

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

SDG Indicators of Impact	<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>
BP1: Innovation for Sustainable Agriculture Production	
BP2: Blue Transformation	
BP3: One Health	
BP4: Small-Scale Producers' Equitable Access to Resources	
BP5: Digital Agriculture	

BP1: Innovation for Sustainable Agriculture Production	
Gap	Global agricultural production must increase by at least 40 percent by 2050 with limited resources to cover expected food needs; yet, current agricultural production systems lack integration, optimization, diversification and innovation, while relying on intensive use of agricultural inputs and natural resources, 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
Outcome	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

Documents can be consulted at www.fao.org




BP1: Innovation for Sustainable Agriculture Production	
SDG targets	<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, Indigenous Peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>6.4 By 2030, substantially increase water use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>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>Technology: 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>Innovation: 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>Data: Collection, analysis and dissemination of relevant data/information at disaggregated territorial level for crops, livestock and forestry with linkage to the Hand-in-Hand Initiative (HIH) geospatial platform</p> <p>Complements: Promote evidence-based policy dialogue and governance (institutional and political economy) analysis that incentivize uptake of 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>

BP1: Innovation for Sustainable Agriculture Production	
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Sustainable production innovation: sustainable production systems and practices, agricultural inputs and more sustainable, productive processes • Sustainable transformation support through integration, demonstration and dissemination • Sustainable policies for an enabling environment: policy formulation and enabling environments for implementation of sustainable agriculture innovation • 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 • Improve resource use efficiency in livestock (including insect) production and health through sustainable agricultural innovations • Optimize the sustainable use of forests for agricultural productivity and income generation
<p> Normative aspects</p>	<ul style="list-style-type: none"> • Second Global Plan of Action (Second GPA) for Plant Genetic Resources for Food and Agriculture (PGRFA) • Global Programme on Sustainable Dryland Agriculture • World Information and Early Warning System (WIEWS) on Plant Genetic Resources for Food and Agriculture (PGRFA) and the Domestic Animal Diversity Information System (DAD-IS) • International Plant Protection Convention (IPPC) • Global Action for Fall Armyworm Control • Global assessment of the contribution of livestock to food security, sustainable agrifood systems, nutrition and healthy diets • Secretariat of the Advisory Committee on Sustainable Forest-based Industries • Global Action on Green Development of Special Agricultural Products: “One Country One Priority Product” (OCOP) • International Code of Conduct on pesticide management • International Code of Conduct on sustainable use and management of fertilizers • International Commission on Poplars and Other Fast-Growing Trees Sustaining People
<p> Core function strategy</p>	<ul style="list-style-type: none"> • 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 • Norms and standards through intergovernmental forums (e.g. Committee on World Food Security (CFS), Committee on Agriculture (COAG) and its Sub-Committee on Livestock) • Governance and policy dialogue will play a central role in creating an enabling environment and scaling up sustainable agricultural innovations • Capacity development for upscaling sustainable production practices and integrated approaches • Partnerships and catalysing coalitions to put sustainable agricultural innovations and strategies in practice for improved productivity • Practices and technologies tailored to smallholders, including digital tools
<p> Output Indicators</p>	<ol style="list-style-type: none"> 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 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)




BP1: Innovation for Sustainable Agriculture Production	
 Trade-Offs	<p>Depending on the target ecosystem (e.g. tropical, dryland and urban/peri-urban agriculture), production systems (e.g. crop, livestock and forestry) and geography, potential trade-offs exist between short-term economic profitability and environmental sustainability</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Insufficient resources and uptake of appropriate technologies and innovations due to limited accessibility, organizational capacity and economic incentives 2. Limited market demand for sustainable technologies, also due to conflictual food and agricultural incentives and subsidies <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Identify and engage relevant stakeholders at all stages, to ensure buy in and capacity development, and support business risk management 2. Work with governments and other partners to develop appropriate policy support and incentive schemes


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




¹ United Nations Convention on the Law of the Sea (UNCLOS)

BP2: Blue Transformation	
 <p>Accelerators</p>	<p>Technology: Technical innovations for productivity and ecosystem protection throughout value chains, including capture, production and food processing</p> <p>Innovation: 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>Data: Enhanced disaggregated data collection with multidimensional fishery and aquaculture--related data available through the Hand-in-Hand Initiative geospatial platform, other alternative sources and existing data systems</p> <p>Complements: Capacity development for data-poor management systems, including climate change adaptations; break the technological divide through extension services and South-South and Triangular Cooperation; enhance value chains through policy coherence and capacity support</p>
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Component 1: ensure a growing contribution of aquaculture to sustainable agrifood systems, alleviates poverty and generates income for farmers, including youth • Component 2: transform and upgrade fish value chains to reduce loss and waste, promote transparency, stimulate sustainability, increase benefits and food distribution • Component 3: build transformative and innovative fisheries management systems through an Ecosystems Approach to Fisheries, particularly in data-poor regions
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • Code of Conduct for Responsible Fisheries and related technical guidelines • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • Port State Measures Agreement (PSMA), UN Fish Stocks Agreement, Compliance Agreement and associated regional fisheries management organizations' agreements • Voluntary Guidelines for Catch Documentation Schemes (VGCDs) • Ecosystem Approach to Fisheries (EAF) and Aquaculture (EAA) • FAO Strategy on Biodiversity Mainstreaming across Agricultural Sectors • Vision and Strategy for FAO's Work in Nutrition • Addressing the Climate Change and Poverty Nexus • UN Decade on Ecosystem Restoration, UN Decade of Ocean Science, International Year of Artisanal Fisheries and Aquaculture • Regional fisheries bodies; Regional fisheries management organisations
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • 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 • 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,² VGGT and others • 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 • Establish partnerships and catalyse coalitions, including with civil society, the private sector and investment partners to escalate transformation • Advocacy that highlights and promotes socio-economic and environmental benefits from sustainable production of food from aquatic systems



² Voluntary Guidelines for Catch Documentation Schemes (VGCDs)






BP2: Blue Transformation	
 Output Indicators	<ol style="list-style-type: none"> 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 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)
 Trade-Offs	<p>Sustainable food production requires management trade-offs, which depend on the Programme focus in each country or region. Expected trade-offs include those between food production and other 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>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Expectations for global aquaculture growth overestimate potential and inputs cannot keep up with production demand which may lead to insufficient biosecurity and disease control 2. Climate change impacts and ecosystem degradation restrict production capacity. Climate change impacts reduce sustainability of stocks; ecosystem restoration and targeted protection fails to improve ecosystem status <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Support regulatory frameworks and monitoring programmes as well as development of capacity feasible technologies specific to country realities 2. Apply climate-adapted Ecosystem Approaches focused on flexible and proactive management arrangements that foster social-ecological and environmental resilience





BP3: One Health	
Gap	Increasing losses to production and adverse health effects caused by the spread of biological threats, including zoonotic infections of pandemic potential and antimicrobial resistance (AMR) in the crop, animal and aquaculture sectors, 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
Outcome	Strengthened and better performing national and international integrated One Health systems for human, animal, plant and environmental health achieved through improved pest and disease prevention, early warning and management of national and global health risks, including invasive alien species and AMR
SDG targets	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters 3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks 15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
SDG Indicators	1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies 3.d.1 International Health Regulations (IHR) capacity and health emergency preparedness 15.8.1 Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species
 Accelerators	<ul style="list-style-type: none"> ⚙️ Technology: Accelerating uptake of technical innovations and biosecurity guidance to curb pest and disease losses ⚙️ Innovation: Innovative, digital solutions for expansive scaling-up of engagement, addressing inequalities in health systems through an integrated One Health approach ⚙️ Data: Multiple-source surveillance information systems at the country level, integrated with the Hand-in-Hand Initiative geospatial platform to better target actions and support user-level decisions ⚙️ Complements: Governance (institutional and political economy) analysis to improve One Health governance, global to national; improved food chain monitoring for health and safety; systems based training and focused capacity development; enhanced science-policy interface
Key thematic components	<ul style="list-style-type: none"> • Integrated information systems (on animal and plant pests and diseases) • One Health and biosecurity human capital and resilience building • Preventing the next pandemic through a One Health approach • Better preparedness for emergency management of transboundary plant pests, invasive alien species and animal diseases • Transforming access to biosecurity and best-practice guidance • Health systems performance in sanitary and phytosanitary measures (SPS) standards for better trade and food security • Antimicrobial resistance: addressing AMR in the agriculture, fisheries and environment sectors



BP3: One Health	
 Normative aspects	<ul style="list-style-type: none"> • Joint FAO-OIE-WHO³ 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) • The Joint FAO-OIE-WHO Global Early Warning System for health threats and emerging risks at the human-animal-ecosystems interface (GLEWS+) • FAO Progressive Management Pathway for Improving Aquaculture Biosecurity (PMP/AB) and FAO Progressive Management Pathway for Biosecurity • Rotterdam Convention • International Plant Protection Convention (IPPC), Codex Alimentarius (“Food Code” for food safety) • Global Action Plan on Antimicrobial Resistance, and Tripartite Zoonoses Guide • FAO-OIE Global Framework for the Progressive Control of Transboundary Animal Diseases (GFTADs) • FAO Good Emergency Management Practices (GEMP) • International Code of Conduct on Pesticide Management • Global Animal Disease Information System – EMPRES-i+ • Food Contaminant and Residue Information System (FCRIS) • International Database on Insect Disinfestation and Sterilization (IDIDAS) • FAO Action Plan on Antimicrobial Resistance (2021-2025) • International FAO Antimicrobial Resistance Monitoring data platform (InFARM)
 Core function strategy	<ul style="list-style-type: none"> • Data services for One Health decision-making: global pest, disease and health data systems on animal and plant pests and diseases for epidemic management and investment decisions in national health systems • Norms and standards development in SPS areas, biosecurity and health security systems (with SPS performance, including plant health) • Governance (including arrangements with the UN system, as well as non-UN partnerships) in the One Health/ecosystem services and biodiversity interface, and with FAO Members regarding measuring performance of health systems and AMR progress, and with international conventions on plant protection (IPPC) and food safety standards (Codex Alimentarius) • Capacity development for One Health and biosecurity implementation, through digital tools and partnerships, with innovative extension and adult learning for national human capital development • Policy development: implementation of the global strategies for major animal and plant pests and diseases, including <i>Peste des Petits Ruminants</i> (PPR), African Swine Fever (ASF), fall armyworm, locust management, Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs), Global Action Plan on AMR • Lead policy dialogues and processes with FAO Members and regional organizations, the private sector and civil society
 Output Indicators	<ol style="list-style-type: none"> 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 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)



³ World Organisation for Animal Health (OIE); World Health Organization (WHO)

BP3: One Health	
 Trade-Offs	<p>Trade-off management is central to sustainable resource utilization, and trade-offs can be expected depending on the context and target groups which are the focus of the Programme. In particular, trade-offs may occur between increasing disease intelligence and restrictions on trade for sanitary reasons; and stringency of biosecurity in international movements for trade <i>vis-à-vis</i> access and participation of small holders in markets; and in wildlife harvesting and health security</p>
 Risk/mitigation	<p>▲ Risks:</p> <ol style="list-style-type: none"> 1. Reduced public expenditures on prevention, due to impact of COVID-19 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 2. National UN system programming priorities do not include agricultural biosecurity <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Focus on an all-hazards approach within FAO programming and support resilience building and small farmer and producer level through advocacy and policy change 2. Extend the One Health approach to embrace all sectors (APPDs and AMR under biosecurity programmes)

BP4: Small-Scale Producers' Equitable Access to Resources	
Gap	Small-scale producers are responsible for a large share of food production and are custodians of natural resource and biodiversity management; yet they lack equitable access to resources, including land and water, and participation in policy and decision-making processes
Outcome	Enhanced equitable access of small-scale producers and family farmers to economic and natural resources, markets, services, information, education and technologies ensured through improved policies, strategies and programmes
SDG targets	<p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, Indigenous Peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>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>
SDG Indicators	<p>1.4.1 Proportion of population living in households with access to basic services</p> <p>1.4.2 (contributing) Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure</p> <p>2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size</p> <p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status</p> <p>2.4.1 (custodian) proportion of agricultural area under productive and sustainable agriculture</p> <p>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>
Accelerators 	<p> Technology: Technological innovations for productivity increase through best practices, labour efficiency and supporting food storage and processing</p> <p> Innovation: Inclusive and adapted innovative technologies including digitalization for sustainable production and improved market access; development of digital capacity</p> <p> Data: More comprehensive small-scale food producer data disaggregated by gender across the food system available on the FAO Database and the Hand-in-Hand Initiative geospatial platform</p> <p> Complements: Level- and context-specific governance analysis to identify critical institutional, human capital and political economy bottlenecks to small-scale producers' access to productive resources; development of scenario-based analysis of alternative strategies for policy and institutional change</p>





BP4: Small-Scale Producers' Equitable Access to Resources	
 Key thematic components	<ul style="list-style-type: none"> • Access to economic resources, infrastructure and natural resources; and promoting best practice • Ensure secure tenure rights to land, water bodies, forests and grazing lands • Access to extension, information, services and training, technologies and innovations, and digitalization • Scale up and enhance social protection in increasing productivity; support small-scale producers to manage risks better • Promote local agrifood systems, emphasizing integrated production systems and food diversification • Respect and promote Indigenous Peoples' agrifood systems
 Normative aspects	<ul style="list-style-type: none"> • Transforming food and agriculture to achieve the Sustainable Development Goals • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) • Improving Governance of Pastoral Lands • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • FAO Policy on Gender Equality • FAO's Framework on Rural Extreme Poverty; FAO Social Protection Framework • The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • Addressing the climate change and poverty nexus • United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas • United Nations Decade of Family Farming 2019-2028 Global Action Plan
 Core function strategy	<ul style="list-style-type: none"> • Promoting small-scale producers practices and technologies adapted to local conditions with focus on increasing productivity, efficiency and sustainability, including digital and labour-saving solutions, tools and machinery • Gathering and analysing statistics on rural households, their make up (i.e. gender and age group), income status, contribution to economic growth, production profiles, food security and nutrition, consumption patterns, and gender-disaggregated work burden • Capacity development for small-scale producers with focus on young rural women and men fostering more sustainable food production, processing, marketing and consumption • Establishing partnerships and catalysing coalitions, including South-South and Triangular Cooperation, to agree on a common vision • Engaging with development banks and the private sector to mobilize investment in small-scale producer programmes • Inclusive policy dialogue and processes strengthening cross-ministerial linkages to consider benefits and trade-offs, including rural-urban linkages and supporting implementation of normative work and standard-setting • Advocacy for small-scale producer inclusion in decision-making and for inclusive governance models and policies
 Output Indicators	<ol style="list-style-type: none"> 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 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)

BP4: Small-Scale Producers' Equitable Access to Resources	
 Trade-Offs	<p>Trade-offs can be expected depending on the context and target groups which are the focus of the Programme. A greater focus on income generation in a particular context area (e.g. economic) could lead to a trade-off situation with a programme on natural resources management (e.g. environment)</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Increasing pressure on already scarce natural and economic resources, exacerbated by the current disruption due to ongoing COVID-19 pandemic and new unexpected shocks 2. Exclusion of extreme poor and most vulnerable groups <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Coordinate activities within FAO and with external partners to increase resilience of production systems and value chains 2. Strengthen small-scale producers through building cooperatives to ensure better negotiation and bargaining power, and support adequate expansion and configuration of social protection programmes to support small-scale producers and extreme rural poor and proper inclusion of women, youth and Indigenous Peoples

BP5: Digital Agriculture	
Gap	Affordable access to digital networks and digital public goods are paramount to unleashing the potential of rural communities and reaping the dividends of the digital economy, thus contributing to the 2030 Agenda
Outcome	Accessible digital ICT ⁴ 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
SDG targets	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance 5.b Enhance the use of enabling technology, in particular ICT to promote the empowerment of women 9.c Significantly increase access to ICT and strive to provide universal and affordable access to the Internet in least developed countries 17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism and enhance the use of enabling technology, in particular ICT
SDG Indicators	1.4.1 Proportion of population living in households with access to basic services 5.b.1 Proportion of individuals who own a mobile telephone, by sex 9.c.1 Proportion of population covered by a mobile network, by technology 17.8.1 Proportion of individuals using the Internet
 Accelerators	<ul style="list-style-type: none"> ⚙️ Technology: Digital innovations for <i>better production</i>, post-harvest operations and integration in shortened and global value chains ⚙️ Innovation: Innovative policies and best practices, including digital solutions for increased production and transparent value chains 📊 Data: Enhanced disaggregated data collection and dissemination on and for the uptake of digital technologies in agriculture available through the FAO Database, the Hand-in-Hand Initiative geospatial platform and FAO Digital Services ⚙️ Complements: Identify and develop strategies for overcoming institutional, human capital and political economy constraints on inclusive digital agriculture; introduce and build support for appropriate standards of ownership, privacy and security; address scale-neutrality and access issues
Key thematic components	<ul style="list-style-type: none"> • Increase the access, amount, timeliness and quality of digital solutions (data, information, knowledge and technology) available to the poor • Promote digital learning, which itself enhances technology adoption among farmers • Increase the transformative and innovative use of digital technologies to facilitate access to financial services and increase resilience
 Normative aspects	<ul style="list-style-type: none"> • International Platform for Digital Food and Agriculture • Rome Call for AI⁵ Ethics • Principles for Digital Development • UN Secretary-General's Roadmap for Digital Cooperation • E-agriculture Strategy Guide • Open Data Licensing for Statistical Databases Policy (fao.org) • FAO's Rural Youth Action Plan (RYAP)

⁴ Information and communications technologies (ICT)

⁵ Artificial Intelligence (AI)















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

Chapter 2: Better Nutrition




BETTER NUTRITION






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

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






BN1: Healthy Diets for All







Gap	Lack of availability and accessibility of affordable nutritious foods is a driver of hunger and all forms of malnutrition that currently affect one of three individuals, 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.
Outcome	The right to adequate food established, and transition towards healthy diets for national populations prioritized in integrated institutional, policy and legal environments that ensure and incentivize engagement of consumers and the private sector


BN1: Healthy Diets for All	
SDG targets	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development</p>
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>Technology: 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>Innovation: 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>Data: Harmonized dietary data from individual food consumption surveys, household consumption surveys and supply utilization accounts, together with a global indicator for diet quality (e.g. Minimum Dietary Diversity for Women, MDD-W)</p> <p>Complements: Enhanced food and nutrition governance analysis and strengthening 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"> • Support agrifood system reforms for improving access to and affordability of healthy diets from sustainable and resilient agrifood systems • Influence consumer desire for healthy diets and the engagement of food chain actors to produce, label and market nutritious foods • Shape the policies, strategies, legislations and support institutional coordination and programmes to mainstream nutrition across sector policies • Support the education, information, capacities and awareness-raising of stakeholders and consumers






BN1: Healthy Diets for All	
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • SOCO, SOFA, SOFI⁶ • Committees on World Food Security (CFS), on Agriculture (COAG), on Commodity Problems (CCP), on Fisheries (COFI), on Forestry (COFO) • Products from economic, socio-political and legal analysis • FAO/WHO Global Individual Food consumption data Tool (GIFT), Codex Alimentarius Commission guidelines and standards • Food-systems based dietary guidelines and school-based food and nutrition education
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Further development, dissemination and implementation of nutrition and dietary guidelines and standards, and provision of policy guidance and support to national implementation of intergovernmental instruments such as the Voluntary Guidelines on Food Systems and Nutrition (CFS), for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (CFS), and to support the Progressive Realization of the Right to Food in the context of national food security, and follow-up process of the UN Food Systems Summit • Improved availability and analysis of data to link policy and legislative action to changes in agrifood system operations, empowerment, resilience and sustainability in order to improve evidence-based decisions for agrifood systems transformation • 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 • 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
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 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 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)
 <p>Trade-Offs</p>	<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>
 <p>Risk/mitigation</p>	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Governments, consumers and businesses resist or only partially support the necessary change with lack of coordination and integration of actions among concerned stakeholders 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. <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 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

⁶ 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).

BN2: Nutrition for the Most Vulnerable	
Gap	Undernutrition is an underlying cause for approximately 45 percent of all child deaths, while – despite common perception – only one in four children with undernutrition is experiencing a humanitarian crisis. Furthermore, in all contexts children, women and Indigenous 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
Outcome	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
SDG targets	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100 000 live births</p> <p>3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births</p>
SDG Indicators	<p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable</p> <p>2.1.1 (custodian) prevalence of undernourishment</p> <p>2.1.2 (custodian) prevalence of moderate or severe food insecurity in the population (FIES)</p> <p>2.2.1 prevalence of stunting</p> <p>2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)</p> <p>2.2.3 prevalence of anaemia in women aged 15 to 49</p> <p>3.1.1 Maternal mortality ratio</p> <p>3.2.1 Under-5 mortality rate</p> <p>3.2.2 Neonatal mortality rate</p>
 Accelerators	<p> Technology: Geographic Information Systems (GIS) and mobile technologies to map and monitor the vulnerable and reach the remotest of places for data collection and actions, including near real-time monitoring to identify and respond to sudden-onset, compounding, and complex crises</p> <p> Innovation: Innovation combined with technology for creative and flexible solutions to identify the most vulnerable, their needs and leave no one behind</p> <p> Data: Geo-localized and digital technology will be used to identify and map vulnerable populations and collect data for groups where data are non-existent</p> <p> Complements: Build national analytical and institutional capacities, including data systems and policy frameworks to track and support action to prevent food insecurity and malnutrition with a focus on the poor and vulnerable</p>







BN2: Nutrition for the Most Vulnerable	
 Key thematic components	<ul style="list-style-type: none"> • Enabling environment for ensuring food security and nutrition including targeting drivers that increase risks for individuals most affected by hunger and malnutrition in all contexts • Design, develop and strengthen food, dietary, and nutrition monitoring systems and support the integration of data monitoring into surveillance systems • Scale-up new methods and technologies for data collection, its management and dissemination • Integrate food and nutrition needs into social protection/safety-net programmes and improve targeting • Support policies to incorporate food security and nutrition in disaster risk monitoring, surveillance and early warning and develop recovery programmes to prevent future burdens of malnutrition • Support assistance focused on prevention of hunger and malnutrition to mitigate future risks of malnutrition and address food security and nutrition needs of the most vulnerable, including through implementing the Global Action Plan for Child Wasting
 Normative aspects	<ul style="list-style-type: none"> • SOFI • 2020 Global Report on Food Crises, Global Nutrition Report • Impact of Disasters and Crises on Agriculture and Food Security report • Integrated Food Security Phase Classification (IPC) work • Inter-agency Social Protection Assessment – Food Security and Nutrition (ISPA–FSN) • CFS Policy Products • Codex Alimentarius Commission guidelines and standards • Other reports (and guidance) on fragile, conflict and disaster-affected states
 Core function strategy	<p>Monitoring and improving access to data is a critical core function and allows to:</p> <ul style="list-style-type: none"> • Ensure that the individuals with most vulnerability and their needs, risks, drivers and potential solutions to ensure food security and nutrition are identified • Inform how we build partnerships and coalitions for collective action that reaches the individuals with most vulnerability • Focus normative work on guidance to support specific needs of the individuals with the most vulnerability in any context • Advocate for those needs and the use of normative products • Develop and strengthen capacities for evidence-informed responses
 Output Indicators	<ol style="list-style-type: none"> 1. 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 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)
 Trade-Offs	<p>The Programme will also address individuals' food security and nutrition needs within the poverty disaster climate change nexus, generating potential trade-offs of economic sustainability, and will require the development of integrated solutions that balance trade-offs (social protection programmes, gender, youth, resilience/shock response programmes)</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Response is fragmented between national actors, including within the UN system, with unpredictable financing for integration of hunger and malnutrition prevention programming, especially in fragile contexts <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Pursue a more systematic and integrated collaboration that leverages the collective strengths of all stakeholders – including governments, UN agencies, civil society and the private sector, including flexible and innovative funding mechanisms that facilitate overcoming the humanitarian-development divide





BN3: Safe Food for Everyone	
Gap	Each year worldwide, unsafe food causes 600 million cases of food-borne diseases and 420 000 deaths (of which 143 000 are children under 5 years of age)
Outcome	Integrated, multi-sectoral food safety policies and legislation across national agrifood systems adopted and implemented by governments, and capacities and awareness of value chain operators and consumers enhanced
SDG targets	<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births</p>
SDG Indicators	<p>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 (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age</p> <p>2.2.2 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)</p> <p>3.2.1 Under-5 mortality rate</p> <p>3.2.2 Neonatal mortality rate</p>
 Accelerators	<p>Technology: Technological solutions and data-driven optimization of agrifood systems are critical to enable safer food for all</p> <p>Innovation: Innovation in food testing, processing and in agricultural production will fuel food systems to produce safer food and in sufficient quantities</p> <p>Data: Data on regulatory alignment, regulatory performance, surveillance and the capability of launching risk-based food safety responses and for tracking timely and credible national food safety indicators</p> <p>Complements: 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>
Key thematic components	<ul style="list-style-type: none"> • Food safety regulatory frameworks • Food safety governance and food control systems • Enhancing food safety capacity of value chain operators • Enhancing food safety awareness of consumers • Increase foresight, resilience and emergency response capacity • Strengthen and extend partnerships for food safety





BN3: Safe Food for Everyone	
 Normative aspects	<ul style="list-style-type: none"> • FAO-led or co-led work on chemical, microbiological and nutritional risk assessments (JECFA, JEMRA, JMPR, and JEMNU)⁷ • The FAO/WHO Codex Alimentarius Commission • FAO policy guidance on risk-based food control (Food Safety and Quality Series) • FAO's multisectoral approach on antimicrobial resistance and on One Health, including the Quadripartite agreement (FAO, WHO, OIE and UNEP)⁸ • Nuclear technologies through the Joint FAO/IAEA Centre
 Core function strategy	<ul style="list-style-type: none"> • FAO has a wide network for collecting data and information on food and agriculture to assess the need for science and standards • FAO, jointly with WHO, has the expertise for food safety science, risk assessment, and scientific advice (through JECFA, JEMRA, JMPR and JEMNU) to define evidence-based standards • FAO, jointly with WHO, is accepted as a neutral platform, convener and facilitator and has created the normative flagship for risk management, Codex Alimentarius • FAO is globally present to deliver capacity development, advice and support to Members to assess their needs and to assist them in implementation of evidence-based approaches to ensure food safety for all
 Output Indicators	<ol style="list-style-type: none"> 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 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)
 Trade-Offs	<p>Risks stemming from the efforts of other programmes may impact on food safety, e.g. reducing food loss and waste or promoting minimally processed foods as parts of healthy diets could increase risks to food safety if not managed appropriately</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Pandemic control measures can cause disruptions in food chain operations and increase the risk of food insecurity 2. Lack of political will to embrace the systems approach required to ensure safe food for all can delay or prevent the adoption of necessary measures 3. Climate change, including adverse and extreme weather events, will pose new risks to food safety <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Develop and disseminate risk-based resource distribution and innovative electronic tools (e.g. remote inspection) 2. Organize public high-level multi-sectoral food safety events with decision makers to drive sustained commitments 3. Policy, programmes, and partnerships will need to integrate flexibly to respond to new challenges

⁷ 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)

⁸ United Nations Environment Programme (UNEP)






BN4: Reducing Food Loss and Waste	
Gap	Fourteen percent of all food produced is lost up to but excluding retail, and another non-negligible percentage is wasted from retail; food loss and waste (FLW) disproportionately affects high-value perishable foods needed for a healthy diet, thus contributing to malnutrition that affects one of three people globally
Outcome	Clear, specific and contextualized roadmaps to prompt and enable all actors in the food supply chain, the food environment and at consumer level to reduce FLW put in place and implemented by governments and intergovernmental organizations
SDG targets	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
SDG Indicators	2.1.1 (custodian) Prevalence of undernourishment 2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) 2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age 2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) 12.3.1 (custodian) (a) Food loss index and (b) food waste index
 Accelerators	<ul style="list-style-type: none">  Technology: Blockchain and artificial intelligence (AI) approaches to track food that is being lost or wasted along a supply chain and use that information to find alternative uses for that food  Innovation: Innovative solutions to resolving causes of FLW, and innovation on data collection approaches and media channels to reach consumers of all ages will be at the core of FAO strategies to accelerate FLW reduction  Data: FLW data collection for all stages of value chains within countries to inform policy, programme and individual decisions for reducing FLW  Complements: Capacity development and training to scale up action by improving human capital and institutions dealing with FLW; FAO knowledge also comes in the form of normative guidance in support of policy, programme and personal decisions
Key thematic components	<ul style="list-style-type: none"> • Overcome the data deficit to support achievement of SDG 12.3 • Identify simple business cases for reducing FLW • Contribute to regulatory frameworks on FLW • Improve access to technologies and support innovations for more efficient and resilient harvest, storage, processing, packaging and logistics • Invest in human capital through education and training • Enable the implementation of the Voluntary Code of Conduct for FLW Reduction • Raise consumer awareness and empowerment • Safely and effectively recover food and redistribute it
 Normative aspects	<ul style="list-style-type: none"> • Voluntary Codes of Conduct for FLW Reduction • State of Food and Agriculture (SOFA) 2019 -Moving forward on FLW reduction • FAO Technical Platform on the Measurement and Reduction of FLW • CFS Principles of Responsible Investments in Agriculture and Food Systems and CFS Voluntary Guidelines on Food Systems and Nutrition • FAO Policy on Gender Equality 2020–2030 and FAO Policy on Indigenous and Tribal Peoples

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

BN5: Transparent Markets and Trade	
Gap	Lack of timely and credible market information contributes to policies that exacerbate market shock impacts and price volatility, with negative impacts on food security and nutrition 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
Outcome	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
SDG targets	<p>2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round</p> <p>2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility</p> <p>10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements</p> <p>17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020</p>
SDG Indicators	<p>2.b.1 Agricultural export subsidies</p> <p>2.c.1 (custodian agency) Indicator of food price anomalies</p> <p>10.a.1 Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff</p> <p>17.11.1 Developing countries' and least developed countries' share of global exports</p>
Accelerators	<p> Technology: Promote wide uptake of FAO systems and tools through leveraging new technology and innovation</p> <p> Innovation: Innovative technical and policy solutions to support digitalization in agricultural markets and trade, promotion of countries' digital preparedness and adoption of best practices in harnessing information and communications technologies (ICTs)</p> <p> Data: Timely and credible data on markets and prices to enhance market transparency and inform policy decisions; harmonized trade data in nutrient equivalents; sex-disaggregated data on value chain participation</p> <p> Complements:</p> <ul style="list-style-type: none"> • Leverage AMIS,⁹ CCP and the IGGs¹⁰ to provide mechanisms and neutral forums to enhance market transparency and promote coordinated trade policy responses particularly during crises • Develop tools and e-training to increase human capital and institutional capacity at country and regional levels
Key thematic components	<ul style="list-style-type: none"> • Provide up-to-date and neutral information and analyses, as global public goods, to enhance food market transparency and inform policy responses to crises • Establish market intelligence and early warning systems at country and regional levels to collect and analyse market and trade data • Assist countries in developing human capital and institutional capacities for formulating, negotiating and implementing multilateral and regional trade agreements • Support innovative policy and technical approaches, and novel business models promoting and facilitating the integration of small-scale actors into markets and value chains • Strengthen multi-stakeholder regional networks to advance regulatory cooperation on trade facilitation measures, including on SPS-related issues • Promote the adoption of ICT and digital solutions to simplify trade processes, facilitate market integration and increase the potential for consumers and small-scale actors to reap benefits from trade

⁹ Agricultural Market Information System (AMIS)

¹⁰ FAO Intergovernmental Group (IGG)

BN5: Transparent Markets and Trade	
 Normative aspects	<ul style="list-style-type: none"> • SOCO, SOFIA, SOFO • Products of the Global Information and Early Warning System (GIEWS) and AMIS • OECD¹¹-FAO Agricultural Outlook • International standards, guidelines and recommendations developed under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC) • Guidance for implementation of risk based food control measures
 Core function strategy	<ul style="list-style-type: none"> • Collection, monitoring and dissemination of agricultural market and trade data to promote access to timely and credible information, enabling evidence-based policy decision-making and appropriate responses to food crises • Establish knowledge and evidence on policies affecting agricultural markets, trade and negotiations for evidence-based policy recommendations and promote knowledge sharing • Capacity development and technical assistance: strengthen human and institutional capacities for negotiating and implementing multilateral and regional trade agreements; improve adoption of digital solutions that simplify trade processes, facilitate market integration, and enhance inclusivity and trade benefits for consumers and small-scale actors • Productive capacity development to promote adoption of innovative business models that facilitate the integration of small-scale farmers and actors into markets and value chains • Organization of policy dialogues and multi-stakeholder governance mechanisms to promote policy coordination, advance regulatory cooperation, and advocate for a fair and equitable multilateral trading system
 Output Indicators	<ol style="list-style-type: none"> 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 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)
 Trade-Offs	<p>The programme aims for markets and trade to contribute more to global food security and nutrition through enhanced transparency and inclusivity. Markets and trade cannot alone ensure equal distribution of benefits and can also lead to intensification, therefore trade-offs can result with programmes under <i>better life</i> and <i>better environment</i>. Policies to minimize the trade-offs on distributional effects will be assessed and implemented</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Developing countries participation in markets is not increased 2. Policies that lead to non-distorted and properly functioning markets are not implemented 3. Novel technologies and innovative approaches are not adopted <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Prioritize partnerships and support to multi-sectoral food security and nutrition governance, linking programmes, within FAO, so that synergies are developed 2. Promote regional collaboration, support the creation of international coalitions, facilitate multi-stakeholder and multi-sectoral dialogues at the national and international levels 3. Partner with other organizations working on similar technical areas, to pool resources and investments to achieve impacts at scale and sustain the benefits














¹¹ 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





SDG Indicators of Impact	<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>
BE1: Climate Change Mitigating and Adapted Agrifood Systems	   
BE2: Bioeconomy for Sustainable Food and Agriculture	
BE3: Biodiversity and Ecosystem Services for Food and Agriculture	   
BE4: Achieving Sustainable Urban Food Systems	   

BE1: Climate Change Mitigating and Adapted Agrifood Systems	
Gap	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
Outcome	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
SDG targets	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>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>






BE1: Climate Change Mitigating and Adapted Agrifood Systems	
	14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
SDG Indicators	<p>2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture</p> <p>6.4.1 (custodian) Water use efficiency</p> <p>6.4.2 (custodian) Water stress</p> <p>13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030</p> <p>13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications</p> <p>13.2.2 Total greenhouse gas emissions per year</p> <p>13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities</p> <p>14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations</p>
 Accelerators	<p>Technology: 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>Innovation: 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>Data: 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>Complements: 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,¹² GCF,¹³ the Adaptation Fund and bilateral donors</p>
Key thematic components	<ul style="list-style-type: none"> Enhance Members' capacities to generate agrifood related responses to climate-change mitigation and adaptation 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). Strengthen the coordination and delivery of FAO's work on climate change mitigation and adaptation, including higher access to climate finance Enhance opportunities for youth and women to engage in climate action activities and climate-related knowledge events
 Normative aspects	<ul style="list-style-type: none"> Koronivia Joint Work on Agriculture (2018-2022) Sharm El-Sheikh Joint Work on Implementation of Climate Action in Agriculture and Food Security FAO Strategy on Climate Change 2022-31 and the FAO Science and Innovation Strategy FAO's contribution to the Capacity-building Initiative for Transparency (CBIT) Addressing the climate change and poverty nexus (Publication) FAO's work under the Paris Agreement (including NDCs, NAPs, REDD+, Enhanced Transparency Framework and Biennial Transparency Reports) FAO Voluntary Guidelines for Sustainable Soil Management of the Global Soil Partnership (GSP) Collaborative Partnership on Forests UN Decade on Ecosystem Restoration and the Global Biodiversity Framework




¹² Global Environment Facility (GEF)

¹³ Green Climate Fund (GCF)

BE1: Climate Change Mitigating and Adapted Agrifood Systems	
 Core function strategy	<p>Most FAO core functions are applicable and will be considered under the programme; a functional mix achieving the best catalytic effect and scale-up for impact includes:</p> <ul style="list-style-type: none"> • Ensuring FAO's global visibility and leadership in climate action, including engagement in policy dialogue and country support • Linking the Climate Action programme to post-COVID-19 response and sustainable recovery plans • Supporting access to climate data, finance and tools to strengthen countries' capacities and actions • Expanding partnerships and advancing outreach and communication to disseminate knowledge to wider audiences and increase impacts
 Output Indicators	<ol style="list-style-type: none"> 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 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)
 Trade-Offs	<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>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Low priority of climate action in the country programming and recovery programs due to economic crisis and lack of understanding of the urgency 2. 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 3. Re-programming climate financing for agrifood systems to other topics under the funding priorities and policies <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Advocacy on the climate crisis and the urgency of action in order to avoid negative changes in the agrifood systems which may become irreversible, working with external partners to design concrete measures 2. Actively participate in the UNFCCC¹⁴ 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 3. Engage with bilateral donors and investors to raise the profile of food security and agriculture while addressing sustainability issues



¹⁴ United Nations Framework Convention on Climate Change (UNFCCC)






BE2: Bioeconomy for Sustainable Food and Agriculture	
Gap	Food systems are “broken”, causing high rates of biodiversity loss, climate change, water contamination and air pollution, and resulting in unsustainable use of biological resources
Outcome	A bioeconomy that balances economic value and social welfare with environmental sustainability promoted through formulation and implementation of integrated evidence-based policies and practices in micro and macro environments, using technological, organizational and social innovations
SDG targets	12.2 By 2030, achieve the sustainable management and efficient use of natural resources 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
SDG Indicators	12.2.1 Material footprint, material footprint per capita, and material footprint per GDP 12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment 12.5.1 National recycling rate, tons of material recycled
 Accelerators	<p> Technology: Scientifically validated biological, digital and engineering solutions to strengthen the resilience of local and regional food production and supplies contributing to circularity and sustainable use of natural resources</p> <p> Innovation: Bio-based innovations are important to increase productivity, address health issues and preserve natural ecosystems</p> <p> Data: Monitoring sustainable bioeconomies using a globally harmonized set of indicators and methods, including by fully implementing the natural capital accounting framework for agriculture, forestry and fisheries and the wider economy, as a tool to measure changes in natural capital stocks at various territorial levels and account for ecosystem services value</p> <p> Complements: Strengthen institutions and capacities for analysis of impacts and trade-offs among policy and investment decisions, increase public investment and partnerships in research and innovation, and promote inclusive infrastructure and education for bioeconomy</p>
Key thematic components	<ul style="list-style-type: none"> • Access to data, information and knowledge on environmental and social costs in agrifood systems • Integrating sustainability benefits and trade-offs into policies, strategies, and normative and standard setting instruments related to sustainable circular bioeconomy • Linking research and development (R&D) to agrifood industries • Partnerships and knowledge sharing between governments, development partners, civil society and the private sector at global, regional and national levels and communication on sustainable circular bioeconomy for food and agriculture • Consumer awareness of market incentives for the bioeconomy • Limitation of pollution from and promotion of sustainable waste management in agrifood systems






BE2: Bioeconomy for Sustainable Food and Agriculture	
 Normative aspects	<ul style="list-style-type: none"> • Cartagena Protocol on Biosafety to the Convention on Biological Diversity • International Code of Conduct on Pesticide Management • International Plant Protection Convention (IPPC) • International Code of Conduct for the Sustainable Use and Management of Fertilizers • Basel, Rotterdam and Stockholm Conventions in their relation to agrifood systems sustainability • Aspirational Principles and Criteria for Sustainable Bioeconomy • Tools, good practices, guidance and sustainability indicators developed under “Towards sustainable bioeconomy” • Assessment Of Agricultural Plastics And Their Sustainability: A Call For Action • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • FAO LEAP technical guidelines on environmental assessment of recovery options for animal residues and waste • AQUASTAT data on Environmental Flow Requirements
 Core function strategy	<ul style="list-style-type: none"> • 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 • 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),¹⁵ regional (EU Green Deal, IBF¹⁶) and national levels • Facilitate and support countries in the development and implementation of international agreements, codes of conduct and technical standards aimed at preventing and reducing point- and non-point sources of pollution in air, soils, surface waters, and ocean as an integral part of sustainable production and consumption priorities of bioeconomy policies, strategies and plans • Develop capacities at country and regional level to participate in global R&D programmes in a few breakthrough areas (e.g. novel foods, sustainable urban agriculture and sustainable aquaculture) • Assemble, disseminate and improve the uptake of knowledge, technologies and good practices of sustainable circular bioeconomies with a focus on agrifood systems by supporting countries in establishing favorable enabling environment for disruptive technologies transfer • Facilitate development of public-private partnerships for food security and nutrition, agriculture and rural development with an emphasis on bioeconomy, to prevent and manage environmental contaminants, including agricultural plastics • Advocate and communicate at national, regional and global levels to create a common understanding and shared goals around bioeconomy among consumers
 Output Indicators	<ol style="list-style-type: none"> 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 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)

¹⁵ International Sustainable Bioeconomy Working Group (ISBWG); International Advisory Council on Global Bioeconomy (IACGB)

¹⁶ International Bioeconomy Forum (IBF)

BE2: Bioeconomy for Sustainable Food and Agriculture	
 Trade-Offs	<p>The concept of bioeconomy seeks to apply biological knowledge, science, innovation and technologies with the goal to enhance synergies and reduce trade-offs in 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>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of empirical evidence on economic, environmental and social impacts and trade-offs of bioeconomy lead to difficulties in mainstreaming benefits and trade-offs of bioeconomy policies and performance into strategies and programmes 2. Weak market uptake, low consumer awareness and inadequate diffusion, transparency and adoption of research and innovation will hamper circular bioeconomy development 3. Innovative bioeconomy practices are developed without due account of interests of the extreme poor and most vulnerable groups, who are further disadvantaged <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Generate a strong analytical case and organize specific awareness and communication activities targeted at the governments of participating countries to disseminate 2. Share with decision makers lessons learnt from other countries and business ventures to encourage potential models 3. Ensure adequate expansion and configuration of social protection programmes in R&D and support for women and youth entrepreneurship in bioeconomy

BE3: Biodiversity and Ecosystem Services for Food and Agriculture	
Gap	Healthy ecosystems and their biodiversity are essential for food production and rural livelihoods; yet biodiversity loss and ecosystem degradation caused by agricultural sectors continue, jeopardizing the achievement of Zero Hunger, Agenda 2030 and FAO Members' Global Goals
Outcome	Biodiversity for food and agriculture maintained and sustainable use, conservation and restoration of marine, terrestrial and freshwater ecosystems, and their services promoted through adoption of targeted policies and practices
SDG targets	<p>2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed</p> <p>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>
SDG Indicators	<p>2.5.1 (custodian) Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities</p> <p>2.5.2 (custodian) Proportion of local breeds classified as being at risk of extinction</p> <p>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>
 Accelerators	<p> Technology: Accelerate the use of geospatial information based on state-of-the-art technologies to monitor progress and interactive platforms for knowledge dissemination</p> <p> Innovation: Innovation based on locally adapted biodiversity-friendly agricultural practices</p> <p> Data: Data collection, 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> Complements: 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>

BE3: Biodiversity and Ecosystem Services for Food and Agriculture	
 Key thematic components	<ul style="list-style-type: none"> • Maintain genetic resources and biodiversity for food and agriculture • Ensure the sustainable use and conservation of natural resources, including water, for food and livelihoods • Transform agrifood systems to prevent loss of biodiversity and degradation of ecosystems • Restore degraded marine and terrestrial ecosystems to increase food and agricultural productivity and enhance rural livelihoods • Support countries' efforts to mobilize finance to mainstream biodiversity and ecosystem restoration in national planning and implementation
 Normative aspects	<ul style="list-style-type: none"> • FAO Strategy on Mainstreaming Biodiversity Across Agricultural Sectors and its Action Plan • Global plans of action on genetic resources for food and agriculture • State/Status of the World reports on Biodiversity for Food and Agriculture; Forests; Fisheries and Aquaculture; Land and Water Resources; Soil Resources; and Food and Agriculture • Global Forest Resources Assessment • Codes of Conduct, e.g. on Pesticides, Fertilizers, Responsible Fisheries • Guidelines on sustainable management of forests, agriculture, fisheries, soil and water, and restoration of drylands • Commission on Genetic Resources for Food and Agriculture (CGRFA) • International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA); agreements concluded under Article 15 • CBD Post 2020 Global Biodiversity Framework • CBD International Pollinators Initiative • CBD International Initiative for the Conservation and Sustainable Use of Soil Biodiversity • Good practices, methodologies and harmonized data under the Global Soil Laboratory Network (GLOSOLAN)
 Core function strategy	<ul style="list-style-type: none"> • Data and information on the socio-economic benefits of biodiversity and ecosystem restoration • Normative and standards setting: continue engagement with CBD¹⁷ and on BBNJ¹⁸ • Governance and policy: further enhance the political will and commitments to improve the enabling environment for food and agricultural systems transformation to maintain biodiversity, and prevent and reverse ecosystems degradation • Capacity development: provision of technical knowledge and guidance needed to scale up actions on the ground • Partnerships and coalitions: capitalize on and develop synergies between the three UN Decades on Ecosystem Restoration, Ocean Science for Sustainable Development and Family Farming • Advocacy and communications: Develop and implement a communication and outreach strategy on biodiversity and ecosystem services for food and agriculture, and create a global movement (#GenerationRestoration)
 Output Indicators	<ol style="list-style-type: none"> 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 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)
 Trade-Offs	<p>Trade-offs may occur between the need to increase agricultural productivity and safeguarding the environment. Efforts will be made for mainstreaming biodiversity for food and agriculture; for restoration of the productivity of degraded terrestrial, freshwater and marine ecosystems; and for environmental issues to be fully integrated into the transformation of agrifood systems</p>

¹⁷ Convention on Biological Diversity (CBD)

¹⁸ Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)

BE3: Biodiversity and Ecosystem Services for Food and Agriculture




Risk/mitigation

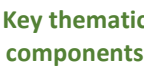



▲ Risks:

1. Insufficient political commitment at national level, worsened by the economic crisis linked to COVID-19, and insufficient engagement of private companies, farmers, pastoralists, fishers and forest users
2. Lack of secure tenure and good governance
3. Lack of access to finance, investments, incentives and markets



🌈 Mitigation:

1. Collect evidence and create awareness and urgency through a communication and outreach strategy of the economic benefits of ecosystem restoration and sustainable management of biodiversity
2. Continue FAO's work to promote the VGGT and legal and sustainable agricultural value chains
3. In addition to actions above, further engage with likeminded partners (e.g. Global Environment Facility Trust Fund (GEF-8), European Green Deal), the private sector and investment banks

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	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> <p>12.1 Implement the Ten-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p>
SDG Indicators	<p>1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)</p> <p>2.1.1: (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p> <p>11.a.1 Number of countries that have national urban policies or regional development plans that (a) respond to population dynamics; (b) ensure balanced territorial development; and (c) increase local fiscal space</p> <p>12.1.1 Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production</p>
 Accelerators	<p>Technology: Technical innovations to shorten and/or simplify the supply chain and reduce food loss and waste; GIS technology for urban agrifood systems analysis</p> <p>Innovation: Institutional innovation to build a network of cities and city-to-city exchange; virtual learning and digital capacity development; stakeholder engagement and participation as entry point to promote innovation</p> <p>Data: Hand-in-Hand Initiative geospatial platform populated with survey data from agrifood system projects and administrative data from local governments food system projects and administrative data from local governments</p> <p>Complements: Innovative, evidence-based urban food systems governance mechanisms for transparent monitoring, multi-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>

BE4: Achieving Sustainable Urban Food Systems	
 Key thematic components	<ul style="list-style-type: none"> • 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 • 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 • Facilitate the establishment of food and nutrition governance and coordination mechanisms (e.g. Food Policy Councils)
	<ul style="list-style-type: none"> • 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 • Support city-to-city exchanges on urban food policy, planning and actions including South-South and Triangular Cooperation
 Normative aspects	<ul style="list-style-type: none"> • Urban Food Agenda and Urban Food Actions Platform • FAO Green Cities Action Programme • FAO Framework for the Urban Food Agenda • Milan Urban Food Policy Pact (MUFPP) Indicator framework • Rapid Urban Food Systems Appraisal Tool (RUFSA)¹⁹ • City Region Food Systems Toolkit • FAO training module on integrating food into urban planning • Policy Briefs: Urban Food Systems and COVID-19 Pandemic
 Core function strategy	<ul style="list-style-type: none"> • Data, indicators and information on urban agrifood systems (production, analysis, dissemination and proper disaggregation) • Inclusive policy dialogue for raising the voice of local governments and bridging the national-local governance gaps • Capacity development of stakeholders at subnational level to mainstream sustainable agrifood systems in local policies, programmes, plans and actions • Establishing partnerships and catalysing coalitions, including UN-Habitat, international city networks, and the Milan Urban Food Policy Pact • Local government-friendly technologies (e.g. urban agrifood systems geospatial platform) • Engaging with development banks and the private sector to mobilize investment • Promote urban agrifood systems and the potential of local governments through a variety of communication products
 Output Indicators	<ol style="list-style-type: none"> 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 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)

¹⁹ To be published


















BE4: Achieving Sustainable Urban Food Systems	
 Trade-Offs	<p>Trade-offs (including inter-temporal) between environmental and food security objectives can be expected depending on the context and target groups. Social protection measures, capacity strengthening and an integrated policy framework are necessary to ensure the resolution of trade-offs</p>
 Risk/mitigation	<p>▲ Risks:</p> <ol style="list-style-type: none"> 1. Political instability and lack of capacity of local governments in managing the engagement of local actors, such as the private sector and civil society organizations, for the establishment of the food governance mechanism <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Ensure early inclusion, dialogue and consensus building among relevant national and local stakeholders in the programme design using strategic communication, choice of champions and forming of alliances with multiple actors 2. Engage in strategic communication, identify champions and form alliances with multiple actors

Chapter 4: Better Life









BETTER LIFE

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






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






	BL1: Gender Equality and Rural Women’s Empowerment
Gap	Rural women play a critical role in agriculture, rural transformation and resilience-building, yet they encounter greater obstacles than men in accessing and benefiting from 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
Outcome	Women’s equal rights, access to and control over resources, services, technologies, institutions, economic opportunities and decision-making ensured, and discriminatory laws and practices eliminated, through gender-responsive policies, strategies, programmes and legal frameworks

BL1: Gender Equality and Rural Women's Empowerment	
SDG targets	<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, Indigenous Peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>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>
SDG Indicators	<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>
 Accelerators	<ul style="list-style-type: none"> ⚙️ Technology: Promote digital technologies and other ICTs to empower women economically, politically and socially ⚙️ Innovation: Institutional and social innovations promoting gender equality and women's empowerment, taking into account their specific needs and priorities ⚙️ Data: Increasing availability of gender statistics for evidence-based policy-making in areas such as women's access to and control over natural and productive resources, women's empowerment, gender differences in rural employment, access to services, and time use ⚙️ Complements: Strengthen governance analysis to identify institutional and political economy road blocks, as well as policy reforms and coalition-building strategies to promote and sustain inclusive, gender-equitable rural transformation
Key thematic components	<ul style="list-style-type: none"> • Promote rural women's economic empowerment through decent work and access to markets • Enhance women's voice, leadership, and decision-making in rural institutions and organizations • Promote equal rights, access to and control over natural and productive resources, including land and water • Reduce women's work burden • Promote the uptake of gender-transformative approaches in rural, peri-urban and urban agrifood systems
 Normative aspects	<ul style="list-style-type: none"> • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) • Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • FAO Policy on Gender Equality 2020-2030; FAO Corporate Framework on Rural Extreme Poverty; • Convention on the Elimination of All Forms of Discrimination against Women (CEDAW): General Recommendation 34 on the rights of rural women • UN System-wide Action Plan (UNSWAP) on Gender Equality and the Empowerment of Women (GEEW) • CFS Voluntary Guidelines on Gender Equality and Women's Empowerment • FAO Rural Youth Action Plan (RYAP) • FAO Technical Guides for Gender-Sensitive Social Protection and Social Protection Framework • FAO Strategy on Climate Change 2022-2031


BL1: Gender Equality and Rural Women's Empowerment	
 Core function strategy	<ul style="list-style-type: none"> • Evidence, knowledge, and sex-disaggregated data to identify gender gaps, inform policy and programmatic actions and measure results • Policy and technical support for gender-responsive policy, legal and investment frameworks governing the agricultural sector • Capacity development to enhance women's technical, business and entrepreneurial skills; promote women-friendly and labour-saving agricultural technologies and practices; strengthen rural women's leadership and participation; and improve capacities of institutions and organizations for gender-responsive action • Partnerships with national stakeholders and other development actors to strengthen Programme impact and foster uptake of approaches for rural women's socio-economic empowerment • Advocacy and communication to promote gender equality and women's empowerment, and influence debates about women's role in sustainable agriculture and rural transformation
 Output Indicators	<ol style="list-style-type: none"> 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 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)
 Trade-Offs	<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>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of political commitment to gender equality and weak national capacity and expertise on gender 2. Women's economic empowerment may lead to gender-based violence 3. Women are further marginalized due to shocks associated with economic fluctuations, climate change, natural disasters, pandemics or conflicts <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 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 2. Promote gender transformative approaches and engage with men, boys, and norm-holders to mitigate against GBV²⁰ and establish feedback and complaint mechanisms 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






²⁰ Gender-Based Violence (GBV)



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




BL2: Inclusive Rural Transformation	
 Key thematic components	<ul style="list-style-type: none"> • Render agrifood systems and rural areas attractive to youth • Foster multisectoral and territorial approaches to anti-poverty, anti-hunger, and rural development policies and programmes • Promote collective action and participation and inclusive institutions and organizations • Support agripreneurship, agri-MSMEs,²¹ responsible investments and inclusive agrifood value chain development • Facilitate income diversification and decent work along agricultural value chains • Improve and expand access to social protection
 Normative aspects	<ul style="list-style-type: none"> • Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • FAO Voluntary Guidelines (e.g. Responsible Governance of Tenure of Land, Fisheries and Forests; Securing Sustainable Small-Scale Fisheries); Code of Conduct for Responsible Fisheries • FAO Frameworks on Migration; Ending Child Labour in Agriculture; Rural Extreme Poverty; Social Protection; and Empowering Youth to Engage in Responsible Investment in Agriculture and Food Systems • FAO Policies on Gender Equality; and Indigenous and Tribal Peoples • FAO's Participatory and Negotiated Territorial Development (PNTD) approach • UN Decade of Family Farming 2019-2028 Global Action Plan
 Core function strategy	<ul style="list-style-type: none"> • Design and implementation of multisectoral anti-poverty, anti-hunger and environmentally sustainable rural development policies, strategies, programmes and governance structures, and ensuring participatory, multi-stakeholder policy dialogue • Availability and use of data and statistics to improve understanding of the livelihoods of the rural poor, the constraints, barriers and vulnerabilities they face, and the functioning of labour markets and value chains • Capacity development for rural people, particularly young women and men, to improve skills and facilitate better engagement in, and benefit from, sustainable agrifood systems • Through partnerships, bring stakeholders together to achieve inclusive rural transformation jointly, based on specific context and needs
 Output Indicators	<ol style="list-style-type: none"> 1. 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 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)
 Trade-Offs	<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>


²¹ Micro, small and medium-sized enterprise (MSME)




BL2: Inclusive Rural Transformation	
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Unfavourable changes in government policy priorities, budget allocations and financial constraints and a poor enabling environment for opportunities in agrifood value chains 2. Slow buy-in of value chain stakeholders and investors 3. Health-related pandemic, conflicts, ecosystem degradation and natural disasters/climate change <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Communicate the business case for social protection, decent work and responsible investments for poverty reduction, socio-political stability and sustainable growth; advocate for government commitment to necessary rural infrastructure, services, and governance and institutional mechanisms; and engage private sector and producer organizations to promote business and market orientation 2. Promote commercially viable and market-oriented approaches, bolstering public-private collaboration; facilitate the sharing of best practices convey message that responsible business conduct reduces companies' risks 3. Adopt risk reduction and mitigation plans, integrating climate change adaptation and mitigation measures, including social protection



BL3: Agriculture and Food Emergencies	
Gap	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.
Outcome	Countries facing or at risk of acute food insecurity provided with urgent livelihood and nutrition assistance and, adopting a humanitarian-development nexus and its contribution to 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.
SDG targets	<p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, Indigenous Peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>16.1 Significantly reduce all forms of violence and related death rates everywhere</p>
SDG Indicators	<p>1.5.1 Number of deaths, missing persons and persons affected by disaster per 100 000 people</p> <p>1.5.2 (contributor) Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)</p> <p>1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies</p> <p>1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction</p> <p>2.1.1 (custodian) prevalence of undernourishment</p> <p>2.1.2 (custodian) prevalence of moderate or severe food insecurity in the population (FIES)</p> <p>2.2.1 prevalence of stunting</p> <p>2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)</p> <p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status</p> <p>16.1.2 Conflict-related deaths per 100 000 population, by sex, age and cause</p>
 Accelerators	<p> Technology: Enhance speed and quality of the response in humanitarian and food crisis contexts using state of the art digital technologies</p> <p> Innovation: 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</p> <p> Data: Timely production and analysis of data along the agrifood system to inform preparedness, early warning, anticipatory action and emergency response in food crisis contexts</p> <p> Complements: 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>


BL3: Agriculture and Food Emergencies	
Key thematic components	<ul style="list-style-type: none"> • Preparedness measures developed in advance of potential disasters and crises • 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 • Effective local, national and international emergency response to assist affected populations in food crisis contexts • Contributing to sustained peace and conflict prevention at local level in humanitarian contexts • Embedding longer-term resilience building within humanitarian activities to withstand future shocks, reduce future risks and protect development gains and reduce the likelihood of acute food insecurity and malnutrition
 Normative aspects	<ul style="list-style-type: none"> • Global Network Against Food Crisis: 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Early warning analysis of acute food insecurity hotspots (FAO–WFP publication, 2020) • Applying an inclusive and equitable approach to anticipatory action (FAO publication, 2020) • The Programme Clinic: designing conflict-sensitive interventions (FAO publication, 2019) • Practitioner’s Guide for Seed Security Assessments (FAO publication, 2015) • Fisheries and aquaculture emergency response guidance (FAO publication, 2014) • Livestock Emergency Guidelines and Standards (FAO publication, 2015) • Social protection and resilience: supporting livelihoods in protracted crises and in fragile and humanitarian contexts (FAO position paper, 2017) • FAO and Cash+ How to maximize the impacts of cash transfers (FAO publication, 2018) • FAO Policy on Indigenous and Tribal Peoples (FAO 2015) • Free Prior and Informed Consent: An indigenous peoples’ right and a good practice for local communities (FAO 2016) • Managing Climate Risks through Social Protection – Reducing rural poverty and building resilient agricultural livelihoods (FAO 2019) • Social protection and COVID-19 response in rural areas (FAO 2020) • Technical guidance to improve nutrition through cash-based interventions (FAO 2020) • Sampling of agricultural soils and plants for radioactivity analysis (fao.org) (FAO 2022) • Gendered impacts of COVID-19 and equitable policy responses in agriculture, food security and nutrition (FAO 2020) • Operationalizing Pathways to Sustaining Peace: A How-to Guide (FAO 2022)
 Core function strategy	<ul style="list-style-type: none"> • Implement emergency interventions benefiting from the latest knowledge, technologies or good practices • Produce data and information on crisis contexts and impacts to support evidence-based emergency responses that are conflict, disaster and nutrition sensitive • Advocate and communicate food and agriculture needs within the context of the global food security cluster in support of humanitarian appeal processes and FAO’s emergency response • Develop capacity for evidence-based emergency preparedness and response interventions, enhancing localization and inclusivity, with dedicated attention to women empowerment • Facilitate partnerships to implement effective emergency response, promoting a humanitarian-development nexus and its contribution to peace approach • Foster policy dialogue at global, regional and country levels, as through the Global Network Against Food Crises • Promote and further develop technical norms or flagship reports ensuring effective food and agriculture emergency response • Support effective humanitarian response through the co-leadership (with WFP) of the Inter-Agency Standing Committee (IASC) Global Food Security Cluster






BL3: Agriculture and Food Emergencies	
 Output Indicators	<ol style="list-style-type: none"> 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 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)
 Trade-Offs	<p>Trade-offs can be expected as a result of increasing needs, with a level and degree of response depending on timely, multi-year, flexible and reliable funding. To minimize trade-offs, the Programme will address and work on the underlying causes of vulnerability through transformative change, working across the social, economic and environmental dimensions of humanitarian relief and sustainable development in an inclusive and equitable manner. Emergency interventions need to ensure the involvement of communities and local institutions with thorough knowledge of the specific contexts to understand the magnitude of trade-offs and optimize synergies to contribute to food security and nutrition.</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of timely and stable finance in the medium- and long-term reduces capacity to scale up response 2. Inability to access hard-to-reach areas 3. Inadequate participation of the most vulnerable and at-risk men and women in programme implementation, such as indigenous people, elderly people and people with disabilities <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Active engagement with partners to advocate for and secure multi-year, flexible and reliable funding to ensure sustainable impact toward building agricultural livelihoods' resilience 2. Sustain long-term in-country presence enabling FAO to have a deep understanding of the context and interact with all actors 3. Work across the social, economic and environmental dimensions of humanitarian relief and sustainable development in an inclusive and equitable manner, involving communities and local institutions with knowledge of the specific contexts including respecting the right to free, prior and informed consent when the emergency and response affect Indigenous Peoples

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>Technology: Technology applied in the context of resilience, both for primary producers but also along food value chains, to reduce the risk of shocks and stresses that may lead to food crises; technology on instruments to measure risk and uncertainty will be used</p> <p>Innovation: Innovate in operationalizing the resilience concept, taking an agrifood system perspective, and deliver timely quality information to manage risk and reduce vulnerabilities</p> <p>Data: 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>Complements: Improve human capital and institutional capacity for identifying risks and development of policies, strategies and plans to manage risks along social, economic and environmental dimensions of 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.

BL4: Resilient Agrifood Systems	
 Normative aspects	<ul style="list-style-type: none"> • State of Food and Agriculture (SOFA) 2018, 2020 • State of Food Security and Nutrition in the World (SOFI) 2017, 2018 • 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Managing Climate Risks through Social Protection - Reducing Rural Poverty and Building Resilient Agricultural Livelihoods (Publication by FAO-International Red Cross and Red Crescent Movement's Climate Centre, 2019) • Programme Clinic: Designing Conflict-Sensitive Interventions (FAO Facilitation Guide, 2019) • Guidelines for Increasing Access of Small-Scale Fisheries to Insurance Services in Asia - A Handbook for Insurance and Fisheries Stakeholders (FAO publication, 2019) • CGIAR Consortium of International Agricultural Research Centres • FAO Corporate Framework to support sustainable peace in the context of the Agenda 2030 • Resilience Index Measurement and Analysis (RIMA II) and web based tool (Shiny RIMA) • Social protection and decent rural employment for Climate Smart Agriculture • Governance Challenges for Disaster Risk Reduction and Climate Change Adaptation Convergence in Agriculture. • FAO Policy on Indigenous and Tribal Peoples • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security • Gender-responsive disaster risk reduction in the agriculture sector • Gender mainstreaming as a key strategy for building resilient livelihoods • Consolidating community resilience by strengthening households' social, productive and financial capacities through an integrated approach • Forest for resilience to natural, climate and human-induced disasters and crises • Compendium of indicators for Emergency and Resilience (including its Annex)
 Core function strategy	<ul style="list-style-type: none"> • 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 • 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 • 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 • Normative guidance on regulatory frameworks, investment strategies, and ways of targeting resources to achieve SDG targets 1.5 and 2.4 at a national level for Members • Advocacy and communication contribute to enhance resilience-thinking in terms of "resilience to what, of what, and for what" as a way of framing risk
 Output Indicators	<ol style="list-style-type: none"> 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 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)


BL4: Resilient Agrifood Systems	
 Trade-Offs	<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>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of timely, predictable and flexible financing in the medium and long term to address underlying agrifood system vulnerabilities and needs of the most vulnerable communities 2. Enabling environment and political will, as well as multi-stakeholder commitment not guaranteed across different levels of an agrifood system 3. Communities, including Indigenous Peoples, and local institutions and organizations are not appropriately involved <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Actively engage with partners to advocate for multi-year, flexible and reliable funding to ensure sustainable impact toward sustaining resilience and allocate resources to the countries and communities most at risk based on evidence 2. Identify “bottlenecks” among the entry points that most impact ability of the vulnerable to face shocks and stressors and advocate for targeted action based on comprehensive evidence on return of investment and cost-benefit analyses 3. Sustain long-term in-country presence enabling deep understanding of context and interact with all actors, 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






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

BLS: Hand-in-Hand (HIH) Initiative	
 Key thematic components	<ul style="list-style-type: none"> • Stochastic profitability frontier analysis and governance technical analysis • Donor/partner mapping to accelerate learning and improve transparency • HIH Member Country-led Executive Round Tables to improve inclusive decision-making • Partner matchmaking to promote development-oriented innovation and mobilize commitments to provide critical means of implementation, including finance and investment at scale • A comprehensive HIH Programme Investment Plan (PIP) to guide multi-partner collaboration • Robust HIH programme dashboards to facilitate partner coordination and communications • Mobilization of “whole of FAO” as a method for improving programme integration
 Normative aspects	<ul style="list-style-type: none"> • International treaties, whether negotiated under FAO auspices or in other authoritative forums • Voluntary guidelines and policy guidance endorsed by the Committee on World Food Security (CFS) and FAO Governing Bodies • Authoritative policy decisions of multi-stakeholder bodies such as Codex Alimentarius • UN-endorsed rights-based obligations • Flagship publications such as SOCO, SOFA, SOFI, SOFIA, SOFO, SOLAW and SoW-BFA²² • National agricultural, food system, and rural transformation strategies and plans, including for investment plans
 Core function strategy	<ul style="list-style-type: none"> • Develop a platform to provide data and analytics to differentiate agro-economic potential at territorial level and an evidence base for stakeholder consultations, improved decision-making and impact evaluation • Facilitate and support governments and relevant stakeholders in the utilization of FAO normative instruments to promote sustainable and inclusive agricultural and rural transformation • Strengthen multi-stakeholder and inter-sectoral policy dialogue through HIH Member Country-led Executive Round Tables to develop comprehensive programme investment plans • Support institutional capacity development, including on the use of the HIH Platform and Dashboards for improved evidence-based policy development, implementation and coordination • Facilitate access to vital “means of implementation” for sustainable development through the innovative, requirement-focused HIH matchmaking approach to partnership development • Improve transparency and facilitate advocacy and communications among partners and stakeholders through the deployment of information technology enabled dashboards
 Output Indicators	<ol style="list-style-type: none"> 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)
 Trade-Offs	<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>

²² *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)*

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

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>Technology: Digital solutions for better decision-making; mobile banking and geodata-based financial tools for risk management; sustainable food and agricultural practices</p> <p>Innovation: Innovative digital finance; blended finance; broadened partnerships and platforms; reimbursable technical assistance; sustainable and nature-based food and agricultural solutions</p> <p>Data: Collection of data to monitor and assess the impact of investments and data-based digital solutions made available to small-scale farmers and small and medium enterprises (SMEs)</p> <p>Complements: Data-based decision-support and capacity development of subnational/national/regional/international organizations and institutions to improve pro-poor targeting of investments</p>
Key thematic components	<ul style="list-style-type: none"> • Support strategic investment planning in sustainable agrifood systems transformation and in fostering enabling policies • Increase support to public and private investment in sustainable agrifood systems, including sustainable investment • Develop more knowledge and innovation-intensive investment solutions and better capacity for investment • Share investment-related information and knowledge, through effective communication

BL6: Scaling up Investment	
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • CFS-RAI, VGGT, Farmer Field Schools, FAO EX-ACT tool, GLEAM-I,²³ LPIS,²⁴ RuralInvest and Collect Mobile toolkits, Earth Map, AquaCrop and CropWat models • FAO's work on carbon neutrality, Geographical Indication, and water harvesting investments • SOFA, SOFI, SOLAW • OECD-FAO Guidance for Responsible Agricultural Supply Chains • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Advocacy and communication to mobilize investments with development banks and private sector • Partnerships to leverage resources and provide high-level technical support that responds to countries' needs • Inclusive policy dialogue to create an enabling environment for inclusive and responsible public and private investment in resilient agrifood systems • 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 • Data collection and analysis for impact assessment and to make data-based digital solutions available to small-scale farmers and SMEs for better natural resource management, traceability, finance and risk management
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 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 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)
 <p>Trade-Offs</p>	<p>The Programme has a strong functional, operational and country focus, with trade-offs between economic, social and environmental objectives as a result of the scaling up of activities. These will be measured and addressed through multi-disciplinary work, stakeholder dialogue, quality assurance and safeguarding policies and regulations based on FAO's normative work, as appropriate</p>
 <p>Risk/mitigation</p>	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. FAO and its partners are unable to meet the demand for quality investment support 2. Countries' capacity development for investment is not prioritized or correctly identified 3. Disruptions due to COVID-19 or new emergencies (and ensuing economic crises) may shift policy priorities and investment decisions away from agrifood systems <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Expand partnership arrangements that enable development of capacity. Develop a strategic plan to build capacity in investment support at all levels by linking effectively with universities and research centres 2. Advocate for capacity development for investment support to build commitment at national level and among donors, and provide relevant services 3. Raise awareness among country stakeholders about the economic, social and environmental benefits of investments in agrifood systems for governments, communities and investors. Maintain strong networks and partnerships with IFIs and resource partners to increase agrifood systems resilience

²³ Global Livestock Environmental Assessment Model - Interactive (GLEAM-i)

²⁴ 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
Outcome 5.1: Quality and integrity of the technical and normative work of the Organization	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			

1. 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

2. 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
Outcome 5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making	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%
Outputs			
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			

3. 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.

4. 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)²⁵ 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.

²⁵ The 50x2030 Initiative to Close the Agricultural Data Gap

Outcome	KPIs	Targets 2023	Targets 2025
Outcome 5.3: Cross-cutting areas: Gender, Youth, Inclusion	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			

5. 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.

6. 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.

7. 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.

8. 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.

9. 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
Outcome 5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	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
Outputs			
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)			

10. 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.

11. 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.

12. 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.

13. 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.

14. 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		
Outcome Statement	The Technical Cooperation Programme (TCP) delivered in full alignment with the objectives of the FAO Strategic Framework, regional and country-specific priorities.		
Scope of work	TCP allows facilitation of access by member countries to FAO's knowledge and technical expertise in all priority areas covered by the 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.		
Outcome	KPIs	Targets 2023	Targets 2025
6.1: TCP management and support	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% ²⁶	70%

Priorities for 2024-25

15. 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.

16. 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.

17. 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 9/89²⁷ and the recommendation of the Conference at its 41st Session in 2019.²⁸

²⁶ Baseline 2021 54%

²⁷ C 1989/REP/Resolution 9/89

²⁸ C 2019/REP, paragraph 70.e)

Functional Objective 7: Outreach

Result level	Accountability and measurement		
Outcome Statement	Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management.		
Scope of work	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 and partnerships with the private sector, 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.		
Outcome	KPIs	Targets 2023	Targets 2025
7.1: Partnerships, advocacy and capacity development including South-South and Triangular Cooperation	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
	7.1.D Number of FAO staff with increased capacity working on private sector partnerships	300	400
	7.1.E The share (%) of effective strategic partnerships, ²⁹ as evidenced by a set of partnership effectiveness indicators. ³⁰	-	TBC
Outputs			
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			
7.1.5 Partnership effectiveness is enhanced through strategic relevance, results, sustained commitment, active collaboration, and mutual contribution, highlighting the strength and quality of partnerships.			
7.1.6 Roll out of the FAO Strategy for Private Sector Engagement and associated tools to partners			

²⁹ Strategic partners in this KPI are Civil Society Organizations, Private Sector partners and South-South Triangular Cooperation partners

³⁰ The 5 partnership effectiveness indicators are: strategic relevance, results, sustained commitment, active collaboration, and mutual contribution

South-South and Triangular Cooperation

18. 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

19. 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.

20. 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,³¹ 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

21. 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. PSU 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

22. 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;³² (b) supporting the implementation of the FAO Strategy for Private Sector Engagement 2021-2025 (c) 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; (d) fostering political commitment to attain SDG2 including through the Food Coalition; (e) advocating indigenous peoples and family farmers' issues as a central element of leaving no one behind; (f) building capacity and boosting impact, including through the e-Learning Academy and knowledge data platforms; (g) supporting the development and implementation of National Action Plans for implementation of the UN Decade of Family Farming 2019-2028; and (h) promoting the CFS-RAI Principles.³³

23. 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

³¹ FAO, IFAD and WFP are leveraging South-South and Triangular Cooperation to support national Home-Grown School Feeding Programmes

³² 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

³³ CFS Principles for Responsible Investment in Agriculture and Food Systems

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
7.2: Communications	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
Outputs			
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			

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

Priorities for 2024-25

25. 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.

26. 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.

27. 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
7.3: Increased resource mobilization and effective project/programme management and delivery	7.3.A Biennial level of voluntary contributions mobilized and sustained	USD 2.25 billion	USD 2.25 billion
	7.3.B Percentage of projects that are in a condition ³⁴ that requires management action	5%	7%
Outputs			
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 Enhanced organizational capacities to perform due diligence and risk assessment, including in decentralized offices			
7.3.3 Voluntary contributions mobilized, utilized and accounted for, consistent with FAO policies and effective project/programme cycle management			

Resource mobilization and private sector partnerships

28. The Resource Mobilization Division (PSR) leads and coordinates the mobilization of voluntary contributions in support of FAO's strategic priorities.

Priorities for 2024-25

29. 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 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

30. 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

³⁴ Based on defined parameters for low delivery, budget overspend, call for funds required, late closure and late reporting

Priorities for 2024-25

31. 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		
Outcome Statement	Delivery of FAO's work is accelerated through the establishment of a global digital environment, bringing forward technology opportunities and delivering transformative digital capabilities.		
Scope of work	Functional Objective 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).		
Outcome	KPIs	Targets 2023	Targets 2025
8.1: ICT solutions and services	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%
Outputs			
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

32. 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.

33. 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.

34. 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		
Outcome Statement	Effective direction of the Organization through enhanced political commitment and collaboration with Members, strategic management and oversight.		
Scope of work	<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>		
Outcome	KPIs	Targets 2023	Targets 2025
9.1: FAO Governance	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%
Outputs			
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

35. 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

36. 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
9.2: Oversight	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%
Outputs			
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

37. 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.

38. 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.

39. 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
9.3: Direction	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%
Outputs			
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

40. 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

41. 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.

42. 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 increase 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.

43. 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.

44. 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.

45. 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.

46. 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		
Outcome Statement	Maximize effectiveness and work towards ensuring best value-for-money in supporting delivery, fulfilling fiduciary, policy setting and monitoring and control functions.		
Outcome	KPIs	Targets 2023	Targets 2025
10.1: Efficient and effective management of human resources	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
Outputs			
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)

47. 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

48. 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
10.2: Efficient and effective management of financial resources	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)
Outputs			
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

49. 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

50. 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
10.3: Efficient and effective administrative services and enabling functions	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) ³⁵	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 ³⁶	NA	85%
Outputs			
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			

51. 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

52. 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.

53. 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.

³⁵ The targets of this KPI will shift in the next biennium from completing BCPs to testing the readiness of implementation of BCPs

³⁶ 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		
Outcome Statement	FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and delivery of its programme of work.		
Scope of work	<p>Conference Resolution 10/2003 established the Capital Expenditure Facility as a Chapter of the Programme of Work and Budget. The Facility serves to define and authorize expenditures on tangible and intangible assets with a useful life in excess of FAO's financial period of two years that generally require a level of resources which cannot be funded within the appropriation for a single biennium. Financial Regulation 6.11 authorizes the transfer of any balance in the Capital Expenditure Account for use in the subsequent financial period.</p> <p>The Facility provides investment required to maintain and improve FAO's products and services in relation to: (a) platforms for technical data and information; (b) operational and administrative systems; and (c) infrastructure and services. The Capex Management Board, chaired at Deputy Director-General level, advises the Director-General on the allocation of resources from the Capital Expenditure Facility and oversees overall progress and performance of approved projects.</p>		
Outcome	KPIs	Targets 2023	Targets 2025
12.1: Capital Expenditure	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%
Outputs			
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

54. 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		
Outcome Statement	FAO personnel are able to carry out their functions safely and securely in all locations where the Organization operates.		
Outcome	KPIs	Targets 2023	Targets 2025
13.1: Safe and secure operating environment for headquarters programme delivery	13.1.A Number of successful fire drills completed at headquarters	12/year ³⁷	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
Outcome	KPIs	Target 2023	Target 2025
13.2: Safe and secure operating environment for worldwide programme delivery	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%
Outputs			
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

55. 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.

56. 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

57. 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.

58. 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.

³⁷ Twice a year for each of the six buildings.