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PROGRAMME COMMITTEE

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**Preparation for the Reviewed Medium Term Plan 2018-21
Regional Priorities**

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Executive Summary

This document follows up on guidance provided by the Council on the Adjustments to the Programme of Work and Budget 2018-19 and is the first step in the review of the Medium Term Plan 2018-21. It provides i) updated versions of the Results Framework (Web Annex 1) and Output indicators and targets for 2018-19 (Web Annex 2); and ii) a summary and analysis of regional priorities as expressed by the 2018 Regional Conferences¹ (held during February-May).

Section II provides an overview of updates to the 2018-21 results framework for the five Strategic Objectives (SOs) and Objective 6, the four Functional Objectives (FOs) and three special Chapters, following the finalization of work planning 2018-19 and taking account of guidance provided by the Council in December 2017. No further changes have resulted from review by the Regional Conferences. The updated results frameworks will be used for monitoring and reporting on the implementation of the MTP 2018-21.

Section III provides a summary and analysis of priorities for FAO activities in each region as considered by the respective 2018 Regional Conferences. The Regional Conferences underlined the need for continuity in the strategic direction of the Organization and welcomed the alignment between FAO's Strategic Objectives and the Sustainable Development Goals (SDGs). The discussions were largely structured around the priorities as reflected in the Regional Initiatives, as well as recent global and regional developments and emerging issues.

Common and overarching themes emerging from the Regional Conferences included the 2030 Agenda for Sustainable Development, for which FAO support was requested in developing, monitoring and evaluating policies and programmes and progress towards achievement of the SDGs; the impact of climate change, with Members requesting support to mitigate and adapt to its effects, to implement Nationally Determined Contributions, and to access global climate funding; and, the triple burden of malnutrition, with support requested for areas including nutrition education, sound policies, and inclusive value chain development.

The importance of ensuring FAO's technical expertise is in line with the needs of the 2030 Agenda for Sustainable Development and to achieve FAO Strategic Objectives was highlighted, and updating the coverage of the Decentralized Offices to adapt to current developments and achieve greater flexibility, efficiency and impact in the implementation of Strategic Objectives was discussed.

Guidance sought

The Programme Committee is invited to:

- take note of the updated results framework indicators and targets as the basis for formal monitoring and reporting on the implementation of the MTP 2018-21;
- take note of the endorsement by the Regional Conferences of the MTP 2018-21, the Strategic Programmes, the Regional Initiatives and regional priorities and provide any guidance to inform the Council's consideration of the Reports of the Regional Conferences at its 159th Session in June 2018.

¹ Summaries cover the outcomes of the Regional Conferences for Africa, Asia and the Pacific, and Latin America and the Caribbean. The Regional Conferences for Europe and for the Near East took place after preparation of this document.

I. Introduction

1. The Secretariat has embarked on implementation of the Medium Term Plan 2018-21 since January 2018, following endorsement of the Adjustments to the Programme of Work and Budget 2018-19 by the 158th Session of Council in December 2017. This document follows up on guidance provided by the Council on the Adjustments to the PWB 2018-19² and is the first step in the review of the MTP 2018-21, as follows:

- a) Sections II and two Annexes provide updated versions of the Results Framework (Web Annex 1) and Output indicators and Targets for 2018-19 (Web Annex 2) for use in formal monitoring and reporting.
- b) Section III provides a summary (Table 1) and analysis of regional priorities as expressed by the 2018 Regional Conferences (held during February-May), for use in implementing the PWB 2018-19 and reviewing the MTP 2018-21 in line with the cycle of programme planning put in place by the Conference³.

II. Updates on results framework

2. The results framework guides the planning of FAO's work under the PWB and provides the basis for monitoring and reporting. This section provides an overview of updates to the 2018-21 results framework for the five Strategic Objectives (SOs) and Objective 6, the four Functional Objectives (FOs) and three special Chapters, following the finalization of work planning 2018-19 and taking account of guidance provided by the Council in December 2017. The updated results framework is provided in Web Annex 1, and the updated SO Output indicators and targets are provided in Web Annex 2.

Strategic Objectives

3. The MTP 2018-21 aligned the FAO results framework to the Sustainable Development Goals (SDGs) by identifying a set of 39 SDG-based indicators to measure progress at the level of FAO's Strategic Objectives every two years.⁴

4. Only one SO-level indicator has been updated based on further review: in SO3, to better reflect the close linkages between poverty and climate change, the SDG indicator 1.5.1 "*Direct Disaster economic loss in relation to global GDP*" has been replaced by SDG Indicator 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*".

Outcomes

5. Indicators at the Outcome level measure the extent to which countries have made the necessary reforms and established the required capacities to achieve the Strategic Objectives, in the areas where FAO can contribute at country level, or the extent to which the international community has made progress on improving the global enabling environment. Movement in outcome indicator values are the result of policies and programmes implemented by all key stakeholders – FAO, Member States and development partners.

6. In the 2018-19 Results Framework, for the 20 Outcomes across the five Strategic Objectives there are a total of 41 Outcome indicators, of which 22⁵ are SDG indicators. Only one minor change was made to the Outcome indicators, namely in the wording of 3.1.A as shown in Web Annex 1.

7. Progress in Outcome indicators will be measured biennially in 2019 and 2021 through a Corporate Outcome Assessment (COA), using a similar approach to the one in 2017, which collected

² CL 158/3 and CL 158/REP paragraphs 6-9

³ CR 10/2009 in Basic Texts part II.F

⁴ C 2017/3 paras 25-43 and CL 158/3 Annex 1

⁵ Some SDG indicators are common to more than one SO; 17 unique SDG indicators are used as outcome indicators.

both primary (survey) and secondary data (public databases and policy review) at country level for the elements of measure for each Outcome indicator.

Objective 6 and Functional Objectives

8. There were no changes to the results framework of Objective 6 compared to the Adjustments to the PWB 2018-2019. The targets for 6.3.A reflect the implementation of the minimum standards set by the Policy on Gender Equality, as requested by Council⁶.

9. Adjustments were made to Key Performance Indicators (KPIs) under the Functional Objectives 10, *Governance, Oversight and Direction* and 11, *Efficient and effective Administration* to take into account the recommendations of the Finance Committee⁷ as approved by the Council⁸, namely to: (i) move the Key Performance Indicator (KPI) 10.2.B on completion of action on evaluation management responses from 10.2 *Oversight* to 10.3 *Direction* to more appropriately reflect the responsible party and add a similar KPI for audit; (ii) specify in the wording of KPI 10.3.B the time period of long outstanding audit recommendations; and (iii) add a new KPI on the vacancy rate for professional posts under outcome 11.1, *Efficient and effective management of human resources*. In addition, the 2019 and 2021 targets for KPI 8.2.B *Communication* were increased to reflect actuals reported in the Programme Implementation Report 2016-17.

Outputs

10. Outputs are FAO's direct contribution in terms of processes, products and services to the Outcomes in the results chain. They represent the direct results of FAO's interventions at the national, regional, and global levels, funded from assessed and voluntary contributions, which the Organization controls and for which it is fully accountable.

11. The 40 outputs in the PWB 2018-2019 and related 44 indicators are presented in Web Annex 2. Adjustments were made to a few of the output titles and indicators to improve consistency in terminology across SOs, namely: (i) SO4 output 4.2.1 to be measured through two indicators, (ii) two SP5 indicators (5.1.1.A and 5.2.1.A) include the regional dimension more explicitly. No changes in the targets have resulted from review by the Regional Conferences. Progress against the output indicator targets will be reported in 2018-2019 using the same methodology as in 2016-17.

III. Summary and analysis of regional priorities

12. In line with the cycle of programme planning put in place by the Conference, the Regional Conferences provide advice on programme and budget matters for consideration by the Council in the first year of the biennium. The five Regional Conferences (Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, and Near East), as well as the Informal Regional Conference for North America, were held during the period February to May 2018. Each Regional Conference considered: a) priorities for FAO activities in the region; and b) decentralization and decentralized offices network. The outcome of Regional Conference deliberations on these matters is found in their reports⁹ and summarized below.¹⁰

13. At the time of preparation of this document (end-April), the Regional Conferences for Europe (ERC) and the Near East (NERC) had not taken place, and the report of the Informal Regional Conference for North America (NARC) was not yet available. Therefore, this section draws only from the documents and reports of the Regional Conferences for Africa (ARC), Asia and the Pacific (APRC), and Latin America and the Caribbean (LARC).

⁶ CL158/REP, paragraph 11f

⁷ CL 158/7, paragraph 17 a)

⁸ CL 158/REP, paragraph 12

⁹ ARC/18/REP; APRC/18/REP; ERC/18/REP; LARC/18/REP; NERC/18/REP

¹⁰ Summaries cover the outcomes of the Regional Conferences for Africa, Asia and the Pacific, and Latin America and the Caribbean. The Regional Conferences for Europe and for the Near East took place after preparation of this document, and the Report of the Informal Regional Conference for North America was not yet available; summaries will be provided when the reports are available.

A. Summary of recommendations from the Regional Conferences on regional priorities

14. The five Strategic Objectives represent those areas of work on which FAO is focusing its efforts in support of Member Nations. Priorities for FAO activities in each region were considered by the respective Regional Conferences based on:

- a) The reviewed Strategic Framework and Medium Term Plan 2018-21, which contain the Strategic Objective results frameworks for organizing the response to priorities in the region.
- b) Regional priorities, which focus on region-specific needs as endorsed by the Regional Conferences. These priorities are addressed primarily through Regional Initiatives.
- c) Country Programming Frameworks (CPF) and experience with the implementation of the Strategic Programmes, which informed the identification of regional priorities.

15. In each of the Regional Conferences, the updated regional priorities were considered under the overall umbrella provided by the five Strategic Objectives. The Regional Conferences confirmed their support to the overall Strategic direction of the Organization and welcomed the strategic alignment with the 2030 Agenda for Sustainable Development, including the alignment of FAO's Strategic Objective Indicators with the SDG indicators.

16. The Regional Conferences recognized the key role of FAO's Strategic Framework in shaping the technical work to address priorities in the Regions and ensuring effective delivery of results at country level. Furthermore, Members welcomed the work completed through Strategic Programmes (SPs), and the institutional arrangements (including cross-cutting SP teams) put in place to deliver them; and also appreciated the results achieved by FAO in 2016-17 under the Regional Initiatives and other main areas of work in responding to the main priorities identified in the 2016 Sessions of the Regional Conferences.

17. The relevance of the Regional Initiatives was confirmed by the Regional Conferences and the Members supported the continuation of the RIs with minor adjustments in some regions. The regional initiatives are aimed at harnessing capacities, skills and resources from across the Organization and provide an important entry point for enhancing partnerships, including resource partners.

18. The regional priorities expressed have been tabulated for each Region, by Strategic Programme, Objective 6, and Regional Initiative, as shown in Table 1¹¹ and highlighted below.

19. The overarching context of the 2030 Agenda for Sustainable Development informed the discussions; FAO's support was requested in developing, monitoring and evaluating policies and programmes and progress towards achievement of the SDGs. The impact of climate change was a common thread, with Members requesting support to mitigate and adapt to the effects of climate change and to implement the Nationally Determined Contributions. Members also requested FAO to assist governments to access global climate and environmental funding. The triple burden of malnutrition, i.e., undernourishment, micronutrient deficiencies, and over-nutrition, was another key topic of discussion and the importance of nutrition education, sound policies and inclusive value chain development were highlighted in this regard.

20. Specific priority areas common across the Regional Conferences included strengthening food security and nutrition, increasing resilience of livelihoods to threats and crises, value chain development, control and prevention of transboundary plant and animal pests and diseases, food safety, sustainable use of natural resources including effective water and soil management, addressing the impacts of urbanization and migration, youth employment, and inclusive growth. In addition to the cross-cutting issues of climate change and nutrition, gender, statistics, and governance came up prominently.

21. The Regional Conference stressed that addressing fisheries-related issues was an area of importance for countries, including building capacity to eliminate illegal, unreported and unregulated (IUU) fishing through effective implementation of the Port State Measures Agreement. Furthermore,

¹¹ The priorities expressed by the Regional Conference for the Near East (7-11 May) and Europe (16-18 May), and the Informal Regional Conference for North America, will be appended when the Reports are available.

specific vulnerabilities facing Small Island Developing States (SIDS), including those related to climate change, were highlighted.

22. Member countries appreciated the key role of the SPs in integrating the Organization's technical work at regional and country levels to address multi-faceted development challenges and provide efficient and adequate support to countries on the SDGs. They noted the important contribution of the SPs to the delivery of normative products and services, such as standards, voluntary guidelines and legal instruments, at country and regional levels. Members also noted the importance of ensuring FAO's technical expertise is in line with the needs of the 2030 Agenda for Sustainable Development and to achieve the FAO Strategic Objectives, including re-profiling its workforce in terms of skills, gender parity and geographical representation.

23. The progress made by FAO in strengthening its collaboration with Rome-based Agencies and its alliance with other UN Agencies and regional institutions was appreciated by the Regional Conferences. FAO was called to continue to work with strategic partners as well as use its extensive and rich capabilities and expertise in the regions to achieve solutions to the various regional challenges, through mechanisms such as South-South and Triangular Cooperation, the Parliamentary Fronts against Hunger, engagement with civil society and the private sector, as well as other partnerships.

B. Decentralized offices network

24. Updating the coverage of the Decentralized Offices of FAO is essential in order to adapt to current developments and achieve greater flexibility, efficiency and impact in the implementation of Strategic Objectives. A regional review of the decentralized offices networks was presented to each Regional Conference aimed to strengthen the capacity of the network to adequately support the country priorities and specific needs and with a better redistribution of resources allocated within each region.

25. The 2018 Regional Conferences considered the steps taken, progress made and further proposals to improve the structure and function of the decentralized offices network and generally concluded as follows:

- a) Supported the proposed principles and general criteria for reviewing FAO's decentralized network coverage through the adoption of flexible arrangements;
- b) Recognized the need to review FAO's global coverage to direct more effective support to Members with particular regard to countries facing serious economic and social challenges and in consultation with Governments of concerned countries, as appropriate;
- c) Welcomed the review of country office staffing models to increase flexibility and adjust to the emerging needs of the countries;
- d) Acknowledged efforts made by the Organization in the region to strengthen national and international partnerships with key stakeholders for more effective normative and field support;
- e) Welcomed the strengthening of the internal control systems and appreciated management's efforts in this respect;
- f) Appreciated the strong focus and work of the Organization at country level though achievements highlighted in the celebration of the 40th anniversary of many FAO Representations in the region; and,
- g) Underlined the continuing need to prioritize partnerships and resource mobilization at the decentralized level, with emphasis on South-South and Triangular Cooperation and continued close collaboration with Rome-based and other UN agencies.

Table 1. Priorities and Regional Initiatives endorsed by the 2018 Regional Conferences

Strategic Objective (SO)	Africa (ARC)
SO1 Contribute to the eradication of hunger, food insecurity and malnutrition	<ul style="list-style-type: none"> - Developing comprehensive, multi-sectoral, multidisciplinary and regional approaches in the formulation and implementation of policies, strategies and programmes based on comparative advantage and for an inclusive agricultural growth - Facilitate intersectoral coordination and dialogue among relevant Ministries and stakeholders to address the vulnerability of agriculture and rural livelihoods to climate change.
SO2 Make agriculture, forestry and fisheries more productive and sustainable	<ul style="list-style-type: none"> - Support effective water and soil management - Encourage the promotion of the Biodiversity Mainstreaming Platform for implementing biodiversity initiatives; - Support compilation and scaling up of good practices on biodiversity management in a participatory manner; - Promote local knowledge, markets and value chain development for seeds /planting materials of minor crops /species; - Support countries in managing the nexus between the requisite increase in productivity / production to respond to food security needs while ensuring biodiversity conservation.
SO3 Reduce rural poverty	<ul style="list-style-type: none"> - Make agriculture competitive, profitable, financially and socially (social protection, safety net and pension systems) secure and attractive to youth and at the same time, consider special needs of women; - Facilitate access to productive resources (land, finances, knowledge, information, etc.) and create markets for young men and women entrepreneurs through school feeding programmes and other institutional markets; - Ensure education and training curricula provide youth with the right skills and education for the labor market and for decent employment opportunities within agri-food value chains; - Promote viable and decent employment and entrepreneurship opportunities for young women and men in farm and non-farm rural activities as a means of addressing the root causes of distress rural outmigration, strengthening rural-urban linkages and reducing the incidence of migration. - Increase responsible and youth-inclusive investments to modernize the agricultural sector through innovations and the promotion of improved agricultural technologies (hard and soft), information systems and Information Communication Technologies (ICT) applications; and involving youth in policy formulation, policy dialogues and decision making processes concerning them. - Provide an enabling business environment for facilitating the private sector to become the engine of job creation and strengthening apex youth associations and agribusiness bodies.
SO4 Enable more inclusive and efficient agricultural and food systems	<ul style="list-style-type: none"> - Support improved productivity and value chain development (also SO2) - Support agribusiness development, youth employment, (also SO3)
SO5 Increase the resilience of livelihoods to threats and crises	<ul style="list-style-type: none"> - Resilience building for effective management of risks - Control of plant and animal pests and diseases - Support countries in the preparation of implementation plans to the Sendai Framework for DRR 2015-2030 in Africa
Objective 6	
Climate Change	<ul style="list-style-type: none"> - Support member countries in making food and agricultural systems and rural livelihoods more resilient to the impacts of climate change, including

Strategic Objective (SO)	Africa (ARC)
	through its Strategy on Climate Change and in keeping with the directions of the 2018-2019 biennial focus on climate change; - Reinforce work with African countries on their priority actions towards the achievement of the SDGs, the refinement and implementation of their Nationally Determined Contributions (NDCs), including resource mobilization
Nutrition	- Ensuring effective education, advocacy and exchange of knowledge to improve the quality of diets and prevent malnutrition in all its forms. and nutrition, - Addressing the impact of increasing urbanization and rising incomes on food consumption patterns and diets, including through nutrition education, capacity building and awareness raising

Strategic Objective (SO)	Latin America and the Caribbean (LARC)
SO1 Contribute to the eradication of hunger, food insecurity and malnutrition	<ul style="list-style-type: none"> - Support development of a policy approach for territories with prevalence of hunger, extreme poverty and vulnerability to climate change, in the context of the 2030 Agenda for Sustainable Development and the CELAC Plan. - Help governments, in collaboration with other UN Agencies, to improve their policy instruments to achieve substantive progress in food security and nutrition of communities that are falling behind, with emphasis on rural women, indigenous peoples, disadvantaged people of African descent and other vulnerable groups. - Assist governments with the identification, development and implementation of public policies, including those related to the promotion of the Human Right to Food, to influence the transformation of food systems in order to address malnutrition, including overweight and obesity and micronutrient deficiencies in the region. - Support strengthening institutional and legal frameworks and information systems related to food security and nutrition, in order to develop capacities for resource mobilization and the effective implementation of policies. - Develop a strategy focused on accelerating national efforts to achieve SDGs in territories that have lagged behind in reducing hunger and rural poverty, and that are more vulnerable to climate change (all SOs) - Concentrate on initiatives with a clear potential for generating tangible large-scale results for sustainable development and for the achievement of SDGs (all SOs). - Mobilize the extensive and rich capabilities and expertise in the region to achieve solutions to the various challenges, through mechanisms such as South-South and Triangular Cooperation, the Parliamentary Fronts against Hunger, engagement with civil society and the private sector, as well as other partnerships. - Promote political will and good governance, including the facilitation of development and strengthening of policies, legislation and regulations; supporting the monitoring and evaluation of policies and programmes and progress towards achievement of the SDGs; and achieving Zero Hunger (Caribbean)
SO2 Make agriculture, forestry and fisheries more productive and sustainable	<ul style="list-style-type: none"> - Support knowledge exchange for agricultural innovation, including agroecology, biotechnologies and other technologies, to enhance sustainable rural development. - Support the identification of Globally Important Agricultural Heritage Systems (GIAHS). - Promote the dissemination of the Voluntary Guidelines for agro-environmental policies in Latin America and the Caribbean and its implementation upon request, as well as the mobilization of financial resources to this end. Support governments to strengthen and prepare national, regional and global programmes and initiatives related to the sustainable use of biodiversity and natural resources; adaptation and mitigation of climate change and disaster risk management for the agricultural sector, including fisheries; and the development of innovative

Strategic Objective (SO)	Latin America and the Caribbean (LARC)
	<p>environmental policies for the socioeconomic inclusion of family farmers.</p> <ul style="list-style-type: none"> - Assist countries to implement the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction, the United Nations Convention to Combat Desertification (UNCCD), and the United Nations Framework Convention on Climate Change (UNFCCC), in particular in the preparation and implementation of the Nationally Determined Contributions (NDCs) and national adaptation plans (NAPs). - Assist governments to access global climate and environmental funding, through developing capacities and facilitating international cooperation. - Organize a regional dialogue with relevant stakeholders in follow up to the Multi-stakeholder Dialogue on Mainstreaming Biodiversity to be held in May 2018, with the aim of contributing to the elaboration of an FAO Biodiversity Strategy. - Support the elaboration and implementation of a regional Blue Growth Initiative for food security, poverty reduction and sustainable management of aquatic resources, taking into account the results of the High Level Meeting on the Blue Growth Initiative for Latin America and Caribbean in November 2017. - Provide technical support to relevant bodies regarding fisheries subsidies which lead to overfishing and overcapacity, including illegal, unreported and unregulated (IUU) fishing. - Support the setting up of an integrated strategy to prevent, discourage and eliminate IUU fishing in the region, including through the implementation of the Agreement on Port State Measures and other supplementary international instruments. - Support the sustainable management, conservation, production and trade of fish products, as well as efforts to address the negative effects of climate change to the sector. - Support the development of strategies and policies for the conservation and recovery of degraded forests and soils, by encouraging countries to invest in national initiatives on agro-forestry, agroecological and organic production systems, as well as biotechnologies that protect and preserve biodiversity, especially for family farmers, and support experience exchange initiatives at global and regional levels. - Encourage FAO to strengthen cooperation and coordination amongst countries in order to exchange experiences in water resources management and social technologies, supporting the development of national and regional programmes and initiatives to fight drought, soil degradation and desertification in particular in the Central American Dry Corridor.
<p>SO3 Reduce rural poverty</p>	<ul style="list-style-type: none"> - Support governments to develop and strengthen integrated strategies for eradicating rural poverty, enhancing social protection with economic inclusion, addressing in particular gender and ethnic inequalities, as well as to generate employment and entrepreneurship among rural youth for economic and social revitalization of rural territories. - Help governments to address the causes of migration from rural territories as a result of limited opportunities, food insecurity, rural poverty, limited access to resources and services, violence, and exposure to environmental risks. - Assist governments to strengthen comprehensive policies for family farming, in the framework of the United Nations Decade of Family Farming, paying special attention to their potential for safeguarding biodiversity, sustainably managing natural resources and thus providing a favourable environment for reducing rural poverty, hunger and malnutrition as well as promoting a business model for generating income. - Support the role of fisheries and aquaculture, particularly artisanal, small-scale fisheries and aquaculture producers, in the eradication of poverty, hunger and malnutrition. - Support the design and implementation of public policies as well as spaces for dialogue between governments and civil society organizations, multisectoral collaboration and public-private partnerships, including the promotion of producer associations, to enable agrifood systems to generate properly balanced nutritional, social, environmental and economic benefits, increasing opportunities for family farmers as well as youth and the rural poor, commercially viable production, and rural small and medium enterprises.

Strategic Objective (SO)	Latin America and the Caribbean (LARC)
SO4 Enable more inclusive and efficient agricultural and food systems	<ul style="list-style-type: none"> - Support the elaboration and adoption of a voluntary international code of conduct to prevent and reduce food losses and waste. - Support countries to benefit from an open, fair and transparent international agricultural trading system with a view to facilitate market access and the commercialization of agricultural products, so that family farmers and small-scale producers can also benefit from it.
SO5 Increase the resilience of livelihoods to threats and crises	<ul style="list-style-type: none"> - Support governments to strengthen and prepare national, regional and global programmes and initiatives related to the sustainable use of biodiversity and natural resources; adaptation and mitigation of climate change and disaster risk management for the agricultural sector, including fisheries; and the development of innovative environmental policies for the socioeconomic inclusion of family farmers. - Assist countries to implement the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction, the United Nations Convention to Combat Desertification (UNCCD), and the United Nations Framework Convention on Climate Change (UNFCCC), in particular in the preparation and implementation of the Nationally Determined Contributions (NDCs) and national adaptation plans (NAPs) as requested. - Assist in building resilience to natural disasters and food crises (Haiti)
Objective 6	
Technical Quality	<ul style="list-style-type: none"> - Ensure technical expertise in accordance with the needs to implement the 2030 Agenda for Sustainable Development and to achieve FAO Strategic Objectives and re-profile its workforce in terms of skills, gender parity and geographical diversity targets. - Take into account the need for geographical balance in the recruitment of consultants, especially from developing countries, consistent with geographic distribution criteria for staff, whilst retaining merit as the primary criterion for recruitment - Implement a personnel and resource mobilization strategy to support the mandates of the Regional Conference.
Statistics	<ul style="list-style-type: none"> -
Gender	<ul style="list-style-type: none"> - Support governments to develop and strengthen integrated strategies for eradicating rural poverty, enhancing social protection with economic inclusion, addressing in particular gender and ethnic inequalities, as well as to generate employment and entrepreneurship among rural youth for economic and social revitalization of rural territories.
Climate Change	<ul style="list-style-type: none"> - Assist governments to strengthen and prepare national, regional and global programmes and initiatives related to the sustainable use of biodiversity and natural resources; adaptation and mitigation of climate change and disaster risk management for the agricultural sector, including fisheries; and the development of innovative environmental policies for the socioeconomic inclusion of family farmers. - Assist countries to implement the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction, the United Nations Convention to Combat Desertification (UNCCD), and the United Nations Framework Convention on Climate Change (UNFCCC), in particular in the preparation and implementation of the Nationally Determined Contributions (NDCs) and national adaptation plans (NAPs) as requested. - Assist governments to access global climate and environmental funding, through developing capacities and facilitating international cooperation. - Member Countries to develop a policy approach for territories with prevalence of hunger, extreme poverty and vulnerability to climate change, in the context of the 2030 Agenda for Sustainable Development and the CELAC Plan. - Support countries to strengthen actions to mitigate and adapt to the effects of climate change, to enhance the conservation and sustainable use of biodiversity and the development of livelihoods in drylands, including efficient management of water resources.
Nutrition	<ul style="list-style-type: none"> - Support follow up on the implementation of the Framework for Action of the Second International Conference on Nutrition (ICN2) and support regional networks and initiatives to achieve the goals of the United Nations Decade of Action on Nutrition.

Strategic Objective (SO)	Latin America and the Caribbean (LARC)
	<ul style="list-style-type: none"> - Promote nutritious diets including through the consumption of fish, meat and fresh products, in order to contribute to the improvement of food security and nutrition - Help improve policy instruments of countries to achieve substantive progress in food security and nutrition of communities that are falling behind, with emphasis on rural women, indigenous peoples, disadvantaged people of African descent and other vulnerable groups. - Assist governments with the identification, development and implementation of public policies, including those related to the promotion of the Human Right to Food, to influence the transformation of food systems in order to address malnutrition, including overweight and obesity and micronutrient deficiencies in the region. - Support follow up on the implementation of the Framework for Action of the Second International Conference on Nutrition (ICN2) and support regional networks and initiatives to achieve the goals of the United Nations Decade of Action on Nutrition. - Support strengthening institutional and legal frameworks and information systems related to food security and nutrition, in order to develop capacities for resource mobilization and the effective implementation of policies. - Promote nutritious diets including through the consumption of fish, meat and fresh products, in order to contribute to the improvement of food security and nutrition. - Increase attention to combating obesity through production and consumption of healthy, safe and nutritious food
Strategic Objective (SO)	Asia and the Pacific (APRC)
<p>SO1 Contribute to the eradication of hunger, food insecurity and malnutrition</p>	<ul style="list-style-type: none"> - Nutrition and food safety - Analytical work to address the challenges of malnutrition in all the three dimensions in the Pacific - Work with member countries in collaboration and partnership with sub-regional, regional and international institutions in providing policy advice and capacity development as well as building on FAO's normative and standard-setting work - Intensify support for national efforts for the promotion and progressive realization of the Human Right to Food (Mesoamerica) - Develop nutrition-sensitive food systems approaches that foster an enabling environment for mainstreaming nutrition through agriculture and food chain actions. - Deliver co-ordinated multi-sectoral actions through a sustainable food systems approach for healthy diets - Provide assistance on improving social protection, nutrition planning and nutrition education. - Assist countries in identifying partnership opportunities between the public and private sectors, including South-South Co-operation and other mechanism. - Assist countries to strengthen sector-specific contributions under the 2030 Agenda (all SOs). - Assist countries to enhance systems for monitoring and reporting sector activities in a transparent manner (all SOs). - Work with countries to develop public and private sector partnerships and collaborate in the design, financing and implementation of sector-specific activities (all SOs)
<p>SO2 Make agriculture, forestry and fisheries more productive and sustainable</p>	<ul style="list-style-type: none"> - Support sustainable production and resilience in the context of climate change (also SO5) - agricultural productivity and diversification; GIAHS; ecosystem services and biodiversity; risk reduction and resilience building; innovation and technologies; and sustainable soil and water management; - Port State Measures Agreement and the combating IUU for sustainable fisheries

Strategic Objective (SO)	Asia and the Pacific (APRC)
	<ul style="list-style-type: none"> - Accelerate the integration of the GAP into key Pacific regional fora and on new/enhanced collaboration with partners for improving food security and nutrition in the Pacific - Support governments to develop policy instruments that support agriculture growth through sustainable practices and drive innovation, productivity and profitability. - Support governments in the development of tools and practices for better management of natural resources including soil and water. - Promote governance and sustainable use of natural resources (Caribbean) - Acknowledge and give prominence to the contribution of fisheries and aquaculture to food security, nutrition and poverty eradication (South America) - Facilitate technical assistance for countries to access mechanisms for the differentiation of agroecological and organic products in international markets, and to strengthen value chains and clusters to enhance competitiveness (South America) - strengthen actions to mitigate and adapt to the effects of climate change, to enhance the conservation and sustainable use of biodiversity and the development of livelihoods in drylands, including efficient management of water resources.(South America) -
<p>SO3 Reduce rural poverty</p>	<ul style="list-style-type: none"> - Empowerment of rural women and girls; - Provide assistance to support rural households, especially smallholders and family farmers, for increasing their incomes and enhancing their well-being. - Support governments in strengthening comprehensive policies for family farmers, in the context of the UN Decade on Family Farming, and help harness their full potential to contribute to achieving the 2030 SDGs. - Continue strengthening the articulation of programs of social protection and productive inclusion for the eradication of rural poverty (Mesoamerica) - Support countries to develop and implement social protection programs, particularly those with productive emphasis (South America) -
<p>SO4 Enable more inclusive and efficient agricultural and food systems</p>	<ul style="list-style-type: none"> - Inclusive value chain development; food waste and loss; - Deliver coordinated multi-sectoral actions through a sustainable food systems approach for healthy diets. - Strengthen tripartite collaboration between FAO, WHO and OIE and capacities of countries to implement arrangements consistent with Codex and IPPC standards - Provide guidance on the design, develop capacity and modernize regulatory and control frameworks for food safety in the region and continue work on the development of food safety indicators. - Encourage a milieu for research and innovation and one that empowers industry including SMEs and MSMEs and small holders to incorporate best international practices, voluntary standards and be certified for food safety to improve their market access. - Develop nutrition-sensitive food systems approaches that foster an enabling environment for mainstreaming nutrition through agriculture and food chain actions. - Provide technical assistance to develop specific solutions customised to the Pacific SIDs (all SOs). - Promote the adoption of a voluntary code of conduct for the reduction of food losses and waste (Mesoamerica) - Assist countries in their efforts to reduce food losses and waste (South America)

Strategic Objective (SO)	Asia and the Pacific (APRC)
SO5 Increase the resilience of livelihoods to threats and crises	<ul style="list-style-type: none"> - Transboundary animal and plant pests and diseases - Use One Health strategies to reduce food-borne illnesses, trans-boundary animal and plant diseases, AMR, chemical residues and foster an enabling environment for voluntary standards and Codes of Practice in the Asian region. - Expand food safety interventions and One Health approaches in the Pacific towards reduction of health risks from food-borne parasites, use of chemicals and effective risk-based import control. - Continue to support countries to integrate agriculture into their national policies, strategies and programmes for disaster risk reduction and management.
Objective 6	
Technical Quality	<ul style="list-style-type: none"> - Ensure that technical expertise is in line with the needs of the 2030 Agenda for Sustainable Development and to achieve FAO Strategic Objectives, including rejuvenating and re-profiling its workforce in terms of skills, gender parity and geographical representation without impacting the immediate capacity of decentralized offices to meet countries' needs and consistent with relevant United Nations guidance
Statistics	<ul style="list-style-type: none"> - data and analysis for decision making, monitoring and evaluation - capacity development for statistics collection, SDG monitoring and reporting
Gender	<ul style="list-style-type: none"> - Work with countries to ensure that food system interventions are gender sensitive, taking women and men's different needs and opportunities into account. - Empowerment of rural women and girls;
Climate Change	<ul style="list-style-type: none"> - Facilitate countries' access to climate finance for investment in national priority actions to address risks and opportunities for agriculture identified in NDC, agri-Sendai implementation plans and other climate change policies and strategies. - Continue to support countries to integrate agriculture into their national policies, strategies and programmes for climate change - Promote climate change adaptation, mitigation and disaster risk mitigation; and resource mobilization from global climate and environmental financial sources, including in the reclassification of CARICOM countries in the context of the Global Climate Fund (Caribbean) - take full advantage of existing instruments to access climate finance, and identified FAO as a natural ally for the formulation of projects and the mobilization of resources. (Mesoamerica)
Nutrition	<ul style="list-style-type: none"> - Provide assistance on improving social protection, nutrition planning and nutrition education. - Develop nutrition-sensitive food systems approaches that foster an enabling environment for mainstreaming nutrition through agriculture and food chain actions. - Establish a regional network within the IRI in partnership with other agencies and development partners to effectively implement actions for food security and nutrition derived from the GAP. - support countries to improve levels of nutrition, mainly through the promotion of nutrition education in a multisectoral manner and as far as possible with the private sector, while addressing conflicts of interest (Mesoamerica, South America)

Regional Initiatives

Regional Initiatives (RI)	Priorities
Africa	
<i>Africa's Commitment to End Hunger by 2025 (Facilitated by SP1 in collaboration with all SPs)</i>	<ul style="list-style-type: none"> - mainstreaming Zero Hunger in all of FAO's work at country and regional levels; - promoting a food systems approach for better nutrition with due consideration of the effects of urbanization, climate change and migration, social protection; - strengthening policy support at country level, aiming at creating conducive policies and institutional environment, also through operationalizing at country level FAO's global normative products and guidelines; - enhancing stakeholder implementation capacities, including through the engagement of private sector and international financial institutions, in support of sustainable and nutrition sensitive agriculture, food security and nutrition.
<i>Sustainable Production Intensification and Value Chain Development (Mainly SP 2 and 4 collaborating with SP3)</i>	<ul style="list-style-type: none"> - strengthening sustainable food and agriculture systems through promoting the key principles of SFA, by raising awareness, promoting dialogues and building multistakeholder platforms at regional and country levels. - supporting countries in the integration of SDGs in their national multi-year programmes and implementation plans, thus ensuring a more integrated an strategic approach to SFA, as a key component of SDG2; and producing a new generation of multidisciplinary global knowledge products on bio-diversity, farmer field schools, water and landscapes management, nationally determined contribution (NDC) implementation, agroecology, among others; - promoting sustainable inclusive value chain development through supporting PPs for innovative entrepreneurship by pursuing a more integrated and holistic approach to support countries in attaining the SDGs; developing and implementing various flagship programmes for upscaling support to food system development, including Urban Food Systems, Trade and Market Integration, One Health approach, the Global Action Programme for Food Security and Nutrition in the small island developing states (SIDS); addressing global challenges such as transboundary diseases and pests, Antimicrobial resistance (AMR), food safety threats and migration; and building innovative partnerships with UN, regional organizations, multistakeholder platforms and South-South Cooperation modalities to develop agrofood systems. - Supporting initiatives at regional scale, in collaboration with the AU and other regional and subregional partners, to integrate migration and decent youth employment into national development plans and agriculture and rural development policies, strategies and programmes, and address the drivers of migration, harnessing the related development potential and ensuring that no one is left behind by recognizing the needs and aspirations of women and youth as regards employment opportunities, access to productive resources, markets and policy dialogue fora.

Regional Initiatives (RI)	Priorities
<p><i>Building Resilience in Africa's Drylands (SP5 in collaboration with SP1, 2 and 3)</i></p>	<p>Support efforts in addressing vulnerability to risks, while linking development and humanitarian approaches in resilience building, in the context of protracted crises/conflicts, and for effective risk management of transboundary animal and plant diseases and pests (Fall Armyworm, Highly Pathogenic Avian Influenza, peste des petits ruminants, etc.)</p> <p>Focusing on four key pillars:</p> <ul style="list-style-type: none"> i) Risk governance and investment plans (support to country and regional Disaster Risk Reduction (DRR) policies, support to sustainable peace in the Agenda 2030 context); ii) Risk information (Global report on food crisis, early warning tools, food security assessments, etc.); iii) Risk Reduction (social protection inclusion in resilience programmes, cost benefit analysis on DRR, pastoralism, etc.); iv) Risk Preparedness and Response (cash transfers, combating high-impact infectious diseases, sustainable management of FAW in Africa, etc.)
<p>Latin America and the Caribbean</p>	
<p><i>Hunger-free Latin America and the Caribbean (SP1, 2, 3 and 4)</i></p>	<ul style="list-style-type: none"> - Recover Latin America's progress towards the goal of Zero Hunger, with a main emphasis on rural territories that still have levels of food and nutritional insecurity well above their respective national averages through: <ul style="list-style-type: none"> i) Promotion of a renewal of political commitment to eradicate hunger, especially in the indicated territories ii) support the design and implementation of public policies and instruments to eradicate hunger, with emphasis on neglected territories and populations; iii) support the mobilization of resources to address food insecurity in laggard territories; iv) support the generation and analysis of evidence for the evaluation of results and informed decision-making in terms of both programmes and SDG indicators. - Curb and start to reverse the alarming increase in the prevalence of overweight and obesity through the following proposed actions: <ul style="list-style-type: none"> i) encourage the production of healthy foods from family farming as much as possible ; ii) strengthen the supply of diverse and healthy food to the entire population, with emphasis on vulnerable sectors; iii) strengthen trade to make it possible to increase the supply of safe and more nutritious food for the whole population, including partnerships with the private sector that stimulate the presence of diverse and healthy foods in supermarkets and other types of commercial chains, particularly in the urban and rural areas; iv) use social protection programmes to overcome economic barriers to access sufficient and healthy food; v) encourage food and nutrition education initiatives as well as the establishment of food guide; and vi) support the design of policies and regulations that regulate the sale, packaging and advertising of foods with high levels of sugar, fat and salt, to discourage their consumption
<p><i>Family farming and inclusive food systems for sustainable rural development (Mainly SP 2 and 3 supported by SPs 1, 4, 5)</i></p>	<ul style="list-style-type: none"> - Contribute to a significant reduction of rural poverty and extreme poverty, with emphasis on the expansion of access to assets and services for the most vulnerable populations in the region's rural territories, and the link between social protection systems with productive inclusion strategies; - Support countries in revitalizing their rural territories, especially those that are lagging behind, in order to ease migratory pressures, offer opportunities for rural populations and reduce inequalities within and between territories.

Regional Initiatives (RI)	Priorities
	<p>Areas of action include:</p> <ul style="list-style-type: none"> i) Promote a renewed political commitment and higher-quality public investment for the eradication of rural poverty, with emphasis on the territories where there is a larger number of poor people or a higher poverty rate, or both. ii) Support the formulation and implementation of public policies fostering inclusive and sustainable territorial development that promote better living conditions for rural populations, addressing the problems of poverty, inequality, the productive inclusion of women, indigenous people and youth, the effects of climate change and the need to improve family farmers' engagement in markets iii) Strengthen capacities for a renewed and strengthened institutional framework that enables national and subnational governments to take more effective and efficient action, overcoming barriers to indispensable interagency action, and the participation and empowerment of rural communities with emphasis on linkages between social protection systems and productive inclusion strategies.
<i>Sustainable use of natural resources, climate change adaptation and disaster risk Management (SPI,2,4 and 5)</i>	<p>Increase the sustainability and resilience of agriculture to climate change, addressed through two lines of action:</p> <ul style="list-style-type: none"> (i) Reduce the environmental impact of agrifood systems. (ii) Promote and support disaster risk management for a resilient agriculture, <p>Increase financing and capacity for climate-change adaptation in agriculture through:</p> <ul style="list-style-type: none"> (i) Development of policy frameworks and institutional capacities for climate change adaptation in agriculture (ii) Support for the countries of the region in accessing international climate and environmental financing
Asia and the Pacific	
<i>Zero Hunger</i>	<ul style="list-style-type: none"> - improved enabling environment for food security and nutrition governance in member countries; - enhanced evidence-based research and policy advice on food security and nutrition in the region; - strengthened sustainable and inclusive agriculture and food systems in member countries.
<i>Blue Growth</i>	<ul style="list-style-type: none"> - improved fisheries management and enhanced protection of aquatic ecosystems and biodiversity; - scaled-up innovative aquaculture and fisheries production and management systems and practices for more efficient and sustainable production through an intersectoral food system approach; - strengthened inclusive and gender-sensitive fisheries and aquaculture value chains; - increased resilience of fisheries and aquaculture sectors in the region
<i>Climate Change</i>	<ul style="list-style-type: none"> - enhanced member-country capacities to scale up adaptation, enhance resilience and reduce emissions from the agriculture sectors; - improved integration of agriculture and food security into the climate change and Disaster Risk Reduction agenda; - strengthened FAO role in knowledge-sharing and partnership-building.
<i>One Health</i>	<ul style="list-style-type: none"> - guidance on evidence-informed processes; - facilitation of an enabling environment for multisectoral decision-making; - implementation of One Health-based risk management actions.
<i>Interregional Initiative on SIDS - Pacific Component</i>	<ul style="list-style-type: none"> - strengthened evidence base to support multisectoral policy action; - improved sustainability, resilience and nutrition-sensitivity of Pacific SIDS food systems; - scaled-up actions to improve food security and nutrition among key target groups