food and agricultural statistics for monitoring SDG achievements and informing policy and investment decisions at country level; and an effective data and statistical governance within FAO and with national, regional and international stakeholders.

181. Priorities for 2024-25 will include: (a) to continue improving standards, international classifications and methodological frameworks for the collection and global dissemination of innovative and relevant statistical information on the food and agriculture sector; (b) to further strengthen FAO's role as custodian agency of 21 SDG indicators and as such, coordinate FAO data collection and dissemination, capacity development initiatives and global reporting on relevant SDG indicators; (c) to support national statistical institutions to adopt internationally recognized definitions, classifications and methods and improve the quality of the statistics they produce through both large-scale capacity development initiatives (such as the 50X2030)<sup>58</sup> and more targeted assistance; and (d) to further strengthen data and statistical governance, in particular to harness the potential of big data and geospatial information in the production of more timely and more disaggregated data and statistics, in compliance with international standards and policies.

<sup>58</sup> The 50x2030 Initiative to Close the Agricultural Data Gap



Outcome	KPIs	Targets 2023	Targets 2025
<b>Outcome 5.3: Cross-cutting areas: Gender, Youth, Inclusion</b>	5.3.A Number of gender mainstreaming minimum standards implemented	14	15
	5.3.B Number of performance standards of revised UN SWAP on gender met or exceeded by FAO	14	15
	5.3.C Percentage of FAO units and decentralized offices contributing to the Rural Youth Action Plan (RYAP)	75%	80%
	5.3.D Level of FAO's work targeting inclusion as a prominent objective	15%	20%

#### Outputs

5.3.1 Members are supported to develop their capacities consistent with FAO's minimum standards for gender mainstreaming and targeted interventions

5.3.2 Institutional mechanisms and staff capacities are established or strengthened to support countries' initiatives aimed at addressing gender equality

5.3.3 Institutional mechanisms and staff capacities are established or strengthened to address youth

5.3.4 Institutional mechanisms and staff capacities are established or strengthened to address inclusivity

182. 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, Indigenous Peoples and enhancing their capacity, voice and participation to thrive as actors within their social and economic contexts.

183. Priorities for **Gender** in 2024-25 comprise: (a) coordinating the implementation of FAO's Policy on Gender Equality (2022-2030) and the commitments of the UN SWAP 2.0 on Gender, and facilitating the integration of gender dimensions in FAO's programmatic work; (b) providing capacity development, technical guidance and support to FAO HQ technical units and Decentralized Offices to address gender dimensions in their work programmes, using innovative approaches including the upcoming online Gender Learning and Information Center; and (c) enriching the knowledge base on gender and agrifood systems based on the upcoming flagship report on the Status of rural women in agrifood systems.

184. Priorities for **Youth** in 2024-25 include: (a) ensuring systematic implementation and further facilitating the integration of youth dimensions in FAO's programme of work, in alignment with the Rural Youth Action Plan (RYAP); and (b) providing technical guidance to FAO HQ technical units and Decentralized Offices (DOs) to adequately incorporate youth dimensions in their work programmes.

185. Priorities for **Inclusivity** in 2024-25 comprise: (a) finalizing and implementing the inclusivity framework to mainstream inclusivity throughout FAO's work (including programmes and projects); and (b) providing capacity development and technical guidance to FAO HQ technical units and Decentralized Offices (DOs) to adequately incorporate inclusivity dimensions in their work programmes.

186. Priorities for **Indigenous Peoples** in 2024-25 include: (a) continue implementing the FAO policy on Indigenous Peoples; (b) address UNDESA recommendations to FAO in support of UN System-wide Action Plan on Gender Equality and the Empowerment of Women and UN Declaration of Rights of Indigenous Peoples (UNDRIP) on Indigenous Peoples; (c) include Indigenous youth and women in FAO's programmatic and normative work; (d) provide technical support to ensure FAO compliance with UNDRIP by following Free, Prior and Informed Consent; (e) lead FAO's work on Indigenous Peoples food and knowledge systems through the secretariats of the Coalition on Indigenous Peoples food systems and the Group of Friends; and (f) provide evidence about the sustainability and resilience of Indigenous Peoples food system through the coordination of the Global-Hub on Indigenous Peoples food systems.

Outcome	KPIs	Targets 2023	Targets 2025
<b>Outcome 5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)</b>	5.4.A Number of good quality FAO products to advance appropriate technologies for sustainable agrifood systems to strengthen countries' capacities to make decisions for the adoption of these technologies	20	25
	5.4.B Number of good quality and coherent technological, social, institutional, policy and/or financial innovations promoted and/or integrated into FAO's programmatic interventions to maximize impacts and minimize trade-offs for ensuring resilient and sustainable agrifood systems	20	25
	5.4.C Number of significant data sets or information systems created or updated, and being utilized to provide more relevant evidence and support for FAO's programmatic interventions	100	125
	5.4.D Number of mechanisms for leveraging Governance, Institutions and Human Capital in FAO programmes at national, regional and global levels	10	15
<b>Outputs</b>			
5.4.1 Science and evidence-based knowledge and common understanding on technology and its use, its benefits and risks to accelerate results and minimize trade-offs, are developed and communicated			
5.4.2 Capacity building to Members is provided, supporting informed decisions on the selection and use of appropriate technology that minimizes trade-offs based on science and evidence			
5.4.3 Integrated innovative technologies, institutional mechanisms, enabling policy and social processes, and financial innovations to accelerate FAO's programmatic interventions are identified, promoted, applied and scaled-up to maximize impacts while minimizing trade-offs.			
5.4.4 Data to accelerate the implementation of the PPAs are identified, collected, processed, disseminated and used			
5.4.5 Advice, support and analysis provided that contribute to more effective and equitable governance, institutions and human capital at global, regional and national levels (programme level)			
5.4.6 Tools, platforms and partnerships developed for advancing FAO's work on the complements, contributing to more efficient, inclusive, resilient and sustainable agrifood systems (corporate competencies)			

187. 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.

188. Priorities for **Technology** in 2024-25 include: (a) implementing and reviewing the Action Plan for the FAO Science and Innovation Strategy; (b) developing the biennial flagship *Agrifood Systems Technologies and Innovations Outlook* that will curate existing information on the current, measurable state of agrifood system science, technology and innovation (STI) and upcoming changes; (c) convening events and spaces for dialogue, exchange and sharing on STI, including the annual Science and Innovation Forum, and science knowledge hubs; (d) facilitating access to unbiased information through issue papers on potential benefits and risks of new and emerging technologies; developing guidance for strengthening science-policy interfaces; (e) developing and reinforcing collaboration and implementation of transformative partnerships with global scope harnessing STI; and (f) strengthening communication on STI including through the STI website, social media, and other channels.

189. The priorities of the **Innovation** accelerator for 2024-25 will be the integration, promotion and scaling up of technological, institutional, social, policy and financial innovations relevant to PPAs, by leveraging emerging opportunities at global, regional and national levels to accelerate FAO's

programmatic interventions, and to fast-track progress towards more efficient, inclusive, resilient and sustainable agrifood systems. Building on the efforts in 2022-23, priority actions will be aligned to the guiding principles and outcomes of the FAO Science and Innovation Strategy. The focus will be on promoting multi-stakeholder processes for innovation, technical support, policy advice, knowledge sharing, evidence generation for decision making and strengthening capacity of Members to enable access to, and use of, inclusive, affordable and context specific innovations- aiming at achieving sustainable agrifood systems by leveraging transformative partnerships and innovative financing.

190. The key priorities for **Data** will be to regularly generate, disseminate and facilitate the use of disaggregated data and statistics, informing the decision-making process for all Programme Priority Areas. This will be achieved by continuously updating relevant existing databases and information systems, as well as defining and addressing key data gaps for the implementation of the PPAs. The use of the data accelerators will also be enhanced through open and accessible data dissemination platforms, as well as integrated capacity development activities to bridge the gaps between data production and data use.

191. Under **Complements** in 2024-25, both global and country-level work confirmed the critical need for adequate tools, platforms and partnerships to support Members to understand and assess the complexity of agrifood systems, while embracing new ways of engaging stakeholders to achieve the requisite scale, scope and duration of action required for advancing toward more sustainable, more inclusive and more resilient agrifood systems. Priorities include: (a) scaling up and implementing the methodological framework which combines technical and governance analyses, to support agrifood systems transformation; (b) further facilitating integration of governance, institutions and human capital dimensions into FAO's programmatic and normative work including Hand-in-Hand and other corporate initiatives; and (c) strengthening staff capacity to leverage the complements accelerator, and thus reinforce FAO's ability to strengthen human capital and institutions and provide science-based information and expertise, as well as to convene, catalyse and coordinate a wide range of social and economic actors in developing innovative governance mechanisms.

## Chapter 6: Technical Cooperation Programme

Result level	Accountability and measurement		
<b>Outcome Statement</b>	The Technical Cooperation Programme (TCP) delivered in full alignment with the objectives of the FAO Strategic Framework, regional and country-specific priorities.		
<b>Scope of work</b>	TCP allows facilitation of access by member countries to FAO's knowledge and technical expertise in all priority areas covered by the FAO Strategic Framework 2022-31, 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.		
<b>Outcome</b>	<b>KPIs</b>	<b>Targets 2023</b>	<b>Targets 2025</b>
<b>6.1: TCP management and support</b>	6.1.A Approval rate of TCP resources against 2022-23/2024-25 appropriation	100%	100%
	6.1.B Delivery rate of TCP projects against 2020-21/2022-23 appropriation	100%	100%
	6.1.C Percent of projects approved against 2022-23/2024-25 appropriation that are gender sensitive/or contribute to gender equality	60% <sup>59</sup>	70%

### **Priorities for 2024-25**

192. Promoting the strategic role of TCP contributions towards Members' achievement of SDG targets, in response to requests for assistance within the context of the FAO Strategic Framework 2022-31 and UN development system repositioning, and with continued emphasis on technical support for capacity development, ensuring sustainability, and leveraging wider results.

193. Efforts will continue to: (a) further streamline and refine policies and procedures towards a more efficient and effective programmatic approach; (b) devise flexible and innovative approaches to fully leverage the TCP's catalytic role in attracting extrabudgetary funding and partnerships for the benefit of Members; and (c) enhance transparency, communication and systematic reporting of TCP implementation and results.

194. Following the conclusion of the TCP Strategic Exercise, the Organization will apply revised regional TCP resource shares to the 2024-25 appropriation and apply harmonized principles to the distribution of resources within regions. The share of the TCP at 14 percent of the net budgetary appropriation is maintained in the PWB 2024-25 proposal, in line with Conference Resolution 9/89<sup>60</sup> and the recommendation of the Conference at its 41st Session in 2019.<sup>61</sup>

<sup>59</sup> Baseline 2021 54%

<sup>60</sup> C 1989/REP/Resolution 9/89

<sup>61</sup> C 2019/REP, paragraph 70.e)

### Functional Objective 7: Outreach

Result level	Accountability and measurement		
<b>Outcome Statement</b>	Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management.		
<b>Scope of work</b>	Functional Objective 7 concerns the outreach functions of the Organization and the support to the enabling environment for these functions and for project 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.		
<b>Outcome</b>	<b>KPIs</b>	<b>Targets 2023</b>	<b>Targets 2025</b>
<b>7.1: Partnerships, advocacy and capacity development including South-South and Triangular Cooperation</b>	7.1.A Number of strategic partnerships, alliances, networks and platforms with State and non-state actors brokered, established and sustained	+17	+35
	7.1.B Number of initiatives developed and implemented with UN Agencies, Funds and Programmes, including Rome-based Agencies, in support of UN reform and repositioning	+5	+10
	7.1.C Number of applied capacity development instruments and rural communication strategies and services developed and distributed	+42	+42
<b>Outputs</b>			
7.1.1 Strategic partnerships and collaborations promoted, strengthened and expanded, in support of sharing of knowledge, sustainable practices, solutions and technologies			
7.1.2 Multi-stakeholder initiatives promoted and implemented			
7.1.3 FAO's engagement and adherence to the UN development system repositioning promoted and strengthened at all levels			
7.1.4 Advice and support provided for enhanced capacity development, rural communications services, and access to scientific information to support FAO's Strategic Framework and the SDGs			

#### **South-South and Triangular Cooperation**

195. 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 2024-25**

196. Key priorities in 2024-25 will be to implement the *FAO South-South and Triangular Cooperation Guidelines for Action 2022-25*, launched in 2022 to implement, monitor and evaluate the SSTC activities across FAO in alignment with corporate strategies and initiatives. The main focus will be strengthening and expanding SSTC partnership and strategic alliances through various corporate instruments, such as Memoranda of Understanding and Framework Agreements, and increased collaboration with Members, UN Agencies, non-state entities, non-governmental organizations and other stakeholders.

197. Specific priorities include the launch of the new SSTC knowledge exchange platform, establishment of SSTC Collaboration Hubs, the design of a flagship Rome-based Agencies' initiative,<sup>62</sup> scaling-up of the FAO-China South-South Cooperation Programme and diversifying the SSTC funding base through increased use of Unilateral Trust Funds and Triangular Cooperation modalities.

### **Partnerships and UN Collaboration**

198. 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 parliamentarians, civil society organizations, academia and research institutions, family farmers' and indigenous peoples' organizations.

### **Priorities for 2024-25**

199. In 2024-25, PSU will continue to carry forward its key responsibilities, in particular: (a) the promotion, strengthening and development of partnerships with non-state actors and UN entities in alignment of relevant FAO policies on transformative partnerships;<sup>63</sup> (b) 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; (c) fostering political commitment to attain SDG2 including through the Food Coalition; (d) advocating indigenous peoples and family farmers' issues as a central element of leaving no one behind; (e) building capacity and boosting impact, including through the e-Learning Academy and knowledge data platforms; (f) supporting the development and implementation of National Action Plans for implementation of the UN Decade of Family Farming 2019-2028; and (g) promoting the CFS-RAI Principles.<sup>64</sup>

200. Transformative UN Partnerships will be a priority in the area of UN collaboration. The focus will be on strategic positioning of FAO among UN system-wide initiatives, ensuring alignment of UN partnerships with FAO's corporate flagship initiatives, and fully integrating FAO's normative, programmatic and policy support into UN collective efforts to assist Members in achieving the SDGs at all levels.

Outcome	KPIs	Targets 2023	Targets 2025
<b>7.2: Communications</b>	7.2.A Increased level of media presence (triennial average number of hits)	+5%	+5% vs 2023
	7.2.B User traffic to FAO.org (number of users)	+5%	+5%
	7.2.C Aggregate number of followers of FAO's social media accounts	8.5 million	10 million
<b>Outputs</b>			
7.2.1 Expanded relationships with global, regional and national media forged for dynamic FAO's positioning at all levels			
7.2.2 Increased Organization's worldwide web and social media presence for enhanced awareness of FAO's work			
7.2.3 Effective delivery of communication products, tools and methodologies on knowledge dissemination contributing to the Organization's objectives and priorities			
7.2.4 Enhanced organizational capacity for communication and outreach in regional, liaison and national offices			

201. 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,

<sup>62</sup> FAO, IFAD and WFP are leveraging South-South and Triangular Cooperation to support national Home-Grown School Feeding Programmes

<sup>63</sup> These include the FAO Strategy for Private Sector Engagement 2021–2025, the FAO Strategy for Partnerships with Civil Society Organizations, and the FAO Policy on Indigenous and Tribal Peoples

<sup>64</sup> CFS Principles for Responsible Investment in Agriculture and Food Systems

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 2024-25**

202. Communications will be mobilized around the FAO Strategic Framework, connecting the Agenda 2030 for Sustainable Development to the FAO mandate with a collective responsibility to Leave No One Behind. The importance of agriculture to achieving the SDGs will be highlighted, illustrating and explaining how transformation of the planet's agrifood systems can address rising levels of hunger in changing global contexts and emerging crises.

203. Cross-cutting priorities will include perspectives of Youth, Women and Indigenous Peoples, advocacy and communications partnerships and empowering a culture of communication across FAO, including in the Decentralized Offices.

204. There will be emphasis on flagship reports such as *the State of Food Insecurity and Nutrition in the World*, coordination around international days for which we are the primary custodian such as World Food Day and World Soil Day, and deepening impact around major events such as the World Food Forum.

Outcome	KPIs	Targets 2023	Targets 2025
<b>7.3: Increased resource mobilization and expanded partnership base with the private sector and supported effective project/programme management and delivery</b>	7.3.A Biennial level of voluntary contributions mobilized and sustained	USD 2.25 billion	USD 2.25 billion
	7.3.B Number of FAO staff with increased capacity working on private sector partnerships	300	400
	7.3.C Percentage of projects that are in a condition <sup>65</sup> that requires management action	5%	7%
<b>Outputs</b>			
7.3.1 Strategic outreach, partnerships and marketing of FAO's priority areas of work, based on results reports and in view of future resource requirements, that target expanded donor visibility/recognition, and a greater interest among a more diversified base of resource partners (geographic, thematic and by type), with special emphasis on emerging partners and modalities			
7.3.2 Roll out of the FAO Strategy for Private Sector Engagement and associated tools to partners			
7.3.3 Enhanced organizational capacities to perform due diligence and risk assessment, including in decentralized offices			
7.3.4 Voluntary contributions mobilized, utilized and accounted for, consistent with FAO policies and effective project/programme cycle management			

### **Resource mobilization and private sector partnerships**

205. 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 and engagements with the private sector and has a key role in the successful implementation of the FAO Strategy for Private Sector Engagement 2021-2025.

### **Priorities for 2024-25**

206. The priorities for 2024-25 will be to build on the already record-breaking performance of 2022-23 for mobilization of voluntary contributions, leveraging resource mobilization through the three pillars of cash, in kind and leveraged investment contributions. This will place special emphasis on reactivating certain bilateral partnerships, further increasing resources from vertical funds, such as GEF and GCF, and continuing to expand FAO relationships with International Financial Institutions

<sup>65</sup> Based on defined parameters for low delivery, budget overspend, call for funds required, late closure and late reporting



both through triangular Unilateral Trust Fund arrangements with recipient countries and direct implementation of emergency and resilience programs in fragile states. This will require 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 and outreach of FAO, and building the capacity of FAO staff at all levels to implement the Organizations' decentralized resource mobilization model.

### ***Project Support Services***

207. 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 outreach functions and new partnerships, including with the private sector, while ensuring quality of engagement, proper oversight and management of related risks

### ***Priorities for 2024-25***

208. The Project Support Services Division will focus on: designing and developing fit-for-purpose approaches and innovative tools for the formulation, implementation, management and results-based monitoring of FAO's rapidly expanding projects and programmes, including diverse operational modalities and partnerships; strengthening the support to regional and country offices to increase and leverage capacities for the effective, efficient and systematic development and management of projects and programmes and facilitate delivery at scale; supporting the development of an integrated, agile and streamlined information system to improve project/programme management; enhancing support to country and regional offices in due diligence, risk assessment and management of engagements with non-state actors; and supporting the implementation of the FAO Strategy for Private Sector Engagement 2021-2025.

### Functional Objective 8: Information and Communications Technology (ICT)

Result level	Accountability and measurement		
<b>Outcome Statement</b>	Delivery of FAO's work is accelerated through the establishment of a global digital environment, bringing forward technology opportunities and delivering transformative digital capabilities.		
<b>Scope of work</b>	Functional Objective 8 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).		
<b>Outcome</b>	<b>KPIs</b>	<b>Targets 2023</b>	<b>Targets 2025</b>
<b>8.1: ICT solutions and services</b>	8.1.A Number of strategic platforms implemented for the delivery of global public goods	3	5
	8.1.B Percentage of digital assets effectively managed through established cybersecurity framework	80%	85%
	8.1.C Percentage of Service Level Objectives met for services delivered internally or through contractual arrangements with service providers	75%	85%
<b>Outputs</b>			
8.1.1 Globally available geospatial and data platforms, digital services and tools, including support to Hand-in-Hand and other strategic initiatives			
8.1.2 An FAO Digital Workplace that enables an agile and collaborative and efficient workforce through improved business process automation, set-up of a paperless office and related initiatives			
8.1.3 Efficient, effective and secure global IT Services through the use of modern technologies, innovation and strategic sourcing			
8.1.4 An environment enabling the use of digital innovation in FAO programmes and implementation of scalable digital solutions through an established organizational framework			

#### Priorities for 2024-25

209. In the field of geospatial data platforms, digital services and tools, the Digitalization and Informatics Division will focus on enriching data resources and improving functionality to produce more FAO digital public goods and better support digital transformation in agrifood systems. The priorities for this field will be: generalizing the FAO Hand-in-Hand Geospatial Platform to become the FAO Agro-informatics Platform which will serve a wider scope of projects and applications in FAO countries; promoting data federation and information sharing through FAO data governance and extensive external collaborations; improving the functionalities of the digital platforms for impacts in the food and agriculture domain.

210. In the IT Security and Risk Management area, particular attention will be given to: implementation of Phase I (2023-25) of the IT Security Road-map towards a better cybersecurity framework for sustainable security of the FAO digital environment within a defined acceptable level of risk; further consolidation of functional modalities, strategically strengthening UN-level collaboration; and overall continuous improvement of the Organization's cybersecurity posture, prevention, detection, response and recovery measures.

211. In the area of digital agriculture, priorities will include: the implementation of an organizational framework to enable better discovery, development and use of inclusive and sustainable digital solutions; strengthening of FAO's ongoing partnership with the Digital Public Goods Alliance; adoption of prominent, inclusive, sustainable and open digital solutions; and promotion and upscaling of the benefits of high-impact digital technologies for agrifood system transformation.

### Functional Objective 9: FAO governance, oversight and direction

Result level	Accountability and measurement		
<b>Outcome Statement</b>	Effective direction of the Organization through enhanced political commitment and collaboration with Members, strategic management and oversight.		
<b>Scope of work</b>	<p>Functional Objective 9 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>		
<b>Outcome</b>	<b>KPIs</b>	<b>Targets 2023</b>	<b>Targets 2025</b>
<b>9.1: FAO Governance</b>	9.1.A Documents for the Conference, the Council and Council Committees are published in all FAO languages according to prescribed deadlines	100%	100%
	9.1.B Efficient and satisfactory support to Governing Bodies meetings	75%	90%
<b>Outputs</b>			
9.1.1 Efficient and satisfactory servicing of Governing Bodies, including in relation to documentation, conduct of meetings and language services enables Members to discharge effectively governance responsibilities			

#### **FAO Governance**

212. The Governing Bodies Servicing Division (CSG) is responsible for effective and efficient servicing of the Conference and the Council, as well as supporting the Secretariats of other Governing Bodies. The span of responsibility covers the planning and agenda-setting phases, timely dissemination of papers and reports in FAO languages, smooth conduct of meetings, and prompt and accurate communication with Members. Furthermore, CSG is responsible for the implementation of the corporate strategic policy framework for multilingualism.

#### **Priorities for 2024-25**

213. As part of the progressive enhancement of the servicing of Governing Bodies, in 2024-25 particular focus will be on innovation to enhance conduction of meetings, improving and integrating communication platforms and instruments, and improving language products and services to Members.

Outcome	KPIs	Targets 2023	Targets 2025
<b>9.2: Oversight</b>	9.2.A Number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme and other major programme evaluations	13	13
	9.2.B Percentage of high-risk assignments in internal audit workplan	70%	80%
	9.2.C Percentage of investigations completed within timeline	100%	100%
	9.2.D FAO Management and Oversight Advisory Committee satisfaction with the effectiveness of OIG's work and communication on oversight and integrity matters	80%	90%
	9.2.E Percentage of FAO units with regularly updated risk logs and fraud prevention plans	90%	95%
<b>Outputs</b>			
9.2.1 Strategic and programme evaluations carried out and recommendations made to enhance FAO's strategic relevance and programme effectiveness			
9.2.2 Risk based internal audit workplan prepared and delivered			
9.2.3 Investigations completed with the issuance of either an investigation report, investigation memo or closure memo			
9.2.4 Strengthened elements of FAO's accountability, internal controls and fiduciary frameworks delivered			

### **Priorities for 2024-25**

214. The Office of Evaluation (OED) intends to match the transformative objectives of FAO, delivering evidence in support of innovative and durable solutions to defeat hunger and poverty. To this end, OED will continue to engage FAO stakeholders to identify and focus on key learning priorities in support of FAO's mission. OED will focus on strengthening its capacity to measure results (outcomes and impacts) in an effort to provide robust support for ongoing learning while ensuring accountability for FAO's work.

215. The Office of the Inspector General (OIG) will continue its efforts to improve the efficiency and effectiveness of work practices both in audit and investigation, including through the use of technology. In addition to enhancing OIG's capacity to provide assurance on FAO's IT operations and related risks, OIG intends to increase its ability to incorporate data analytics into its audit methodology and forensic examination into its investigations work. OIG will provide audit and advisory services to help strengthen FAO's whole-of-organisation approach to risk and control monitoring and oversight, including fraud prevention and management of staff integrity and workplace conduct. Audit work will increasingly focus on identifying the root causes of systemic control weaknesses in the Organization's operations, and seek to ensure an appropriate assignment of roles, responsibilities and accountabilities in line with FAO's Internal Control Framework and the Three Lines Model adopted by the United Nations High-Level Committee on Management. Furthermore, OIG will continue to invest in effective and impactful communication with internal and external stakeholders.

216. The strengthening of Enterprise Risk Management throughout the Organization will continue in 2024-25. Particular focus will be on improving risk management capabilities at all levels and embedding risk management effectively in key business processes, streamlining internal controls while addressing gaps.

Outcome	KPIs	Targets 2023	Targets 2025
<b>9.3: Direction</b>	9.3.A Percentage of recommendations of strategic evaluations where the agreed Management Response has been completed by the due date	100%	100%
	9.3.B Percentage of high-risk audit agreed actions completed on time	70%	75%
	9.3.C Percentage of long-outstanding audit agreed actions	Less than 8%	Less than 7%
	9.3.D 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	93%	93%
	9.3.E Percentage of employees who agree that FAO has effective policies, processes and procedures to address harassment and other unacceptable behaviour	70%	70%
	9.3.F Number of <i>prima facie</i> reviews under the Whistleblower Protection Policy completed within timeline	100%	100%
<b>Outputs</b>			
9.3.1 Executive direction provided			
9.3.2 Strategic direction, monitoring and reporting delivered			
9.3.3 Appropriate legal support is provided to align the Organization's actions and activities with the Basic Texts, and to advance the Organization's mandate			
9.3.4 Improved strategic coordination and monitoring of decentralized offices			
9.3.5 Foster an ethical culture in the Organization characterized by trust, transparency and accountability			

### **Direction**

217. 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, Programme and Budget; Ethics; Ombudsman and the SDGs.

### **Priorities for 2024-25**

218. In 2024-25, the Legal Office will continue prioritizing support for the development of clear and well-designed internal legal frameworks and processes which enhance efficiency and compliance. The Legal Office will support new ways of working and delivering and will, as required, assist the Human Resources Division and other relevant units to streamline operations to enable FAO to operate more efficiently in a world of increasing risk and uncertainty. This will include addressing aspects of administration of justice for personnel, FAO's relationships with partners, particularly the private sector and International Financial Institutions, and supporting the exploration of innovative financing mechanisms. The Legal Office will also address legal issues related to digital and technical innovation, consulting with Members as appropriate. Technical legal advice will respond to Members' requests for assistance in establishing legal and regulatory frameworks and their capacity to enforce those frameworks, strengthening the resilience of their agrifood systems and achievement of the SDGs and the Four Betters. In delivering against these priorities, the Legal Office will aim to protect the status of the Organization as a UN System specialized agency with a technical mandate.

219. The Office of SDGs (OSG) will coordinate FAO's response on accelerating the 2030 Agenda through the sustainable transformations of agrifood systems. OSG will be supporting countries and stakeholders to increased their capacity for achieving the SDGs through a portfolio of products and

services to: capitalize on FAO's multidimensional technical expertise, information and knowledge; identify innovative methods for prototyping and scaling up programmes and interventions for SDGs acceleration; and communicate a comprehensive narrative of key messages on SDGs and agrifood systems focused on utilizing collaboration and transformative partnerships.

220. 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 DDG-Thomas, which 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.

221. The Office of Strategy, Programme and Budget will continue to focus on the implementation of the FAO Strategic Framework 2022-31, improving corporate results based work planning, budgeting and monitoring and related systems; development of policies and guidelines for preparing and monitoring Country Programming Frameworks under the country-level arrangements implemented in alignment with UNDS repositioning; and preparation of the major planning and reporting documents for consideration by the governing bodies.

222. Key priorities of the Ethics Office in 2024-25 will be to implement advocacy tools based on conflict-of-interest mapping resulting in identification of high risk areas; increase ethical conduct across the Organization through targeted awareness raising activities and trainings; and oversee the implementation of the design or revision of policies, processes and procedures to address misconduct and foster an environment of trust, transparency and accountability, in close collaboration with all concerned stakeholders.

223. The Office of the Ombudsperson will continue to help resolve workplace conflicts and support 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. Efforts to expand the reach to the decentralized offices will be enhanced.

### Functional Objective 10: Efficient and effective administration

Result level	Accountability and measurement		
<b>Outcome Statement</b>	Maximize effectiveness and work towards ensuring best value-for-money in supporting delivery, fulfilling fiduciary, policy setting and monitoring and control functions.		
<b>Outcome</b>	<b>KPIs</b>	<b>Targets 2023</b>	<b>Targets 2025</b>
<b>10.1: Efficient and effective management of human resources</b>	10.1.A Time required to recruit staff	120 days	120 days
	10.1.B Percentage of Member Nations that are equitably represented	75%	75%
	10.1.C Gender parity at professional level, and for senior positions	Professional: parity D1 and above: 41% female staff	Professional: parity D1 and above: parity
<b>Outputs</b>			
10.1.1 Human resources strategies, policies, procedures and services are effective and efficient and support the attraction, development and retention of a diverse, skilled and motivated workforce			

#### **Human Resources (HR)**

224. The Human Resources Division (CSH) 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 2024-25**

225. In 2024-25, CSH will focus on sustaining the recruitment of employees of the highest calibre, 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	Targets 2023	Targets 2025
<b>10.2: Efficient and effective management of financial resources</b>	10.2.A FAO receives an unmodified opinion on its financial statements, which include its statements on internal control	Unmodified external audit opinion (annual)	Unmodified external audit opinion (annual)
<b>Outputs</b>			
10.2.1 Accurate, relevant and timely financial reporting and efficient, effective and well controlled financial services are provided in support of Governing Bodies, Members, management, resource partners and staff			

#### **Financial Resources**

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

#### **Priorities for 2024-25**

227. Management of financial resources will continue to focus on ensuring compliance with Financial Regulations, rules and procedures and improving internal control through oversight and monitoring activities particularly in Decentralized Offices. In addition, the Finance Division will look to improve the quality of services provided through both process automation and efficiencies.

Outcome	KPIs	Targets 2023	Targets 2025
<b>10.3: Efficient and effective administrative services and enabling functions</b>	10.3.A Level of client satisfaction for services provided by the Shared Service Center	80%	90%
	10.3.B Percentage of annual CO2e emissions reduced from facilities and duty travel	-18.7%	-27.2%
	10.3.C Percentage of offices globally using e-tendering platform	80%	95%
	10.3.D Number of country offices fulfilling conditions for and implementing increased delegation of authority in procurement of goods and services	80%	95%
	10.3.E Number of initiatives on health risks prevention, mental health, wellbeing and safety	35	45
	10.3.F Percentage of offices with up-to-date Business Continuity Plans (BCP) <sup>66</sup>	97%	NA
	10.3.F Percentage of offices exercised the Business Continuity Plans (BCP)	NA	90%
	10.3.G Percentage of outputs delivered under the FAO Efficiency Roadmap <sup>67</sup>	NA	85%
<b>Outputs</b>			
10.3.1 Responsive and cost-effective supply chain delivery			
10.3.2 Healthy and productive workforce in all locations			
10.3.3 Uninterrupted programme delivery maintained by all FAO offices worldwide through strengthened organizational resilience			
10.3.4 Effective engagement of FAO offices in UN Efficiency Reform			

228. The Logistics Services Division (CSL) contributes to achievement of quality and tangible results with focus on efficient services, support, and policy guidance, thus enabling delivery of FAO's mandate worldwide and supporting compliance with regulations and rules of the organization while respecting a client oriented approach and sustainability of business operations.

#### **Priorities for 2024-25**

229. Priority will be on delivering effective, compliant and environmentally sustainable services, pursuing further higher standards of client-orientation and efficiencies through innovative business transformations, application of agile and lean approaches, leveraging interagency collaboration within the broader framework of UNDS repositioning and introducing process automation using new technologies, such as robotics process automation.

230. Specific attention will be given to: establishing occupational health and safety standards in line with ILO recommendations to boost health, wellbeing and productivity of FAO personnel; improved safety, security and organizational resilience; increased agility and value-added in the area of procurement; proactive operational risk mitigation through transfer of risks via sourcing of insurance products and efficient travel and fleet management. Implementation of the *FAO Corporate Environmental Responsibility Strategy 2020-2030* will continue, fostering environmentally-sustainable behavioural change in business operations and finalizing large-scale safety and environmentally-friendly renovation projects for FAO headquarters premises.

<sup>66</sup> The targets of this KPI will shift in the next biennium from completing BCPs to testing the readiness of implementation of BCPs

<sup>67</sup> The FAO Efficiency Roadmap is being finalized to facilitate FAO actions under the UN Business Operations Strategy



## Chapter 12: Capital Expenditure

Result level	Accountability and measurement		
<b>Outcome Statement</b>	FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and delivery of its programme of work.		
<b>Scope of work</b>	<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, advises the Director-General on the allocation of resources from the Capital Expenditure Facility and oversees overall progress and performance of approved projects.</p>		
<b>Outcome</b>	<b>KPIs</b>	<b>Targets 2023</b>	<b>Targets 2025</b>
<b>12.1: Capital Expenditure</b>	12.1.A Percentage of CAPEX allocated to initiatives with a defined benefits realization plan, measured by annual review	100%	100%
	12.1.B Percentage of CAPEX projects that are delivered on time (including formally approved extensions), and within budget, measured by annual review	85%	85%
<b>Outputs</b>			
12.1.1 Platforms for the management of technical data and information enhanced			
12.1.2 Operational and administrative systems adapted to meet new and changing business processes			
12.1.3 IT infrastructure and services improved			

### **Priorities for 2024-25**

231. In 2024-25, 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 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 13: Security Expenditure

Result level	Accountability and measurement		
<b>Outcome Statement</b>	FAO personnel are able to carry out their functions safely and securely in all locations where the Organization operates.		
<b>Outcome</b>	<b>KPIs</b>	<b>Targets 2023</b>	<b>Targets 2025</b>
<b>13.1: Safe and secure operating environment for headquarters programme delivery</b>	13.1.A Number of successful fire drills completed at headquarters	12/year <sup>68</sup>	12/year
	13.1.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	6/year	6/year
<b>Outcome</b>	<b>KPIs</b>	<b>Target 2023</b>	<b>Target 2025</b>
<b>13.2: Safe and secure operating environment for worldwide programme delivery</b>	13.2.A Percentage of decentralized offices that comply with Security Risk Management measures, in accordance with standing UN security management system policies	90%	100%
	13.2.B Percentage of international staff at decentralized offices who comply with Residential Security Measures (RSM)	95%	100%
<b>Outputs</b>			
13.1.1 Safe and secure operating environment for headquarters programme delivery is ensured			
13.2.1 Safe and secure operating environment for worldwide programme delivery is ensured			

#### ***Safe and secure operating environment for headquarters programme delivery***

232. At headquarters, continued priority will be on conducting threat assessments jointly with local authorities and improving internal capacity for prevention and response in cases of crises and critical emergencies, by ensuring an adequate level of training of security personnel compliant with UN and local standards.

233. Drawing from lessons learned during the global pandemic, effective support will be provided to FAO Core Leadership, and specifically the activities led by the Crises Management Team. The establishment of an agile and integrated security environment will continue to be of paramount importance, to ensure strengthened awareness, foster cross-cutting synergies, and enable informed decision making, in line with the mission of FAO Security Services (CSLS). Compliance with UN security standards, UN Organizational Resilience Management System policy and the FAO's revised Manual Section 114 - Organizational Resilience Management will be closely monitored.

#### ***Safe and secure operating environment for worldwide programme delivery***

234. Field security will continue its focus on anticipation, prevention, protection and response relating to risks from armed conflict, terrorism, crime, civil unrest and natural disasters. The FAO Security Service will continue to provide Decentralized Offices with technical expertise, security training, financial resources for security equipment, expert advice and operational support, liaising with relevant country United Nations Department of Safety and Security (UNDSS) counterparts. The support of the Decentralized Offices will rely on an enhanced capability at regional level to drive, especially through CSLS Regional Security Advisers, risk prevention and field response to crises, critical incidents and emergencies.

235. Effective crises management support and timely activation of the Critical Incident Response Team will continue, supported by improved guidance within the framework of the organizational resilience management.

<sup>68</sup> Twice a year for each of the six buildings.

## Annex 2: Budget Proposal by Budgetary Chapter

(USD thousand at 2022-23 rates)

Budgetary Chapter	PWB 2024-25		
	Net Appropriation	Extra-budgetary	Total
1.1: Innovation for sustainable agriculture production	41 006	143 042	184 048
1.2: Blue transformation	33 344	105 391	138 735
1.3: One Health	30 646	114 662	145 309
1.4: Small-scale producers' equitable access to resources	33 615	146 484	180 099
1.5: Digital Agriculture	18 120	13 630	31 750
<b>1: Better Production</b>	<b>156 732</b>	<b>523 209</b>	<b>679 941</b>
2.1: Healthy diets for all	36 205	28 657	64 862
2.2: Nutrition for the most vulnerable	23 905	189 042	212 946
2.3: Safe food for everyone	28 184	25 516	53 700
2.4: Reducing food loss and waste	14 538	4 227	18 765
2.5: Transparent markets and trade	26 909	15 567	42 477
<b>2: Better Nutrition</b>	<b>129 741</b>	<b>263 010</b>	<b>392 750</b>
3.1: Climate change mitigating and adapted agrifood systems	44 955	233 221	278 176
3.2: Bioeconomy for sustainable food and agriculture	19 377	38 998	58 375
3.3: Biodiversity and ecosystem services for food and agriculture	40 005	179 333	219 338
3.4: Achieving sustainable urban food systems	13 976	16 685	30 661
<b>3: Better Environment</b>	<b>118 313</b>	<b>468 237</b>	<b>586 550</b>
4.1: Gender equality and rural women's empowerment	12 732	23 615	36 347
4.2: Inclusive rural transformation	28 207	69 363	97 571
4.3: Agriculture and food emergencies	20 411	1 287 394	1 307 805
4.4: Resilient agrifood systems	38 722	274 817	313 539
4.5: Hand-in-Hand (HiH) Initiative	500	8 862	9 362
4.6: Scaling up investment	23 205	17 188	40 393
<b>4: Better Life</b>	<b>123 778</b>	<b>1 681 239</b>	<b>1 805 017</b>
5.1: Quality and integrity of the technical and normative work of the Organization	45 874	13	45 887
5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making	9 636	21 013	30 649
5.3: Cross-cutting areas: Gender, Youth, Inclusion	3 393	690	4 082
5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	3 911	1 057	4 968
5.9: Multidisciplinary fund	8 500	0	8 500

Budgetary Chapter	PWB 2024-25		
	Net Appropriation	Extra-budgetary	Total
<b>5: Technical quality, statistics, cross cutting themes and accelerators</b>	<b>71 314</b>	<b>22 772</b>	<b>94 087</b>
6.1: TCP management and support	4 444	0	4 444
6.2: TCP - Projects	136 344	0	136 344
<b>6: Technical Cooperation Programme</b>	<b>140 788</b>	<b>0</b>	<b>140 788</b>
7.1: Partnerships, advocacy and capacity development including South-South and Triangular Cooperation	29 496	4 540	34 036
7.2: Communications	26 370	1 944	28 314
7.3: Increased resource mobilization and expanded partnership base with the private sector	15 099	2 490	17 590
<b>7: Outreach</b>	<b>70 965</b>	<b>8 975</b>	<b>79 940</b>
8.1: ICT Solutions and Services	35 173	222	35 395
<b>8: Information and Communications Technology (ICT)</b>	<b>35 173</b>	<b>222</b>	<b>35 395</b>
9.1: FAO Governance	16 362	2 133	18 495
9.2: Oversight	10 608	2 220	12 827
9.3: Direction	32 717	387	33 104
<b>9: FAO governance, oversight and direction</b>	<b>59 687</b>	<b>4 740</b>	<b>64 426</b>
10.1: Efficient and effective management of human resources	9 516	305	9 821
10.2: Efficient and effective management of financial resources	4 116	249	4 365
10.3: Efficient and effective administrative services and enabling functions	48 491	6 389	54 880
<b>10: Efficient and effective administration</b>	<b>62 123</b>	<b>6 943</b>	<b>69 066</b>
11.1: Contingencies	600	0	600
<b>11: Contingencies</b>	<b>600</b>	<b>0</b>	<b>600</b>
12.1: Capital Expenditure	14 000	0	14 000
<b>12: Capital Expenditure</b>	<b>14 000</b>	<b>0</b>	<b>14 000</b>
13.1: Safe and secure operating environment for headquarters programme delivery	8 705	0	8 705
13.2: Safe and secure operating environment for worldwide programme delivery	13 716	0	13 716
<b>13: Security Expenditure</b>	<b>22 421</b>	<b>0</b>	<b>22 421</b>
<b>Total</b>	<b>1 005 635</b>	<b>2 979 347</b>	<b>3 984 982</b>

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

236. Grounding the FAO 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.

237. 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	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
1.1																					
1.2																					
1.3																					
1.4																					
1.5																					
1.b																					

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

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

238. 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*, *Achieving sustainable urban food systems* and the *Hand-in-Hand Initiative*, which also has 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 for everyone*, *Innovation for sustainable agriculture production*, *Blue transformation*, *Digital agriculture* and *Agriculture and food emergencies*; while PPAs on *Healthy diets for all*, *Nutrition for the most vulnerable*, *Safe food for everyone*, *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.

239. 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 PPAs on *Healthy diets for all* and *Nutrition for the most vulnerable*, as well as under the PPA on *Resilient agrifood systems* as a critical risk management tool. Additional contributions to enhanced social protection systems will come from the PPA on *Inclusive rural transformation*.

240. 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 *Achieving sustainable urban food systems*, *Healthy diets for all*, *Gender equality and rural women's empowerment*, and *Biodiversity and ecosystem services for food and agriculture*.

241. Given the growing importance of resilience and its close link to sustainability, 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 agrifood 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*.

242. 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

2 180 WHEAT	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
✓ 2.1	▨	■	▨	▨	▨	■	■	■	■	▨				■			■		■	
2.2		■				■	■	■	■										■	■
✓ 2.3	■	▨	▨	■	▨	▨			▨	▨		▨			■	▨	■	▨	▨	
✓ 2.4	■		▨	■	▨				▨		■	▨	▨			▨		■		
✓ 2.5	▨											▨	■						▨	
✓ 2.a	▨																		■	■
2.b									■											
✓ 2.c				▨					■										▨	

✓ Custodian  
✓ Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

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

243. 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 the PPAs on *Healthy diets for all*, *Nutrition for the most vulnerable*, *Safe food for everyone* and *Reducing food loss and waste*. Several other PPAs, notably the *Hand-in-Hand Initiative*, *Achieving sustainable urban food systems*, *Agriculture and food emergencies* and *Blue transformation* also have a central focus on these targets. Additional contributions to SDG 2.1 are made across the PPAs on *Innovation for sustainable agriculture production*, *One Health*, *Small-scale producers and Digital agriculture*, and to both SDGs 2.1 and 2.2 through *Transparent markets and trade*.

244. 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 *Innovation for sustainable agriculture production* 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*.

245. Additional contributions span multiple PPAs under the other three *bettters*: *Blue transformation*, *One Health* and *Digital agriculture*, *Healthy diets for all*, *Reducing food loss and waste*, *Transparent markets and trade*, *Bioeconomy for sustainable food and agriculture*, *Inclusive rural transformation*, the *Hand-in-Hand Initiative*, and *Resilient agrifood systems*.

246. 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 PPAs on *Innovation for sustainable agriculture*



production and Small-scale producers' equitable access to resources, and the PPA on *Climate change mitigating and adapted agrifood systems*. The PPA on *Resilient agrifood 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*.

247. Biodiversity (SDG 2.5) will be in special focus through the PPA on *Biodiversity and ecosystem services for food and agriculture*, with additional contributions under *Innovation for sustainable agriculture production* and the *Hand-in-Hand Initiative*, based on the context.

248. 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 on *Scaling up investment* and the *Hand-in-Hand Initiative* make core contributions to this target, with an additional contribution under *Innovation for sustainable agriculture production*.

249. 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 HEALTHY LIVES AND WELL-BEING	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
3.1						■	■													
3.2						■	■	■												
3.4						■	■													
3.9											■	■	■							
3.d		■																		

Custodian

Contributing

■ Anchor targets / Primary targets

▨ Additional targets / Secondary targets

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

250. 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 PPA on *Nutrition for the most vulnerable*, while additionally addressed in the PPA on *Healthy diets for all*. Ending preventable deaths of newborns and children under five years of age (SDG 3.2) is of core focus under the PPAs on *Nutrition for the most vulnerable* and *Safe food for everyone*, while additionally addressed under *Healthy diets for all*. 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 *Nutrition for the most vulnerable*.

251. 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 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*.

### SDG 4: 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	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
4.1							///													
4.2							///													
4.3																///				
4.4																///				
4.b																///				

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

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

4.b By 2020, substantially expand globally the number of scholarships available to developing countries, ..., for enrolment in higher education, ...

252. 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), increasing the number of youth and adults who have relevant skills including technical and vocational skills for employment, decent jobs and entrepreneurship (SDG 4.4) and substantially expanding the number of scholarships available to developing countries for enrolment in higher education (SDG 4.b).

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

5 GENDER EQUALITY	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
5.1							///													///
5.4																///				
5.5																///				
✓ 5.a				///			///									///				
5.b					■											///				
5.c																///				

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

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

253. Agrifood 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) and promote sound policies and enforceable legislation for the promotion of gender equality (SDG 5.c) as core focuses 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), with additional contributions from the PPA on *Gender equality and rural women's empowerment*.

254. 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	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
6.3																					
6.4																					
6.5																					
6.6																					
6.b																					

<input checked="" type="checkbox"/> Custodian	<input checked="" type="checkbox"/> Contributing	<input type="checkbox"/> Anchor targets / Primary targets	<input type="checkbox"/> Additional targets / Secondary targets
---	--	---	---

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
6.b	Support and strengthen the participation of local communities in improving water and sanitation management

255. FAO will contribute towards ensuring the availability and sustainable management of water and sanitation for all. In particular, the PPAs on *Innovation for sustainable agriculture production* and *Climate change mitigating and adapted agrifood systems* 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), with additional contributions from the PPA on *Resilient agrifood systems*. The PPA on *Small-scale producers' equitable access to resources* will have a core focus to support and strengthen the participation of local communities in improving water and sanitation management (SDG 6.b), with additional contributions from the PPA on *Gender equality and rural women's empowerment*.

256. The protection and restoration of water-related ecosystems (SDG 6.6) will be a core focus of the PPA on *Biodiversity and ecosystem services for food and agriculture*, with additional contributions from the PPAs on *Innovation for sustainable agriculture production* and *Blue transformation*.

257. Additional contributions to the implementation of integrated water resources management (SDG 6.5) are made through the PPAs on *Innovation for sustainable agriculture production*, *Climate change mitigating and adapted agrifood systems* and *Resilient agrifood systems*; 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 *Innovation for sustainable agriculture production*, *Bioeconomy for sustainable food and agriculture* and *Biodiversity and ecosystem services for 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	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
7.3	Additional targets / Secondary targets																			
7.b											Additional targets / Secondary targets									

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

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

7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services ..., in accordance with their respective programmes of support

258. While SDG 7 is not targeted to anchor specific PPAs, FAO’s PPA on *Innovation for sustainable agriculture production* will contribute to doubling the global rate of improvement in energy efficiency by 2030 (SDG 7.3) through efficient and innovative technologies and practices, while the PPA on *Climate change mitigating and adapted agrifood systems* will contribute to expanding infrastructure and upgrading technology for supplying modern and sustainable energy services for all in developing countries (SDG 7.b).

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

8 HIGHLY RESILIENT AND ECONOMIC GROWTH	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
8.2	Additional targets / Secondary targets																			
8.3				Additional targets / Secondary targets																
8.4	Additional targets / Secondary targets																			
8.5															Additional targets / Secondary targets					
8.6																				
8.7																				
8.8																				
8.10																				
8.a										Additional targets / Secondary targets										

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

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

259. More efficient, inclusive, resilient and sustainable agrifood 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 a focus of 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), supported by additional contributions from the PPA on *Small-scale producers' equitable access to resources*. The PPA on *Inclusive rural transformation*, supported by additional contributions 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 agrifood systems.

260. Additional contributions to SDG 8 include: higher levels of economic productivity through diversification, technological upgrading and innovation (SDG 8.2) through PPAs on *Innovation for sustainable agriculture production* and *Blue transformation*; global resource efficiency in consumption and production and decoupling of economic growth from environmental degradation (SDG 8.4) through the PPA on *Innovation for sustainable agriculture production*; 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 INDUSTRIALIZATION AND INFRASTRUCTURE	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
9.3																					
9.5																					
9.b																					
9.c																					

<input checked="" type="checkbox"/> Custodian	<input checked="" type="checkbox"/> Contributing	 Anchor targets / Primary targets	 Additional targets / Secondary targets
---	--	--	--

9.3 Increase the access of small-scale industrial and other enterprises ... to financial services ... and their integration into value chains and markets
9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors ...
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 ...

261. 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* PPAs; enhancing scientific research and upgrading the technological capabilities of industrial sectors, including encouraging innovation and substantially increasing research and development (SDG 9.5) by the PPA on *Innovation for sustainable agriculture production*, and supported by additional contributions from the *PPA on Scaling up investment*; and towards increasing access to information and communications technology and striving to provide universal and affordable access to the Internet in least developed countries (SDG 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 *Innovation for sustainable agriculture production*.

## SDG 10: Reduce inequality within and among countries

10 REMOVED INDICATORS	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
10.1			Anchor targets / Primary targets				Anchor targets / Primary targets			Anchor targets / Primary targets					Additional targets / Secondary targets	Anchor targets / Primary targets				Additional targets / Secondary targets	Anchor targets / Primary targets
10.2						Anchor targets / Primary targets	Anchor targets / Primary targets								Additional targets / Secondary targets	Anchor targets / Primary targets				Additional targets / Secondary targets	Anchor targets / Primary targets
10.3																				Additional targets / Secondary targets	
10.4				Anchor targets / Primary targets																	
10.7																Anchor targets / Primary targets					
10.a										Anchor targets / Primary targets											
10.b																					Anchor targets / Primary targets

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

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

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

262. More efficient, inclusive, resilient and sustainable agrifood 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 and rural women's empowerment*.

263. 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 (SDG 10.b).

264. 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	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
11.5																				
11.a																				
11.b																				

<input checked="" type="checkbox"/> Custodian <input checked="" type="checkbox"/> Contributing	<input type="checkbox"/> Anchor targets / Primary targets <input type="checkbox"/> Additional targets / Secondary targets
---	--

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 ...

265. More efficient agrifood 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 *Achieving sustainable urban food systems*.

266. Additional contributions are from the PPA on *Resilient agrifood systems* through its work towards significantly reducing the number of deaths and the number of people affected by disasters (SDG 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 (SDG 11.b).

### SDG 12: Ensure sustainable consumption and production patterns

12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
12.1																				
12.2																				
12.3																				
12.4																				
12.5																				
12.7																				
12.8																				
12.a																				

<input checked="" type="checkbox"/> Custodian <input checked="" type="checkbox"/> Contributing	<input type="checkbox"/> Anchor targets / Primary targets <input type="checkbox"/> Additional targets / Secondary targets
---	--

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

267. Ensuring sustainable consumption and production patterns is a significant focus of the Organization's work. FAO's PPA on *Achieving 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 for all* 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 *Innovation for sustainable agriculture production*, *Blue transformation*, the *Hand-in-Hand Initiative* and *Climate change mitigating and adapted agrifood systems*.

268. 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*, *Achieving sustainable urban food systems* and *Bioeconomy for sustainable food and agriculture*.

269. 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).

270. 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*.

271. Additional contributions to public procurement practices that are sustainable (SDG 12.7) will be made by the PPA on *Achieving sustainable urban food systems*, while PPAs on *Reducing food loss and waster* and *Bioeconomy for sustainable food and agriculture* will provide additional support to developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production (SDG 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	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
13.1	///										■		///	///				///	///	
13.2											■							///	///	
13.3											///									
13.a																				///
13.b			///								■									

<input checked="" type="checkbox"/> Custodian	<input checked="" type="checkbox"/> Contributing	■ Anchor targets / Primary targets	/// Additional targets / Secondary 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
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
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 ...

272. Agrifood 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 agrifood 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 the PPAs on *Resilient agrifood systems*, *Achieving sustainable urban food systems* and the *Hand-in-Hand Initiative*; as well as *Innovation for sustainable agriculture production* and Biodiversity and *Ecosystem services for food and agriculture*.

273. 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 agrifood systems* PPA. These contributions are complemented by additional contributions from *Resilient agrifood systems* (SDG 13.2) and *Small-scale producers' equitable access to resources* (SDG 13.b).

274. 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). The PPA on *Climate change mitigating and adapted agrifood systems* will also make additional contributions towards improving education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning (SDG 13.3).

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

14 Life Below Water	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
14.2		■											■					■		
14.3											■									
✓ 14.4		■										■	■							
14.5													■							
✓ 14.6		■											■							
✓ 14.7		■																		
14.a		■																		
✓ 14.b		■		■				■										■		
✓ 14.c		■																		

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

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...
14.5	By 2020, conserve at least 10 percent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
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 ...

275. 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 agrifood systems* and *Biodiversity and ecosystem services for food and agriculture*); 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 for food and agriculture*); 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 (SDG



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) (SDG 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 for food and agriculture*, 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*.

276. The PPAs on *Blue transformation* and *Small-scale producers' equitable access to resources* place primary focus on ensuring access for small-scale artisanal fishers to marine resources and markets (SDG 14.b), with additional contributions from the PPAs on *Healthy diets for all* and *Inclusive rural transformation* – highlighting the role of fish in healthy diets and in ensuring fisherfolk inclusion in production and rural transformation.

277. The PPA on *Climate change mitigating and adapted agrifood systems* will have in primary focus helping to minimize and address the impacts of ocean acidification (SDG 14.3), while the PPA on *Biodiversity and ecosystem services for food and agriculture* will make an additional contribution to conserve coastal and marine areas, consistent with national and international law and based on the best available scientific information (SDG 14.5).

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

15 Life on Land	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
✓ 15.1		▨									▨		█					▨		
✓ 15.2	█										▨	▨	▨					▨		
✓ 15.3											▨		█					▨		
✓ 15.4													█							
15.5	▨												█							
15.6													█							
✓ 15.8			█																	
15.9		▨																		
15.a												▨								

✓ Custodian  
✓ Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

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 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts

15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems

278. Agrifood 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 for food and agriculture 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 agrifood systems*, *Resilient agrifood systems* and *Blue transformation*), help combat desertification, restore degraded land and soil, including land affected by desertification (SDG 15.3 – with additional contribution of *Climate change mitigating and adapted agrifood systems* and *Resilient agrifood 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.

279. 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 *Innovation for sustainable agriculture production*, with additional contributions from the PPAs on *Resilient agrifood systems*, *Climate change mitigating and adapted agrifood systems*, *Biodiversity and ecosystem services for food and agriculture* and *Bioeconomy for sustainable food and agriculture*.

280. 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 agrifood systems and protect human health.

281. A primary focus of the *Biodiversity and Ecosystem services for food and agriculture* PPA will be to take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity (SDG 15.5), with an additional contribution made from the *Innovation for sustainable agriculture production* PPA.

282. Additional contributions 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* and to mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems (SDG 15.a) by the PPA *Biodiversity and ecosystem services for food and agriculture*.

**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	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
16.1																					
16.3						▨															
16.7															▨	▨	▨	▨			
16.a																		▨			

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

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

283. More efficient, inclusive, resilient and sustainable agrifood 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 (SDG 16.1) by reducing conflict-related deaths.

284. Additional contributions towards ensuring responsive, inclusive, participatory and representative decision-making at all levels (SDG 16.7) are made through *Agriculture and food emergencies*, as well as the PPAs on *Inclusive rural transformation* and *Resilient agrifood 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 (SDG 16.3), while *Resilient agrifood 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 (SDG 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

17 PARTNERSHIPS FOR THE GOALS	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
17.5																					
17.6	▨		▨																		
17.8					■																
17.10								▨													
17.11										■											
17.12										▨											
17.14						▨		▨												▨	
17.16																					▨
17.17						▨		▨			▨										

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

17.5 Adopt and implement investment promotion regimes for least developed countries

17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge ...

17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism... and enhance the use of enabling technology...

17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, ...

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

17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, ...

17.14 Enhance policy coherence for sustainable development

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources...

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

285. 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 agrifood system partnerships and coalitions for SDG achievement.

286. 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 (SDG 17.11) in the *Transparent markets and trade* PPA.

287. 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 (SDG 17.17). These additional contributions are provided by PPAs on *Innovation for sustainable agriculture production, 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 agrifood systems*.

### Annex 4: Description of results architecture

Dimension	Description
<b>Elements to establish a clear, causal results hierarchy</b>	
<b>Global Goals of Members</b>	Overall high-level objectives that provide a goal-based frame for FAO's Vision.
<b>Strategic Narrative</b>	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 agrifood systems for <i>better production, better nutrition, a better environment, and a better life</i> , leaving no one behind.
<b>Guiding SDGs</b>	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.
<b>The four betters (Aspirational Impacts)</b>	The "what" FAO contributes to achieving through its programmatic work, long term Outcomes/impacts measured through appropriate long-term SDG indicators.
<b>Outcomes</b>	The "what" FAO contributes to achieving through its programmatic work, medium-term Outcomes, measured through SDG indicators.
<b>Programme Priority Areas</b>	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.
<b>Additional elements to focus, accelerate and enable FAO's work</b>	
<b>Accelerators</b>	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.
<b>Cross-cutting Themes</b>	Critical areas for achievements of the leave no one behind (LNOB) principles, to take into account across all of FAO's programmatic work.
<b>Core Functions</b>	"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

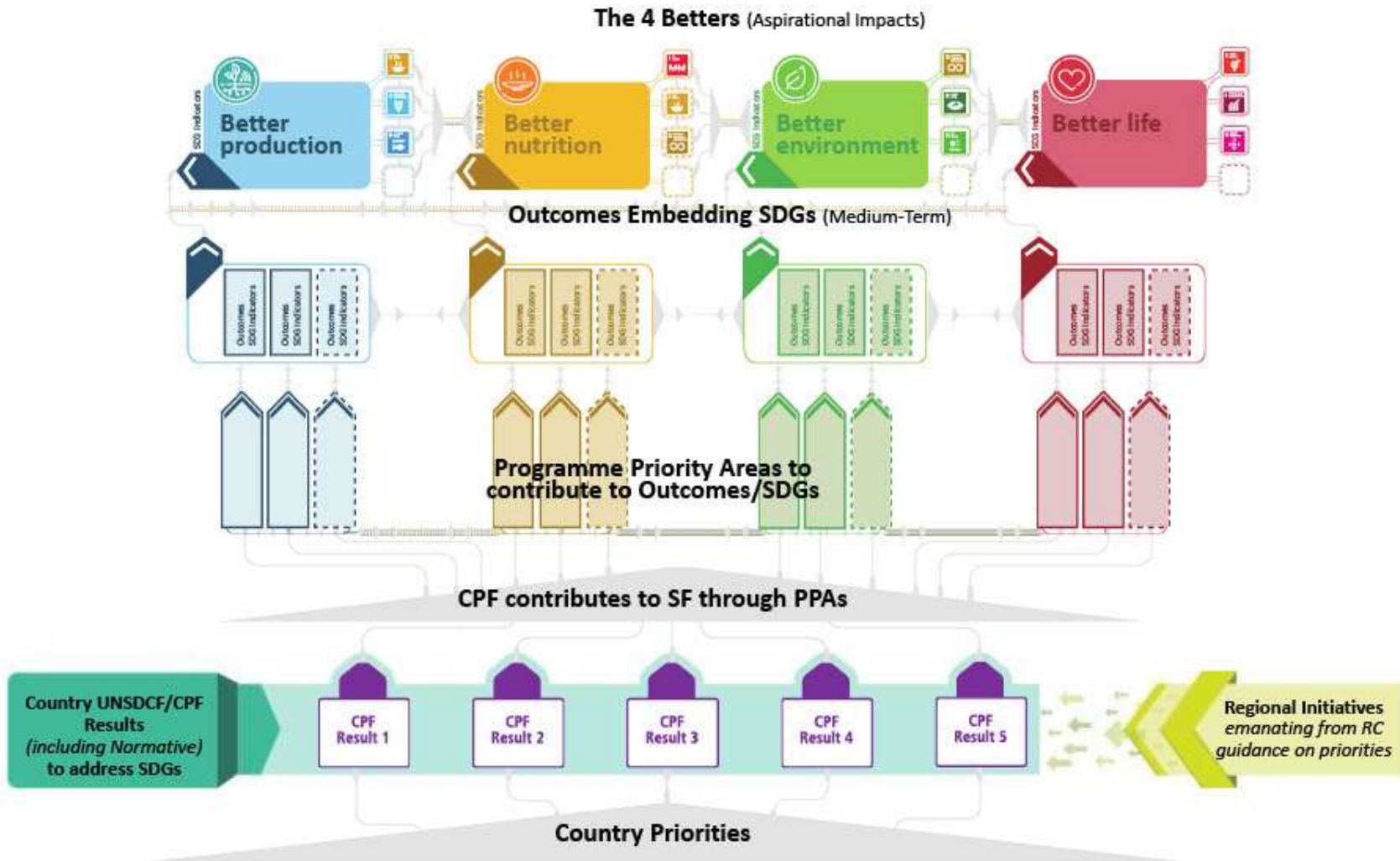
288. Core functions are the critical means of action employed by FAO to achieve results. Consequently, they represent the types of interventions to which the Organization will give priority in its plan of action. They are areas in which FAO is expected to play a lead, but not necessarily exclusive role. 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 agrifood systems, such as international agreements, codes of conduct, technical standards and related technologies, digital tools, good practices and others.

3. *Facilitate, promote and support agrifood 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 agrifood 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.*
289. *Figure 9 illustrates the integration of country planning in the FAO Strategic Framework.*



Figure 9: Country planning integration in the Strategic Framework



### Annex 5: Budget Proposal by Budgetary Chapter and region

(USD thousand at 2022-23 rates)

Budgetary Chapter	Headquarters/ Global		Africa		Asia and Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East and North Africa		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	Total
<b>1</b>	71 485	170 064	30 506	127 282	19 317	80 418	6 374	30 884	18 056	58 101	10 993	56 459	156 732	523 209	679 941
<b>2</b>	65 960	67 857	27 029	78 932	12 242	57 084	4 804	15 905	12 715	15 970	6 991	27 261	129 741	263 010	392 750
<b>3</b>	65 670	115 440	16 861	91 406	11 388	90 470	5 815	20 585	12 308	108 440	6 271	41 897	118 313	468 237	586 550
<b>4</b>	67 925	262 145	20 884	581 188	9 568	468 640	4 596	103 377	13 598	58 263	7 206	207 626	123 778	1 681 239	1 805 017
<b>5</b>	68 130	18 416	719	3 677	810	0	478	142	693	0	484	537	71 314	22 772	94 087
<i>6.1: TCP management and support</i>	1 019	0	1 107	0	784	0	548	0	555	0	432	0	4 444	0	4 444
<i>6.2: TCP - Projects</i>	24 374	0	45 155	0	27 454	0	9 287	0	20 461	0	9 613	0	136 344	0	136 344
<b>6 – TCP</b>	25 393	0	46 261	0	28 238	0	9 836	0	21 016	0	10 044	0	140 788	0	140 788
<b>7</b>	55 551	7 094	1 329	436	3 768	0	6 659	953	1 995	27	1 664	464	70 965	8 975	79 940
<b>8</b>	30 303	0	1 183	0	839	0	568	0	1 475	222	806	0	35 173	222	35 395
<b>9</b>	49 065	3 126	2 215	427	2 313	0	1 302	777	2 404	0	2 389	410	59 687	4 740	64 426
<b>10</b>	43 968	2 134	3 151	0	6 019	186	1 526	397	4 709	0	2 750	4 226	62 123	6 943	69 066
<b>11 - Contingencies</b>	600	0	0	0	0	0	0	0	0	0	0	0	600	0	600
<b>12 - Capital Expenditure</b>	14 000	0	0	0	0	0	0	0	0	0	0	0	14 000	0	14 000
<b>13 - Security Expenditure</b>	22 421	0	0	0	0	0	0	0	0	0	0	0	22 421	0	22 421
<b>Total</b>	<b>580 471</b>	<b>646 275</b>	<b>150 140</b>	<b>883 348</b>	<b>94 502</b>	<b>696 798</b>	<b>41 958</b>	<b>173 021</b>	<b>88 969</b>	<b>241 024</b>	<b>49 597</b>	<b>338 880</b>	<b>1 005 635</b>	<b>2 979 347</b>	<b>3 984 982</b>



## Annex 6: Budget Proposal by Budgetary Chapter and organizational unit

(USD thousand at 2022-23 rates)

Budgetary Chapter and Organizational Unit	Adj. PWB 2022-23	Change	PWB 2024-25
Offices of the Director-General	1 087	0	1 087
Other HQ Offices	3 523	517	4 040
Centres	5 577	1 008	6 585
Partnerships and Outreach stream	816	218	1 034
Natural Resources and Sustainable Production stream	45 502	1 005	46 508
Economic and Social Development stream	16 749	(88)	16 660
Liaison Offices	165	0	165
Regional Offices	24 482	83	24 564
FAO Representations	45 099	0	45 099
Subregional Offices	18 640	(83)	18 557
Corporate Income	(5 202)	(2 366)	(7 568)
<b>1. Better Production</b>	<b>156 438</b>	<b>294</b>	<b>156 732</b>
Offices of the Director-General	1 619	0	1 619
Other HQ Offices	1 501	517	2 018
Centres	7 822	207	8 029
Partnerships and Outreach stream	993	266	1 259
Natural Resources and Sustainable Production stream	18 346	112	18 458
Economic and Social Development stream	37 193	331	37 524
Liaison Offices	369	0	369
Regional Offices	18 251	(10)	18 241
FAO Representations	34 244	0	34 244
Subregional Offices	13 432	(70)	13 363
Corporate Income	(4 179)	(1 203)	(5 382)
<b>2. Better Nutrition</b>	<b>129 590</b>	<b>150</b>	<b>129 741</b>
Offices of the Director-General	863	500	1 363
Other HQ Offices	12 028	414	12 441
Centres	10 641	380	11 021
Partnerships and Outreach stream	496	133	629
Natural Resources and Sustainable Production stream	31 095	316	31 411
Economic and Social Development stream	12 358	(222)	12 136
Liaison Offices	87	0	87
Regional Offices	15 251	46	15 297
FAO Representations	27 568	0	27 568
Subregional Offices	11 567	(46)	11 521
Corporate Income	(3 735)	(1 426)	(5 160)
<b>3. Better Environment</b>	<b>118 218</b>	<b>95</b>	<b>118 313</b>
Offices of the Director-General	800	0	800
Other HQ Offices	3 740	517	4 257
Centres	28 607	286	28 893
Partnerships and Outreach stream	1 241	332	1 573
Natural Resources and Sustainable Production stream	15 467	108	15 575
Economic and Social Development stream	20 476	(310)	20 166

Budgetary Chapter and Organizational Unit	Adj. PWB 2022-23	Change	PWB 2024-25
Liaison Offices	704	0	704
Regional Offices	15 979	139	16 118
FAO Representations	29 440	0	29 440
Subregional Offices	11 646	(59)	11 586
Corporate Income	(4 347)	(987)	(5 335)
<b>4. Better Life</b>	<b>123 752</b>	<b>26</b>	<b>123 778</b>
Offices of the Director-General	19 847	1 544	21 391
Other HQ Offices	9 785	335	10 120
Natural Resources and Sustainable Production stream	8 932	27	8 959
Economic and Social Development stream	16 228	289	16 517
Special Programmes and Operational Support	13 316	0	13 316
Regional Offices	2 939	0	2 939
Subregional Offices	245	0	245
Corporate Income	0	(2 172)	(2 172)
<b>5. Technical quality, statistics, cross-cutting themes and accelerators</b>	<b>71 292</b>	<b>22</b>	<b>71 314</b>
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
<b>6. Technical Cooperation Programme</b>	<b>140 788</b>	<b>0</b>	<b>140 788</b>
Other HQ Offices	27 789	0	27 789
Partnerships and Outreach stream	33 550	(949)	32 601
Liaison Offices	14 324	0	14 324
Regional Offices	8 935	0	8 935
Corporate Income	(13 409)	725	(12 685)
<b>7. Outreach</b>	<b>71 189</b>	<b>(224)</b>	<b>70 965</b>
Corporate Logistics and Operational Support stream	43 330	4 000	47 330
Regional Offices	3 448	0	3 448
Subregional Offices	1 423	0	1 423
Corporate Income	(12 655)	(4 373)	(17 028)
<b>8. Information and Communications Technology (ICT)</b>	<b>35 547</b>	<b>(373)</b>	<b>35 173</b>
Offices of the Director-General	53 374	5 039	58 413
Corporate Logistics and Operational Support stream	22 514	1 000	23 514
Special Programmes and Operational Support	2 250	0	2 250
Regional Offices	10 622	0	10 622
Corporate Income	(29 341)	(5 772)	(35 113)
<b>9. FAO governance, oversight and direction</b>	<b>59 419</b>	<b>267</b>	<b>59 687</b>
Offices of the Director-General	1 177	0	1 177
Corporate Logistics and Operational Support stream	75 154	4 916	80 069
Special Programmes and Operational Support	4 572	0	4 572
Liaison Offices	479	0	479
Regional Offices	18 155	0	18 155
Corporate Income	(37 156)	(5 174)	(42 330)
<b>10. Efficient and effective administration</b>	<b>62 381</b>	<b>(258)</b>	<b>62 123</b>

## Annex 7: Budget Proposal by organizational unit

(USD thousand at 2022-23 rates)

Organizational Unit	Adj. PWB 2022-23	Change	PWB 2024-25
ODG - Office of the Director-General	9 020	1 495	10 515
DDC - Deputy Directors-General, Chief Economist, Chief Scientist	17 103	2 044	19 147
ADG - Assistant Directors-General	6 755	0	6 755
OED - Office of Evaluation	8 068	501	8 569
OIG - Office of the Inspector General	10 385	2 043	12 428
OSP - Office of Strategy, Programme and Budget	12 665	0	12 665
LEG - Legal Office	10 587	0	10 587
OSG - Office of SDGs	2 284	1 000	3 284
ETH - Ethics Office	1 158	0	1 158
OMB - Ombudsman Office	743	0	743
<b>Offices of the Director-General</b>	<b>78 767</b>	<b>7 083</b>	<b>85 850</b>
OIN - Office of Innovation	5 935	2 300	8 235
OSL - Office of SIDS, LDCs and LLDCs	1 861	0	1 861
OER - Office of Emergencies and Resilience	891	0	891
OCB - Office of Climate Change, Biodiversity and Environment	18 066	0	18 066
OCS - Office of Chief Statistician	2 024	0	2 024
OCC - Office of Communications	29 898	0	29 898
<b>HQ Offices</b>	<b>58 676</b>	<b>2 300</b>	<b>60 976</b>
CFI - FAO Investment Centre	36 245	0	36 245
CJW - Joint FAO/WHO Centre	9 531	381	9 912
CJN - Joint FAO/IAEA Centre	6 870	1 500	8 370
<b>Centres</b>	<b>52 646</b>	<b>1 881</b>	<b>54 527</b>
PSU - Partnerships and UN Collaboration Division	18 761	0	18 761
PSR - Resource Mobilization and Private Sector Partnerships Division	10 758	0	10 758
PST - South-South and Triangular Cooperation Division	4 495	0	4 495
PSS - Project Support Division	3 790	0	3 790
<b>Partnerships and Outreach stream</b>	<b>37 805</b>	<b>0</b>	<b>37 805</b>
NFI - Fisheries and Aquaculture Division	41 587	650	42 237
NFO - Forestry Division	25 251	0	25 251
NSA - Animal Production and Health Division	14 025	(381)	13 644
NSL - Land and Water Division	10 337	650	10 987
NSP - Plant Production and Protection Division	28 142	650	28 792
<b>Natural Resources and Sustainable Production stream</b>	<b>119 341</b>	<b>1 569</b>	<b>120 910</b>
ESP - Inclusive Rural Transformation and Gender Equality Division	20 642	0	20 642
ESN - Food and Nutrition Division	16 516	0	16 516

Organizational Unit	Adj. PWB 2022-23	Change	PWB 2024-25
ESF - Food Systems and Food Safety Division	10 796	0	10 796
ESS - Statistics Division	16 148	0	16 148
ESA - Agrifood Economics Division	16 420	0	16 420
EST - Markets and Trade Division	22 482	0	22 483
<b>Economic and Social Development stream</b>	<b>103 004</b>	<b>0</b>	<b>103 004</b>
CSH - Human Resources Division	15 161	1 167	16 329
CSF - Finance Division	12 813	2 000	14 813
CSL - Logistics Services Division	48 221	1 749	49 970
CSI - Digitalization and Informatics Division	43 330	4 000	47 330
CSG - Governing Bodies Servicing Division	21 473	1 000	22 473
<b>Corporate Logistics and Operational Support stream</b>	<b>140 998</b>	<b>9 916</b>	<b>150 914</b>
IAC - Contributions to Inter-agency Coordination	2 250	0	2 250
OSM - Multidisciplinary Fund	8 500	0	8 500
SPJ - Junior Professional Programme	4 572	0	4 572
DCS - Programme Support Units	4 816	0	4 816
<b>Special Programmes and Operational Support</b>	<b>20 138</b>	<b>0</b>	<b>20 138</b>
LOB - Liaison Office with European Union and Belgium (Brussels)	1 386	0	1 386
LOG - Liaison Office with the United Nations (Geneva)	3 139	0	3 139
LOJ - Liaison Office with Japan (Yokohama)	1 608	0	1 608
LON - Liaison Office with the United Nations (New York)	4 278	0	4 278
LOR - Liaison Office with the Russian Federation (Moscow)	1 671	0	1 671
LOW - Liaison Office for North America (Washington, D.C.)	4 046	0	4 046
<b>Liaison Offices</b>	<b>16 129</b>	<b>0</b>	<b>16 129</b>
TPI - TCP Projects - Inter-regional and Emergency Facility	24 609	(235)	24 374
TPA - TCP Projects - Africa	44 741	414	45 155
TPP - TCP Projects - Asia and the Pacific	26 845	610	27 454
TPL - TCP Projects - Latin America and the Caribbean	19 905	556	20 461
TPN - TCP Projects - Near East and North Africa	8 941	672	9 613
TPE - TCP Projects - Europe and Central Asia	11 303	(2 016)	9 287
<b>Technical Cooperation Programme - Projects</b>	<b>136 344</b>	<b>0</b>	<b>136 344</b>
RAF - Regional Office for Africa (Accra)	24 093	258	24 351
SFW - Subregional Office for West Africa (Dakar)	4 639	(258)	4 381
SFC - Subregional Office for Central Africa (Libreville)	5 817	0	5 817
SFE - Subregional Office for Eastern Africa (Addis Ababa)	8 149	432	8 581
SFS - Subregional Office for Southern Africa (Harare)	7 037	(432)	6 604
FRA - FAORs in Africa	59 950	0	59 950
<b>Africa</b>	<b>109 685</b>	<b>0</b>	<b>109 685</b>

Organizational Unit	Adj. PWB 2022-23	Change	PWB 2024-25
RAP - Regional Office for Asia and the Pacific (Bangkok)	33 764	0	33 764
SAP - Subregional Office for the Pacific Islands (Apia)	5 405	0	5 405
FAP - FAORs in Asia and the Pacific	28 620	0	28 620
<b>Asia and Pacific</b>	<b>67 789</b>	<b>0</b>	<b>67 789</b>
REU - Regional Office for Europe and Central Asia (Budapest)	16 861	0	16 861
SEC - Subregional Office for Central Asia (Ankara)	5 149	0	5 149
FEU - FAORs in Europe and Central Asia	4 701	0	4 701
<b>Europe and Central Asia</b>	<b>26 711</b>	<b>0</b>	<b>26 711</b>
RLC - Regional Office for Latin America and the Caribbean (Santiago)	25 367	0	25 367
SLC - Subregional Office for the Caribbean (Bridgetown)	7 234	0	7 234
SLM - Subregional Office for Mesoamerica (Panama City)	6 849	0	6 849
FLA - FAORs in Latin America and the Caribbean	30 701	0	30 701
<b>Latin America and the Caribbean</b>	<b>70 151</b>	<b>0</b>	<b>70 151</b>
RNE - Regional Office for the Near East and North Africa (Cairo)	21 119	0	21 119
SNE - Subregional Office for North Africa (Tunis)	6 377	0	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)	578	0	578
FNE - FAORs in the Near East and North Africa	12 379	0	12 379
<b>Near East and North Africa</b>	<b>40 454</b>	<b>0</b>	<b>40 454</b>
<b>Corporate Income and Cost Recoveries (net)</b>	<b>(110 024)</b>	<b>(22 749)</b>	<b>(132 773)</b>
<b>Contingencies</b>	<b>600</b>	<b>0</b>	<b>600</b>
<b>Capital Expenditure</b>	<b>14 000</b>	<b>0</b>	<b>14 000</b>
<b>Security Expenditure</b>	<b>22 421</b>	<b>0</b>	<b>22 421</b>
<b>Total</b>	<b>1 005 635</b>	<b>0</b>	<b>1 005 635</b>

## Annex 8: Post Count by grade group and organizational unit

Organizational Unit	Adj. PWB 2022-23					Change					PWB 2024-25				
	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	3	0	1	4	3	13	0	14	30
Deputy Directors-General, Chief Economist, Chief Scientist (DDC)	5	19	0	16	40	1	0	0	0	1	6	19	0	16	41
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	1	0	0	0	1	2	8	0	3	13
Office of the Inspector-General (OIG)	1	22	0	4	27	1	6	0	0	7	2	28	0	4	34
Office of Strategy, Programme and Budget (OSP)	2	25	0	8	35	0	0	0	0	0	2	25	0	8	35
Legal Office (LEG)	2	21	0	6	29	0	0	0	0	0	2	21	0	6	29
Office of SDGs (OSG)	1	3	0	1	5	0	1	0	0	1	1	4	0	1	6
Ethics Office (ETH)	0	2	0	1	3	0	0	0	0	0	0	2	0	1	3
Ombudsman Office (OMB)	0	1	0	1	2	0	0	0	0	0	0	1	0	1	2
<b>Offices of the Director-General</b>	<b>22</b>	<b>111</b>	<b>0</b>	<b>60</b>	<b>193</b>	<b>3</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>25</b>	<b>121</b>	<b>0</b>	<b>61</b>	<b>207</b>
Office of Innovation (OIN)	1	9	0	5	15	1	3	0	0	4	2	12	0	5	19
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	23	0	13	40	0	0	0	0	0	4	23	0	13	40
Office of Chief Statistician (OCS)	1	2	0	2	5	0	0	0	0	0	1	2	0	2	5
Office of Communications (OCC)	2	45	0	28	75	0	0	0	0	0	2	45	0	28	75
<b>HQ Offices</b>	<b>10</b>	<b>83</b>	<b>0</b>	<b>49</b>	<b>142</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>11</b>	<b>86</b>	<b>0</b>	<b>49</b>	<b>146</b>
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	12	0	6	20	0	0	0	2	2	2	12	0	8	22
Joint FAO/IAEA Centre (CJN)	1	7	0	0	8	0	0	0	0	0	1	7	0	0	8
<b>Centres</b>	<b>9</b>	<b>97</b>	<b>0</b>	<b>36</b>	<b>142</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>9</b>	<b>97</b>	<b>0</b>	<b>38</b>	<b>144</b>

Organizational Unit	Adj. PWB 2022-23					Change					PWB 2024-25				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Partnerships and UN Collaboration Division (PSU)	2	22	0	14	38	0	0	0	0	0	2	22	0	14	38
Resource Mobilization and Private Sector Partnerships Division (PSR)	2	19	0	13	34	0	0	0	0	0	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	9	0	5	15	0	0	0	0	0	1	9	0	5	15
<b>Partnerships and Outreach stream</b>	<b>6</b>	<b>56</b>	<b>0</b>	<b>35</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>56</b>	<b>0</b>	<b>35</b>	<b>97</b>
Fisheries and Aquaculture Division (NFI)	3	76	0	42	121	0	3	0	(1)	2	3	79	0	41	123
Forestry Division (NFO)	3	43	0	18	64	0	0	0	0	0	3	43	0	18	64
Animal Production and Health Division (NSA)	1	25	0	11	37	2	(2)	0	(1)	(1)	3	23	0	10	36
Land and Water Division (NSL)	2	19	0	7	28	0	1	0	0	1	2	20	0	7	29
Plant Production and Protection Division (NSP)	3	39	0	25	67	0	1	0	0	1	3	40	0	25	68
<b>Natural Resources and Sustainable Production stream</b>	<b>12</b>	<b>202</b>	<b>0</b>	<b>103</b>	<b>317</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>(2)</b>	<b>3</b>	<b>14</b>	<b>205</b>	<b>0</b>	<b>101</b>	<b>320</b>
Inclusive Rural Transformation and Gender Equality Division (ESP)	2	32	0	10	44	0	0	0	0	0	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	16	0	5	23	0	0	0	0	0	2	16	0	5	23
Statistics Division (ESS)	2	31	0	18	51	0	0	0	0	0	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
<b>Economic and Social Development stream</b>	<b>12</b>	<b>175</b>	<b>0</b>	<b>76</b>	<b>263</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>175</b>	<b>0</b>	<b>76</b>	<b>263</b>
Human Resources Division (CSH)	2	26	0	15	43	0	3	0	3	6	2	29	0	18	49
Finance Division (CSF)	2	27	0	12	41	0	4	0	4	8	2	31	0	16	49
Logistics Services Division (CSL)	4	42	10	157	213	1	3	0	1	5	5	45	10	158	218
Digitalization and Informatics Division (CSI)	2	43	0	11	56	0	(1)	0	1	0	2	42	0	12	56
Governing Bodies Servicing Division (CSG)	2	31	0	33	66	0	1	0	0	1	2	32	0	33	67
<b>Corporate Logistics and Operational Support stream</b>	<b>12</b>	<b>169</b>	<b>10</b>	<b>228</b>	<b>419</b>	<b>1</b>	<b>10</b>	<b>0</b>	<b>9</b>	<b>20</b>	<b>13</b>	<b>179</b>	<b>10</b>	<b>237</b>	<b>439</b>

Organizational Unit	Adj. PWB 2022-23					Change					PWB 2024-25				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
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
<b>Special Programmes and Operational Support</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>16</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>16</b>	<b>45</b>
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	2	0	6	9	0	1	0	(1)	0	1	3	0	5	9
<b>Liaison Offices</b>	<b>6</b>	<b>12</b>	<b>0</b>	<b>13</b>	<b>31</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>0</b>	<b>6</b>	<b>13</b>	<b>0</b>	<b>12</b>	<b>31</b>
<b>FAO Representations</b>	<b>19</b>	<b>65</b>	<b>173</b>	<b>475</b>	<b>732</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>65</b>	<b>173</b>	<b>475</b>	<b>732</b>
Regional Office for Africa (Accra) (RAF)	3	37	2	37	79	0	0	0	2	2	3	37	2	39	81
Subregional Office for West Africa (Dakar) (SFW)	1	8	1	5	15	0	0	0	(3)	(3)	1	8	1	2	12
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	1	0	0	1	1	13	3	6	23
Subregional Office for Southern Africa (Harare) (SFS)	1	9	3	9	22	0	(1)	0	0	(1)	1	8	3	9	21
<b>Africa</b>	<b>7</b>	<b>74</b>	<b>12</b>	<b>62</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	<b>7</b>	<b>74</b>	<b>12</b>	<b>61</b>	<b>154</b>
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
<b>Asia and Pacific</b>	<b>4</b>	<b>61</b>	<b>5</b>	<b>74</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>61</b>	<b>5</b>	<b>74</b>	<b>144</b>
Regional Office for Europe and Central Asia (Budapest) (REU)	3	24	5	21	53	0	0	0	0	0	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
<b>Europe and Central Asia</b>	<b>4</b>	<b>32</b>	<b>7</b>	<b>30</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>32</b>	<b>7</b>	<b>30</b>	<b>73</b>



Organizational Unit	Adj. PWB 2022-23					Change					PWB 2024-25				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
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
<b>Latin America and the Caribbean</b>	<b>5</b>	<b>51</b>	<b>10</b>	<b>56</b>	<b>122</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>51</b>	<b>10</b>	<b>56</b>	<b>122</b>
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
<b>Near East and North Africa</b>	<b>5</b>	<b>39</b>	<b>7</b>	<b>43</b>	<b>94</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>39</b>	<b>7</b>	<b>43</b>	<b>94</b>
<b>Total</b>	<b>133</b>	<b>1 256</b>	<b>224</b>	<b>1 355</b>	<b>2 968</b>	<b>7</b>	<b>27</b>	<b>0</b>	<b>8</b>	<b>42</b>	<b>140</b>	<b>1 283</b>	<b>224</b>	<b>1 363</b>	<b>3 010</b>

### Annex 9: FAO's Contribution to the SDGs (by region)

290. As described in the *Regional Dimensions* Section of the PWB, each FAO region organizes its work in support of a set of Regional Priorities/Regional Initiatives, based on region-specific challenges and opportunities, and endorsed through the Regional Conferences. The Regional Priorities/Regional Initiatives contextualize FAO's contribution to the SDGs at regional level through the corporate results framework, as shown in *Figure 10*.

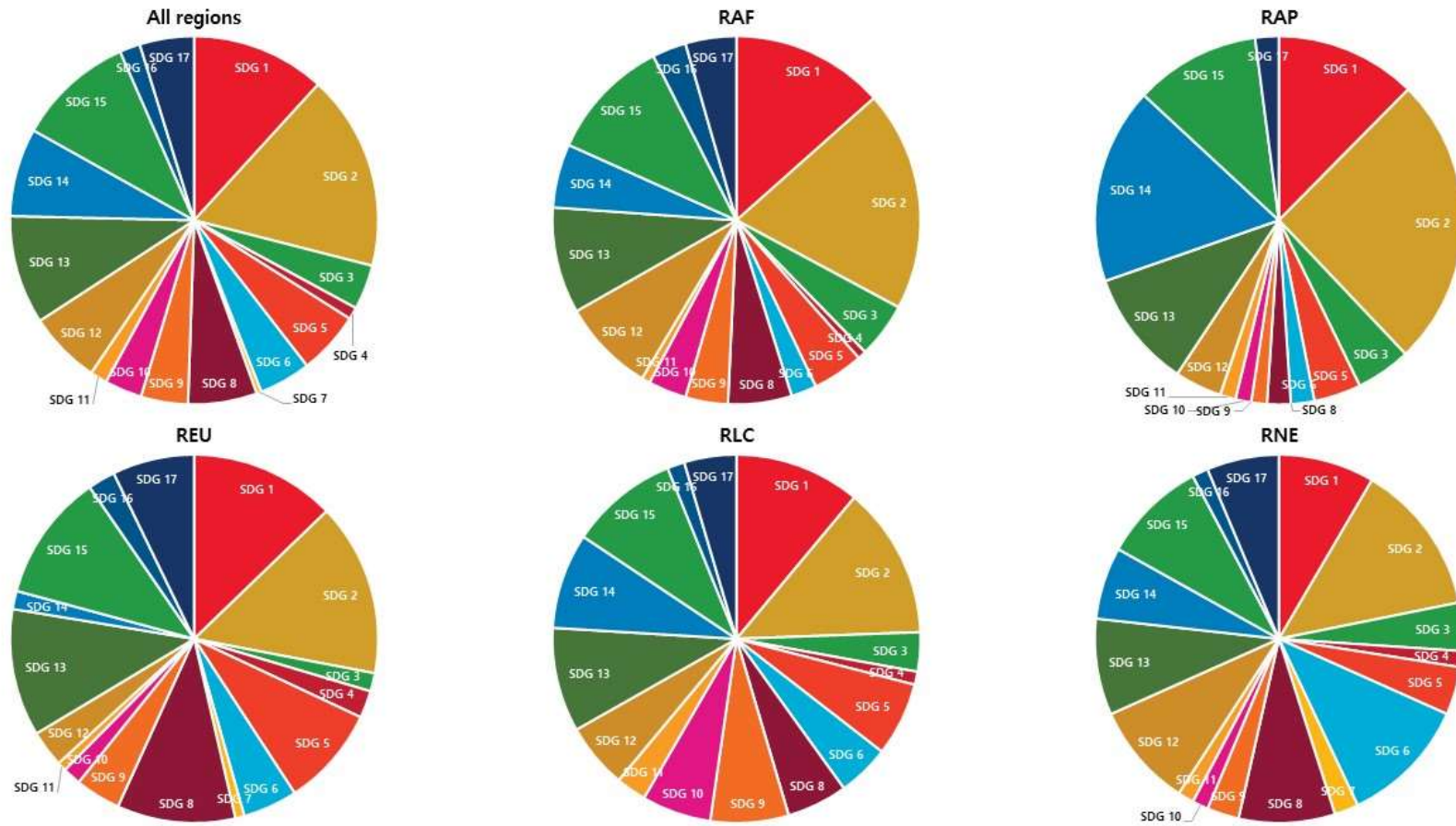
291. The SDG contributions highlight the interconnected nature of the 2030 Agenda seen through the regional optic. These contributions are dynamic and will continue to evolve as more countries transition to the country-level joint programming processes of the Common Country Analysis and the United Nations Sustainable Development Cooperation Framework; and also as FAO strengthens its engagement in these processes.

292. *Figure 10*, consistently with *Figure 7*, demonstrate at the global level across the *four betters* that SDGs 1 and 2 occupy a pre-eminent position in all regions, illustrating the inextricable linkage between hunger and poverty. Other SDGs such as SDGs 5, 12 and 15, which are core of FAO's work and for which FAO has custodian responsibility, are also prominent in all regions. The weight of SDG 13 across all regions reflects the universal importance of climate action in agrifood systems.

293. The graphics also illustrate the comparable relevance of certain SDGs in specific regions, reflecting the regional context and priorities. For instance, the particular prominence of SDG 14 within the Regional Offices for Asia and the Pacific (RAP) and Latin America and the Caribbean (RLC) highlight the emphasis on sustainable and resilient fisheries and aquaculture in Small Island Developing States (SIDS), through the Regional Initiatives on *Pacific SIDS* (RAP) and on *Sustainable and resilient agriculture* (RLC).

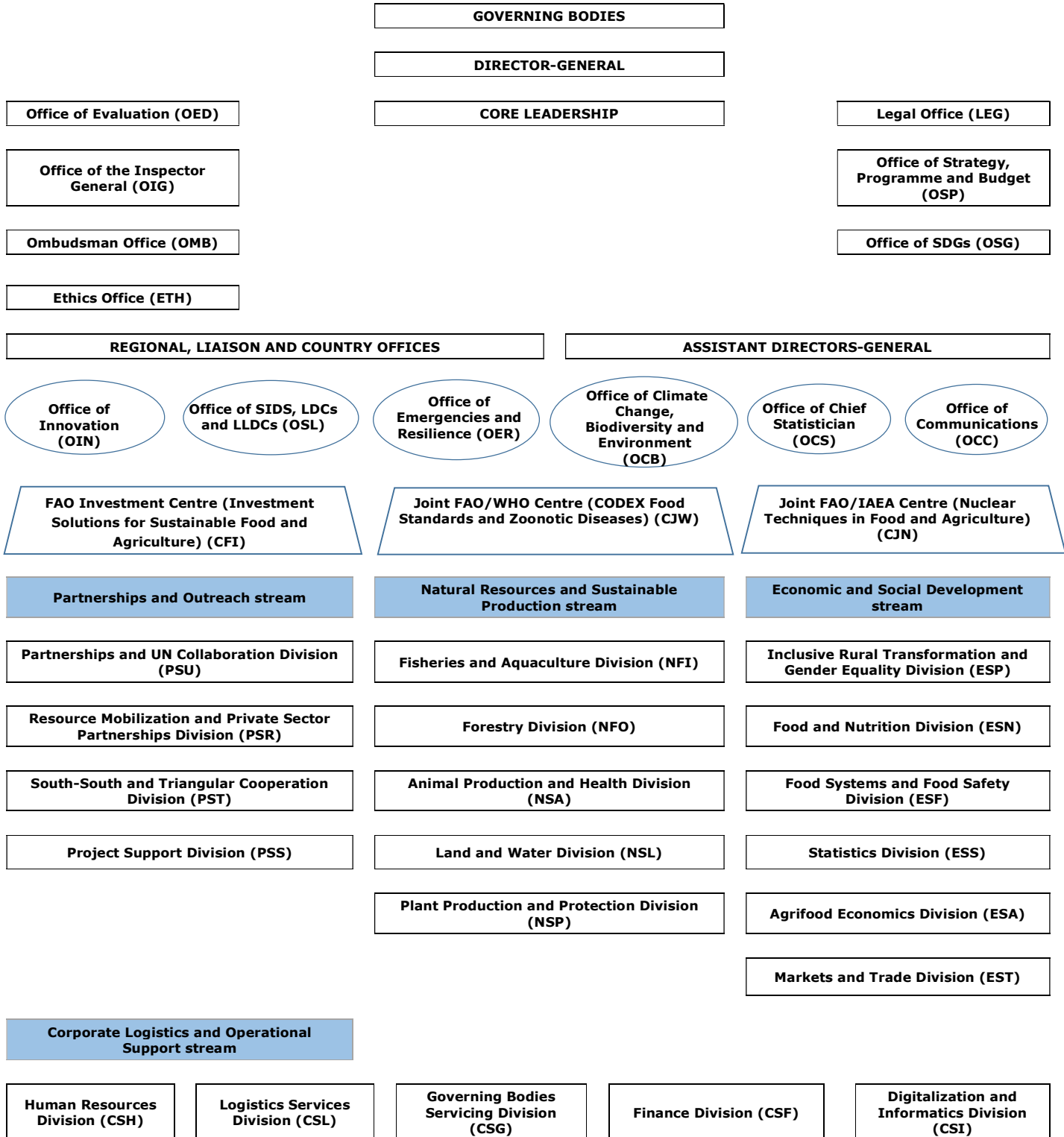
294. In addition, SDG 12 provides an important contribution in the Regional Offices for Africa (RAF) and the Near East and North Africa (RNE), in line with the Regional Priorities *Efficient and equitable food and nutrition systems* (RAF) and *Food security and healthy diets for all* (RNE). Similarly, SDG 8 is particularly emphasized in the Regional Office for Europe and Central Asia (REU) and RNE through their Regional Initiative and Regional Priority on *Rural transformation*. Finally, the considerable importance of SDG 6 in RNE reflects the focus of the Regional Priority on *Greening agriculture to strengthen water productivity and governance*. FAO's contribution to the SDGs is further detailed in *Annex 3*.

Figure 10: SDG contributions by FAO region



## Annex 10: Organigramme

### Headquarters and Decentralized Offices



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