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Adjustments to the Programme of Work and Budget 2026-27

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I. Background and scope

Scope of the document

1. At the start of his second term at the helm of the Organization, the Director-General continues to advance his vision of an action-oriented, efficient, effective and dynamic FAO, applying its core competencies to support the 2030 Agenda for Sustainable Development through the transformation to more efficient, inclusive, resilient and sustainable agrifood systems for *Better Production, Better Nutrition, a Better Environment* and a *Better Life*, leaving no one behind.
2. The Medium Term Plan 2026-29 and Programme of Work and Budget 2026-27 (MTP 2026-29/PWB 2026-27)¹ was considered by Conference in July 2025. The Adjustments to the PWB (APWB) 2026-27 presents refinements and adjustments for consideration by the Council in December 2025, in line with the established programming and budgeting process,² reflecting decisions and guidance of the Conference, as well as adjustments proposed by the Director-General to support a continuous strengthened and impactful Organization, and shifts following the more detailed work planning.
3. The Adjustments to the PWB 2026-27 is presented for consideration by the Programme and Finance Committees and their Joint Meeting, and for approval by the Council at its 179th Session in December 2025.

Highlights of the Programme of Work and Budget 2026-27 proposal

4. As detailed in the Medium Term Plan 2026-29 and Programme of Work and Budget 2026-27, the PWB 2026-27 proposal was developed around a set of core principles – including efficient delivery of the programme of work and identification of areas of programmatic emphasis, de-emphasis and realignment, based on developments and guidance received – and addressing the required cost increases and priority re-allocations through the strategic review and abolition of vacant posts.³
5. The Director-General remains steadfast in his commitment of FAO's value-for-money and operational efficiency. In preparing the budgetary proposal for 2026-27, alternative modalities for delivering the programme of work were considered in order to maintain the budgetary appropriation at the same nominal US dollar level as in 2024-25. Accordingly, the PWB 2026-27 proposal reduced the number of budgeted posts by 177 (or USD 29.0 million) while ensuring resources were allocated to priorities, covering anticipated cost increases, protecting technical core competencies and internal controls, protecting delivery at the country level, and safeguarding funding commitments to conventions, treaty bodies and intergovernmental arrangements.
6. Priority reallocations in the PWB 2026-27 of USD 5.0 million include an additional USD 0.5 million each allocated to CODEX⁴ and the International Plant Protection Convention (IPPC). Additionally, USD 1.6 million is allocated for strengthening certain technical areas and USD 2.4 million to strengthen the audit and investigation functions and appeals and legal work.⁵

¹ C 2025/3

² Conference Resolution 10/2009, Basic Texts Volume II, Section F

³ C 2025/3 paragraph 74

⁴ The increase in CODEX resources has been budgeted in the Joint FAO/WHO Centre (CJW) in the APWB and will be used for the highest priority CODEX needs during the biennium.

⁵ C 2025/3 paragraphs 78-84

Decisions and guidance of the Conference

7. In its deliberations on the PWB 2026-27, the FAO Conference appreciated Management's efforts to continue delivering the programme of work in the context of increasing needs and unprecedented challenges, and appreciated the significant efforts made by the Director-General to prepare a budget for 2026-27 which included reductions of USD 26.4 million to cover cost increases and allocations to priority areas.⁶ The Conference provided further programmatic guidance to take into consideration in preparing the APWB 2026-27, as detailed in *Annex 2*.

8. The Conference voted a budgetary appropriation of USD 1 007.9 million at the budget rate of exchange for 2026-27 of Euro 1 = USD 1.06 (Resolution 8/2025). With this budget level, Conference requested the Organization to identify further efficiency gains and savings in the amount of USD 13.8 million, beyond the reductions of USD 26.4 million already programmed.

Approach to the Adjustments to the PWB 2026-27

9. *Section II* describes a number of proposed programmatic and operational adjustments for Council's endorsement. *Section III* provides further detail on the efficiency gains and savings that are being pursued during the biennium and which aim to support programmatic delivery under a reduced budget level.

10. *Section IV* outlines the impact of the adjustments from a budgetary perspective, *Section V* provides updated estimates of delivery under extrabudgetary resources, and *Section VI* provides an overview of the continued strengthening of results-based management in FAO.

⁶ C 2025/REP paragraph 61

II. Programmatic and operational adjustments

11. The following section includes a number of proposed programmatic and operational adjustments for Council's endorsement. The adjustments are in line with Conference guidance and within the overall 2026-27 net appropriation budget approved by Conference, to ensure optimal use and delivery of the Organization's resources.

12. FAO's commitment to value for money and operational efficiency remains central to the Programme of Work and Budget 2026-27. While the efficiency gains and savings pursued by management are a combination of cost savings, time savings and effectiveness improvements, the approved budget for 2026-27 requires immediate cost savings.

13. As further described below, the adjustments identify cost savings of USD 13.8 million to meet the budget level approved by Conference, propose a re-allocation of USD 5 million to high priority areas, and protect the proposed level of funding in the areas highlighted by Conference. Further detail on the budgetary impact of the adjustments by budgetary Chapter is shown in *Annex 3* and by Organizational unit in *Annex 4*.

Approach to the required budgetary reduction

14. To achieve the required cost savings of USD 18.8 million (i.e. USD 13.8 million to meet the budget level and an additional USD 5.0 million to reallocate to high priority areas), the adjustments outlined below have been made.

15. A reduction of USD 12.9 million has been applied to non-post resources across Organizational units and budgetary Chapters. No further post reductions are proposed beyond the 177 posts already abolished in the PWB 2026-27. As requested by Conference, areas protected from these reductions are Codex, IPPC and other statutory bodies, data and statistics, oversight and accountability functions and the Country Office Network.

16. In order to deliver efficiently and effectively within the budgetary resources available, managers undertake detailed work planning and consider areas of increased emphasis and de-emphasis. The MTP 2026-29/PWB 2026-27 *Table 6* provides information on areas of increased emphasis and de-emphasis for the 20 Programme Priority Areas (PPAs). Further details of the specific activities that will be impacted through the proposed de-emphasis are provided in *Annex 7*.

17. Furthermore, all areas will continue to pursue and be supported by increased organizational efficiency. As outlined in *Section III*, these efficiency measures include innovations in automation, process optimization and selective outsourcing, as well as sustainability through energy efficiency, waste management, sustainable procurement and travel optimization.

18. Budgetary savings of USD 1.9 million have been achieved through the introduction of a new funding model for the Young Professionals Programme (YPP) which now includes 50 percent co-financing by host units. The revamping of the YPP is aimed at broadening the talent pipeline, supporting diversity and rejuvenation goals, and better aligning assignment durations with business needs.

19. Savings of USD 4 million are achieved by discontinuing the additional non-staff resources introduced in 2022-23 to strengthen strategic areas under the PPAs to better promote transformation change.⁷ The analytical groundwork already completed has informed the Strategic Framework review

⁷ C 2021/3 paragraph 59

and the formulation of the MTP 2026-29/PWB 2026-27, ensuring that the strategic focus of PPAs is retained within existing resources.

Adjustment to corporate income forecast

20. The revised extrabudgetary forecast for 2026-27 (*Section V*) results in a downward adjustment of estimated support cost reimbursements by USD 2.2 million, resulting in a corporate income forecast of USD 133 million compared to USD 135.2 million in C 2025/3. It is recalled that, in accordance with the FAO Cost Recovery Policy, support cost reimbursements are managed within the overall Regular Programme resources and are closely linked to the level of extrabudgetary delivery. Corporate income reflects recovery of costs for direct and indirect project support for centrally managed services. The reduction in forecasted income has necessitated equivalent reductions of USD 2.2 million to these project support areas.

Areas of special attention

21. Within the proposed adjustments, USD 5 million has been re-allocated to high priority areas, as outlined below.

Technical Cooperation Programme (TCP) – USD 2 million increase

22. In line with the Conference's request to "*protect the level of the TCP in nominal terms for 2026-27 and to explore increasing the allocation toward 17 percent of the net appropriation,*"⁸ the reallocation of USD 2.0 million increases the nominal level of the TCP and lifts its share of the net appropriation to 14.4 percent for the biennium. Within this uplift, Management will preserve regional allocations and the agility of the TCP Facility for rapid, small-scale responses – including emergency agriculture interventions – and will prioritize country requests that operationalize FAO's normative and standard-setting outputs and data/statistics on the ground.

23. To reach the objective of raising the TCP allocation to 17 percent of the net appropriation, an additional USD 31.6 million would be required above the current allocation. Members would need to carefully consider the pace and approach to raising the TCP allocation to 17 percent, taking into account overall budgetary priorities and evolving needs. Approaches could include: (i) gradually increasing Regular Programme resources over successive biennia to increase the TCP budget, (ii) reallocating resources from other programme areas within the existing budget envelope, and (iii) establishing a TCP Trust Fund as a means of mobilizing further voluntary contributions.

Transboundary animal disease prevention – USD 1 million increase

24. FAO seeks to further strengthen its capacity to support Members in addressing the growing threat of Transboundary Animal Diseases (TADs), with a focus on early warning, rapid response and capacity development. These efforts aim to enhance Members' ability to prevent, detect and control TADs aiming to protect food security, livelihoods and public health.

25. Over the past decade, FAO's Emergency Centre for Transboundary Animal Diseases has played a leading role in building resilient animal health systems, largely enabled by extrabudgetary contributions. To ensure sustained funding, FAO will be launching the new "Global Challenge Programme on Transboundary Animal Diseases" which aims to mobilize resources and boost support to countries moving forward. Supporting Members on prevention and control of transboundary animal diseases is a core area of FAO's mandate, fully integrated into FAO's normative agenda and strongly aligned with the *Four Betters* - with emphasis on *Better Production* (BP3) and *Better Life* (BL3).

⁸ C 2025/REP paragraphs 61 b), c), d) and Resolution 9/2025

26. Reinforcing FAO's core capacity with an additional USD 1 million will be catalytic in addressing three critical gaps: (i) strengthening global coordination with Members and partners, regional economic communities, multilateral development banks and the private sector to improve response and leverage investments for strengthening prevention and control; (ii) improving global risk monitoring and early warning systems, by integrating and analysing data to generate and timely share risk alerts for effective preparedness and response; and (iii) promoting and scaling up good practices in animal husbandry and animal health systems to enhance productivity, reduce disease risks and ensure sustainable livestock-based food security.

Critical headquarters capital infrastructure upgrades – USD 2 million increase

27. An allocation of USD 2.0 million will address long-deferred works identified in the Facilities Master Plan, replacing end-of-life lifts and modernizing obsolete washroom facilities. These interventions are essential to ensure universal accessibility, compliance with health, safety and hygiene standards, and improved energy performance in line with FAO's Corporate Environmental Responsibility commitments.

III. Efficiency gains and savings

28. The comprehensive approach to organizational efficiency described in the MTP 2026-29/PWB 2026-27 continues to be applied in order to identify the additional required reductions. These measures include innovations in automation, process optimization, selective outsourcing, enhanced coordination between headquarters and decentralized offices, and careful risk management to ensure continuity of essential services. The adoption of technical innovation, such as artificial intelligence (AI) tools and upgraded information systems, alongside strengthening collaboration with external partners and alignment with the UN Efficiency Agenda and other processes including those stemming from UN80, provide a robust foundation for further efficiencies and savings. The following paragraphs set out the initiatives, innovations, and risk management strategies through which FAO will continue to deliver efficiency gains and savings in 2026-27.

29. Guided by the revamped FAO Efficiency Board, FAO is implementing a comprehensive strategy to accelerate efficiency gains across its enabling services. This approach addresses critical risks and leverages technical innovation to drive measurable improvements in ways of working, cost effectiveness, and organizational performance.

30. Administrative and financial processes are being transformed through automation of transactions, which is already enhancing data accuracy, reducing manual workload, improving compliance, and streamlining workflows. The Vertical Integration initiative will help ensure increased efficiency and strengthen compliance. FAO is also making substantial investments in corporate digitalization, notably through the development of AI-powered Virtual Office Assistants (VOAs) or AI Workmates. These tools, built on advanced Natural Language Processing and Generative AI, are designed to support staff across the Organization, boosting productivity, improving knowledge management and access to services, and facilitating seamless communication within and between teams.

31. A key focus is the standardization of data and digital platforms that will enable interoperability across units, reduce duplication, lower setup and maintenance costs and further improve data quality.

32. Environmental sustainability is also being prioritized through the Corporate Environmental Responsibility Strategy that encompasses initiatives in energy efficiency, waste management, sustainable procurement and travel. FAO has made a remarkable shift towards a paperless organization, with print publications dropping by 92 percent (from 21 million pages in 2019 to 1.5 million in 2024), and internal printing by 70 percent for the same period. Regular Programme travel expenditure remains below pre-COVID levels, although travel costs overall have increased due to a rise in extrabudgetary activities and inflation in travel-related expenses. These trends will continue to be closely monitored, with digital workflows, virtual engagement and more strategic mission planning continuing to be prioritized.

33. Human capital management is being streamlined with the introduction of an integrated Talent Management System to strengthen recruitment processes, align human resources with strategic priorities, and enhance staff development.

34. In parallel, project and TCP processes will be improved with the rollout of new models such as the Capitalization of Financial Instruments and moving from ad hoc agreements to long-term partnerships. Continued simplification to the TCP business model, supported by digital tools, is delivering ongoing cost savings.

35. Strategic procurement and logistics are being optimized through further decentralization and increased support at regional and country level, ensuring that procurement processes are both efficient

and responsive to local needs. FAO is also deepening its engagement with the UN Efficiency Agenda, aligning its efforts with the UN Sustainable Development Group's 2025-2028 Efficiency Roadmap. Particular emphasis is being placed on leveraging Global Shared Services and UN interagency agreements wherever feasible.

36. Collectively, these initiatives are delivering significant benefits through enhanced operational efficiency, reduced costs and duplication, improved data quality, strengthened environmental responsibility, and greater organizational agility.

IV. Budgetary Adjustments

Adjustments to the budgetary chapter distribution

37. Changes to the budgetary chapter distributions arise as a result of the programmatic and operational proposals described in *Section II*. The net impact of these changes is shown in *Table 1*.

- a) *Column 1* recalls the budgetary chapter distribution approved in Conference Resolution 8/2025;⁹
- b) *Column 2* presents the net effect of adjustments arising from reallocations arising from 2026-27 work planning to strengthen programme delivery on a cost neutral basis;
- c) *Column 3* presents the net effect of the shifts arising from programmatic and operational proposals on a cost-neutral basis;
- d) *Column 4* presents the total budgetary chapter transfers arising from these adjustments;
- e) *Column 5* presents the adjusted distribution of the 2026-27 budgetary appropriation for approval by the Council, in line with Financial Regulation 4.5.

Table 1: Adjusted 2026-27 Budget by Chapter (USD thousands)

Budgetary Chapter		Conf. Resolution 8/2025 (1)	Net Adjustments			Adj. PWB 2026-27 (5)
			Work plans (2)	Efficiency gains and savings (3)	Total (4=2+3)	
1	Better Production	161 997	1 086	(2 704)	(1 618)	160 379
2	Better Nutrition	133 553	278	(2 983)	(2 705)	130 848
3	Better Environment	120 957	757	(2 583)	(1 826)	119 131
4	Better Life	126 782	(2 292)	(2 607)	(4 899)	121 883
5	Technical quality, statistics, cross-cutting themes and accelerators	71 422	490	(831)	(341)	71 081
6	Technical Cooperation Programme	143 133	0	2 000	2 000	145 133
7	Outreach	73 865	696	(1 371)	(675)	73 190
8	Information Technology and Digitalization	34 171	0	(579)	(579)	33 592
9	FAO governance, oversight and direction	56 254	(1 457)	(401)	(1 858)	54 396
10	Efficient and effective administration	63 336	442	(3 596)	(3 154)	60 182
11	Contingencies	600	0	0	0	600
12	Capital Expenditure	14 242	0	2 000	2 000	16 242
13	Security Expenditure	21 384	0	(184)	(184)	21 200
	Unidentified further efficiency gains and savings	(13 839)	0	13 839	13 839	0
	Total Appropriation (Net)	1 007 857	0	0	0	1 007 857

38. The chapter shifts presented in *column 2* reflect targeted refinements emerging from the 2026-27 work planning exercise, including the resequencing of activities, regrouping of functions and sharpening of deliverables. These adjustments are guided by the strategic review of vacant posts and efficiency requirements established by the 2025 Conference decisions, and are further supported by the identification of areas of de-emphasis as outlined in *Annex 7*. Together, these adjustments aim to streamline team structures, strengthen operational efficiency, and keep resources focused on the results

⁹ C 2025/REP

approved in the Programme of Work and Budget, while safeguarding priority outputs under the *Four Betters* and associated Programme Priority Areas.

39. The chapter adjustments in *column 3* reflect the efficiency requirements established by the 2025 Conference decisions and the additional allocations outlined in *Section III*.

40. *Annex 3* presents the budget proposal by budgetary chapter, *Annex 4* presents the 2026-27 net appropriation by Organizational unit and *Annex 5* shows the budget by chapter and region.

Adjustments to the PWB budgeted post establishment

41. Adjustments to the budgeted post establishment for 2026-27 are limited and targeted. For this biennium, an increase of five junior professional posts has been introduced under the Young Professionals Programme (YPP). As noted in *Section II*, the co-funding approach for the YPP with receiving divisions generates efficiencies and supports FAO's efforts to strengthen talent pipelines and enhance delivery capacity.

42. *Annex 6* presents the post counts by grade group and organizational unit.

V. Updated estimates of extrabudgetary resources

43. As shown in *Table 2*, the extrabudgetary resources included in the APWB 2026-27 indicate the current estimates for expenditures from voluntary contributions in 2026-27, comprising 72 percent (USD 2 685.2 million) of overall resources. The estimates are based on: an analysis of trends; operational projects that will continue their implementation into the next biennium; proposed projects in the pipeline and likely to be approved; and positive contacts with partners.

Table 2: Adjusted 2026-27 Budget proposal by chapter and funding source (USD thousand)

	Budgetary Chapter	Net Appropriation	Extra-budgetary	Total
1	Better Production	160 379	624 225	784 604
2	Better Nutrition	130 848	164 524	295 372
3	Better Environment	119 131	616 598	735 729
4	Better Life	121 883	1 226 576	1 348 459
5	Technical quality, statistics, cross-cutting themes and accelerators	71 081	24 859	95 940
6	Technical Cooperation Programme	145 133	0	145 133
7	Outreach	73 190	4 858	78 048
8	Information Technology and Digitalization	33 592	306	33 898
9	FAO governance, oversight and direction	54 396	8 566	62 962
10	Efficient and effective administration	60 182	14 658	74 840
11	Contingencies	600	0	600
12	Capital Expenditure	16 242	0	16 242
13	Security Expenditure	21 200	0	21 200
	Total	1 007 857	2 685 170	3 693 027

44. While a significant amount of the extrabudgetary resource estimate refers to projects which have already been approved, the forecast is also impacted by resources expected to be mobilized in the biennium 2026-27.

45. FAO voluntary contributions have been at a historically high level since 2021 and, despite the many complex challenges, FAO expects to mobilize USD 1.5 billion in 2025, a 15 percent drop from 2024, but still the fourth highest level in FAO's 80-year history. The forecasts have been adjusted from the level included in the PWB 2026-27, from USD 3.26 billion to USD 2.69 billion, to take into consideration the reduction in resource mobilization in 2025, as well as the outlook for 2026 and 2027 further described below.

46. FAO has been making considerable efforts to diversify its funding base over the past six years both to adapt to a changing funding environment and to spread the risk of being affected by major policy shifts in donor countries, such as the expectation that development needs should increasingly be met primarily through national revenues, lending, commercial investments and blended finance, with limited amounts of official development assistance (ODA) being used to de-risk and facilitate investments. The Organization has been very active in managing this shift through partnerships with International Financial Institutions and with vertical funds such as the Green Climate Fund (GCF), the Global Environment Facility (GEF) and the Pandemic Fund. With the significant decline in resources from a number of bilateral donors, the share of resources from such emerging partners is expected to represent 75 percent of resources mobilized in 2025, and more than half of extrabudgetary resources in 2026-27.

47. With increasing resources in donor countries being devoted to domestic priorities, global ODA is expected to decline by around one-third in 2026, with most major bilateral donor countries cutting their ODA forecasts by between 15 and 30 percent, and some significantly more. Despite its diversification, in the long run, FAO will be equally affected by this reduction. However, proactive diversification has served

FAO extremely well as the negative impact will be spread over several years rather than be experienced as a sharp resource drop.

48. Resource mobilization to support the FAO emergency and resilience programme increased significantly between 2020 and 2022, largely driven by responses to the Desert Locust crisis, escalated global acute food insecurity, and heightened requirements for emergency interventions in agriculture. However, in 2023 and 2024, humanitarian funding allocated to food sectors experienced a considerable decline, and preliminary estimates for 2025 project a further reduction of 20–25 percent, potentially returning the funding to levels seen in 2016-2017, despite significantly increased needs. Forecast extrabudgetary expenditures for the emergency and resilience programme are expected to represent 37 percent of the total voluntary resources in 2026-27.

49. In order to encourage a programmatic approach and reduce transaction costs, FAO currently makes available to resource partners specialized pooled and funding mechanisms, including the FAO Flexible Voluntary Contribution (FVC), the Special Fund for Emergency and Resilience Activities (SFERA), the Special Fund for Development Finance Activities (SDFDA) and the Africa Solidarity Trust Fund (ASTF). Additional options are being considered to strengthen FAO's financing model, including the possible establishment of a TCP Trust Fund to complement TCP Regular Programme resources, and a potential restructured FVC to provide more predictable support for priority technical areas.

50. Over 95 percent of the extrabudgetary contributions are still currently fully earmarked to specific projects, which limits the possibility to allocate resources based on changing needs or underfunded priorities. In order to achieve greater impact, it is important that the share of funding channeled through these types of mechanisms increases significantly. Furthermore, it is recalled that the Conference encouraged Members to continue to provide voluntary contributions for the sustainable funding of the integrated work programme, including in the areas for transformational impact summarized in *Annex 12* of document C 2025/3.¹⁰

51. Forecasts are affected by future events and are therefore uncertain by definition. All the more so in the current volatile global environment. Developments will continue to be carefully monitored and forecasts adjusted as necessary. It is important to note that, while a shortfall in resources mobilized would negatively impact the Organization's overall delivery, it would not cause a deficit, as no commitments are made against voluntary contributions until these have been received.

¹⁰ C 2025/REP paragraph 62 b)

VI. Strengthening results-based management in FAO

52. FAO is committed to the continuous improvement and strengthening of its results-based management systems to embed best practices of UN and other development entities and to respond to Governing Body guidance. Conference requested FAO *“to continue to strengthen its results-based management practices, including by introducing baselines, theory of change and milestones for indicators in the results framework and reporting on Key Performance Indicators”*¹¹.

Inclusion of baselines and milestones/targets across the results framework

53. The FAO results framework presented in the MTP 2026-29/PWB 2026-27 now includes baselines and milestones/targets across the PPAs. With the first biennium of implementation (2022-23) of the FAO Strategic Framework 2022-31 having come to a close, output indicator data was collected and used to serve as baseline values for the Medium Term Plan programming cycle of 2026-29. In addition, the milestones for PPA output indicators improve accountability and allow to more effectively gauge FAO’s performance in contributing to PPA outcomes and related Sustainable Development Goal (SDG) targets. Key Performance Indicators (KPIs) for the budgetary chapters (Chapter 5, Functional Objectives and Special Chapters) continue to include targets for each biennial reporting period.

Refining the FAO Strategic Framework theory of change

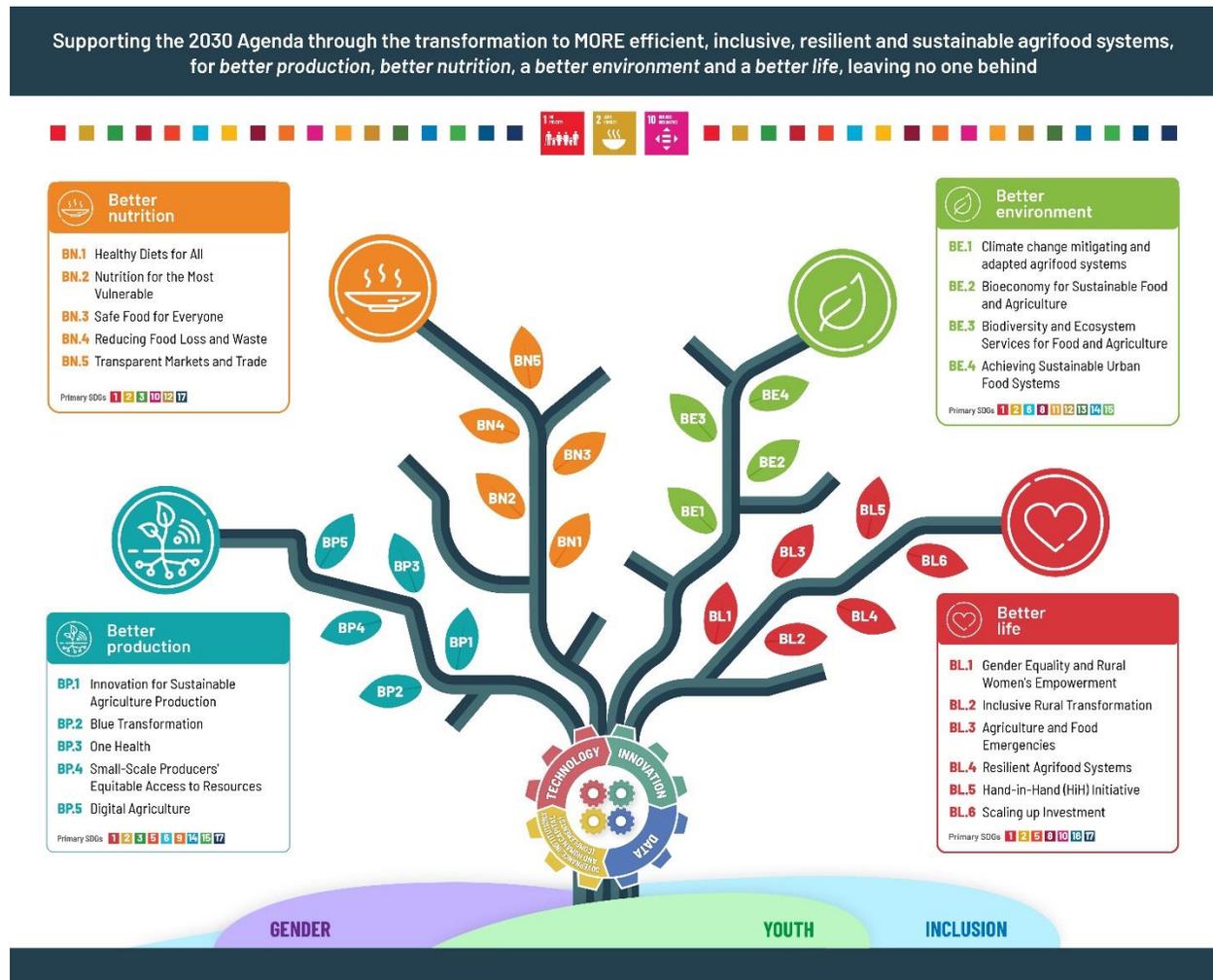
54. The FAO Conference has encouraged FAO to *“integrate a corporate theory of change within the Reviewed Strategic Framework 2022-31”*.¹² It is recalled that, as defined by the UN Sustainable Development Group, a theory of change explains how a given intervention is expected to lead to a specific development change, drawing on a causal analysis, while also identifying risks and assumptions inherent in the causal analysis.

55. The FAO Reviewed Strategic Framework 2022-31, *Section C*, explains the causal relationships of how the *Four Betters* (impacts) will be achieved through the achievement of the PPA outcomes, and how FAO will contribute to the PPA outcomes using an agrifood systems approach, leveraging its technical expertise, as illustrated in *Figure 1*.

¹¹ C 2025/REP paragraph 54 e)

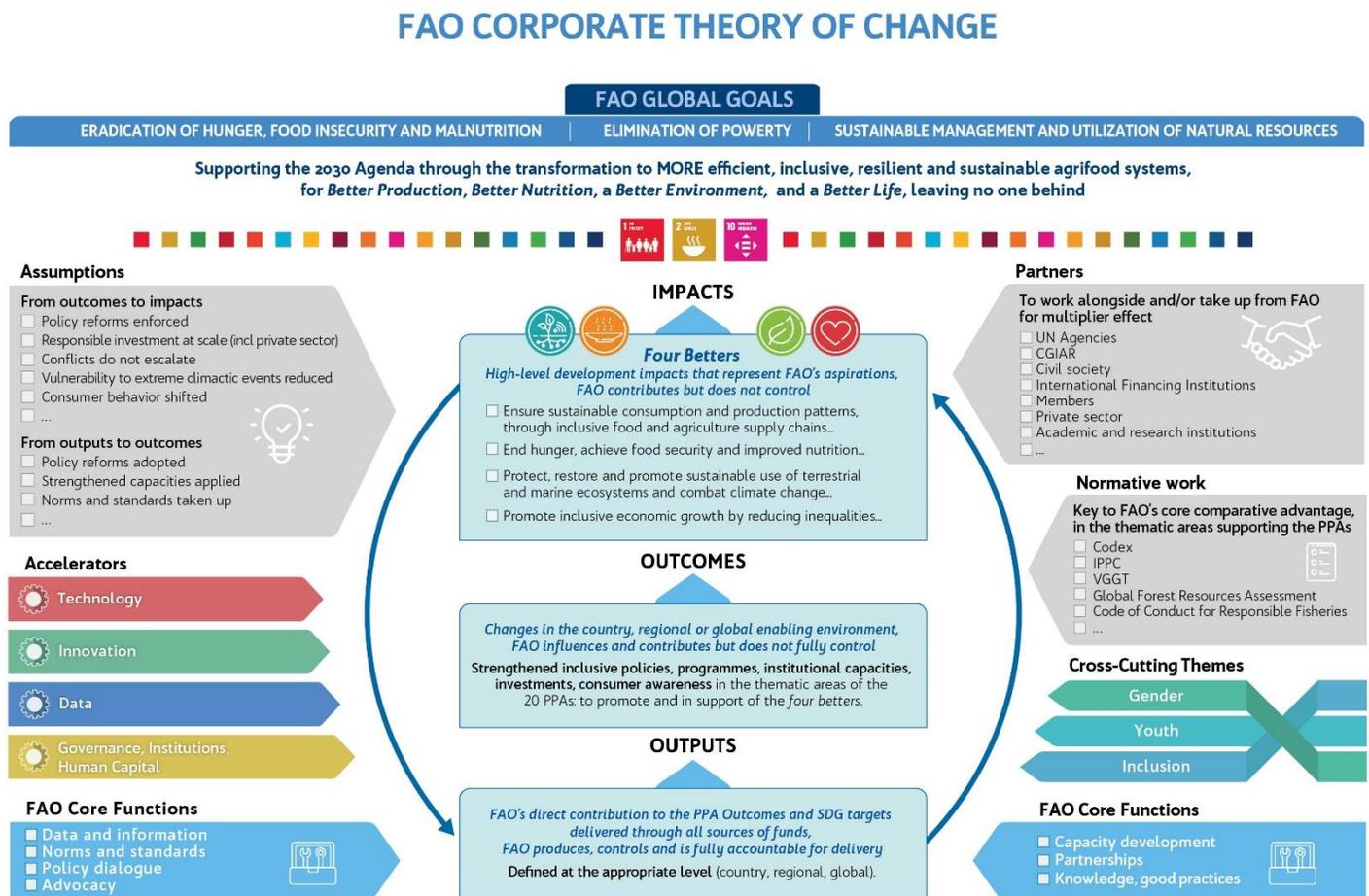
¹² C 2025/REP paragraph 56 c)

Figure 1: FAO strategic results framework



56. Complementing this information on the FAO results framework, a corporate theory of change is depicted in *Figure 2* of the present document. This theory of change identifies the desired impacts and expected outcomes of the FAO Strategic Framework 2022-31; along with the outputs – including FAO’s normative work – to be delivered at corporate level, and strategic partners whose contribution is also required. Importantly, the main assumptions required for outcomes to be translated into impacts are also summarized. Finally, in line with the FAO Strategic Framework elements, the theory of change illustrates the key role of the four accelerators and three cross-cutting themes for leaving no one behind.

Figure 2: FAO corporate theory of change



Adjustments to the updated results framework 2026-29

57. As per Members' guidance,¹³ Management has made a series of adjustments to *Annex 1: Updated results framework 2026-29*, including:

- revisions to the formulation of aspects of PPAs BP3 One Health; BE2 Bioeconomy for Sustainable Food and Agriculture; BE4 Achieving Sustainable Urban Food Systems; and BL3 Agriculture and Food Emergencies
- mainstreaming the references to the progressive realization of the right to adequate food into the relevant PPAs
- reflecting the needs of farmers across all scales for innovation, credit and financial services, as well as their participation across the supply chain
- further integration of agroecology and other innovative approaches into the relevant PPAs

58. Some further refinements have been made to the *Annex 1* PPA formulations, following on the more detailed 2026-27 work planning and inclusive dialogues across headquarters units and regions led by PPA teams. These include updates to risks and mitigation actions and the key thematic components, as well as ensuring the Organization tracks its contributions to changes in the prevalence of minimum dietary diversity among women and children, as measured through the newly approved FAO SDG Indicator 2.2.4 for which FAO is co-custodian.

¹³ CL 177/REP paragraph 9.

59. Further, a number of technical adjustments to the formulations of Objective 5, Functional Objectives and Special Chapters have been introduced to harmonize language and presentation, improve clarity of outputs and indicators and provide missing baselines and targets and updated KPIs have been included to track the implementation of efficiency initiatives.

Annex 1: Updated results framework 2026-29

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 agrifood systems in a changing climate and environment

SDG Indicators of Impact	<p>2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years)</p> <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 (IUU) fishing</p> <p>14.7.1 (custodian) Sustainable fisheries as a proportion of GDP in SIDS, LDCs, and all countries</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>
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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, compared to 2023, must increase by more than 60 percent by 2050, with limited resources to meet the expected, rising food demand. However, current agrifood systems lack integration, optimization, diversification and innovation, while relying on intensive use of agricultural inputs and natural resources, including land and water. Moreover, they are failing to support global efforts in mitigating and adapting to climate change and maintaining natural resources, and they fall short of their potential for socioeconomic development and livelihood improvement.
Outcome	Sustainable crop, livestock and forestry production systems that are productive, resilient, innovative, competitive and inclusive – and create integrated entrepreneurial and business opportunities – supported through fostering innovation, technologies and an enabling environment including policies and strategies.

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, improved varieties and breeds, feeds, biofertilizers, biopesticides, modern irrigation techniques, conservation, precision, protected agriculture systems, energy, water and resilient crop and livestock management, etc.); crop, livestock and forestry production systems in support of climate resilience, adaptation and mitigation; technologies and delivery tools for sustainable environmental and productive resource protection; and inclusive technologies for the reduction of drudgery and work burden</p> <p>Innovation: Optimize crop, forestry and livestock production systems through innovative solutions, improve the efficient use of inputs and resources (including soil, land and water) through scaling innovative solutions</p> <p>Data: Collection, analysis and dissemination of relevant data/information at the most disaggregated territorial level for crops, livestock, forestry, soil, land and water with linkage to the Hand-in-Hand Initiative (HIH) Geospatial Platform to ensure informed decision-making regarding the uptake and impact of innovations for sustainable agricultural production</p> <p>Complements: Promote coherent and evidence-based policies and governance that incentivize the uptake of sustainable agriculture innovation, set sustainability standards, and develop markets for agrifood products; this includes improved access to enabling environments for innovators to access knowledge, financial services, markets and opportunities for value addition and investments; and leverage the 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"> • Innovation for more sustainable, productive and inclusive agricultural production systems, including agricultural practices and inputs • Sustainable transformation support through integration, demonstration, validation, dissemination and up-scaling of innovations, focusing on pro-poor value chain actor support • 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 innovation and technologies while ensuring inclusive access to credit and financial services to enable adoption at scale and actively engage farmers across the agrifood supply chain • 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 • Efficient and sustainable use of land, soil and water resources for climate-resilient and inclusive agrifood systems
 <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 • 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 • Global Framework on Water Scarcity in Agriculture (WASAG) • Save and grow tools and approaches, including conservation agriculture and sustainable agricultural mechanization • The 10 elements of agroecology: Guiding the transition to sustainable food and agricultural system • Sustainable Fire Management Toolbox • Sustainable livestock transformation: A vision for FAO's work on animal production and health • Global Soil Partnership (GSP) • Mapping Irrigation Potential and Needs Initiative (IRMA) • Integrated Drought Risk Management Programme • Hand-in-Hand Initiative (HIH) • Achieving SDG 2 without breaching the 1.5°C threshold: A global roadmap

BP1: Innovation for Sustainable Agriculture Production	
 Core function strategy	<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 modelling and analytics • Norms and standards through intergovernmental fora (such as the Committee on World Food Security (CFS), the Committee on Agriculture (COAG) and its Sub-Committee on Livestock) • Creating an enabling environment and scaling up sustainable agricultural innovations through governance and policy dialogue as well as supporting rigorous evidence-based policies • Capacity development for scaling up sustainable production practices and integrated approaches • Partnerships and catalysing coalitions to put sustainable agricultural innovations and strategies in practice for improved productivity • Sustainable practices and technologies tailored to smallholders, including digital tools
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported fostering innovation, technologies and an enabling environment, addressing SDG targets to ensure sustainable crop, livestock and forestry production systems that are productive, resilient, innovative, competitive and inclusive and create integrated entrepreneurial and business opportunities Baseline: 109 Milestone: 121 2. Proportion of national stakeholders satisfied with FAO's work on innovation for sustainable agriculture production (%) Baseline: 88 Milestone: 88
 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 social and/or environmental sustainability.</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Insufficient uptake of technologies and innovations due to limited financial accessibility, lack of digital infrastructure, organizational and human resources constraints and/ or socioeconomic and cultural barriers, risk aversion, and high intertemporal discount rate 2. Limited market demand and economic incentive for the uptake of sustainable technologies due to misalignments in 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 inclusive buy-in and capacity development, and support business risk management 2. Strengthen evidence-based approaches to understand stakeholder preferences, identify adoption drivers and barriers, address them before implementing interventions, and evaluate their implementation impact 3. Work with governments, financial institutions and development and research partners to develop appropriate policy support and incentive schemes to ensure uptake and scale-up of innovations

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 (such as the aquaculture production subsector as well as the post-harvest value chain) or threatened (such as 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,¹⁴ 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 among children under 5 years of age by type (wasting and overweight)</p> <p>2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years)</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 illegal, unreported and unregulated (IUU) fishing</p> <p>14.7.1 (custodian) Sustainable fisheries as a proportion of GDP in SIDS, LDCs, and all countries</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>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</p>

¹⁴ United Nations Convention on the Law of the Sea (UNCLOS)

BP2: Blue Transformation	
	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
 Accelerators	<p>Technology: Development, distribution and uptake of new or adapted technologies that are gender-responsive and enhance productivity, ecosystem stewardship and the distribution of benefits throughout aquatic food value chains</p> <p>Innovation: Innovative policies and practices, including digital solutions for production; market transparency and enhancement of consumer information systems; and integrating the governance of aquatic food systems into wider geographic and sectoral-based planning</p> <p>Data: Expanding coverage of multidimensional fishery and aquaculture disaggregated data through improved capacity building to collect, analyse and utilize such data; enhanced dissemination 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; integration of aquatic foods into climate change adaptations; bridging the technological divide through extension services and South–South and Triangular Cooperation; enhanced aquatic food system governance through policy coherence and directed, gender-responsive capacity support</p>
Key thematic components	<ul style="list-style-type: none"> • Support a growing contribution of sustainable aquaculture to global food security and poverty eradication • Build transformative and innovative fisheries management systems through an ecosystem approach to fisheries that deliver healthy stocks and secure livelihoods at all scales, applying them particularly in data-poor or vulnerable regions • Upgrade aquatic food value chains to reduce loss and waste, add value, facilitate regional and global market access, promote transparency, inclusivity, accessibility and affordability of aquatic foods
 Normative aspects	<ul style="list-style-type: none"> • Blue Transformation Roadmap 2022–2030 and its umbrella programme • Code of Conduct for Responsible Fisheries and related technical guidelines • Guidelines for Sustainable Aquaculture (GSA) • Agreement on Port State Measures (PSMA) • UN Fish Stocks Agreement • The Agreement to Promote Compliance with International Conservation and Management Measures by Fishing Vessels on the High Seas (The Compliance Agreement) • Agreement on Marine Biodiversity of Areas beyond National Jurisdiction (BBNJ Agreement) • WTO Agreement on Fisheries Subsidies • 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) • 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 • Regional fisheries management organizations/arrangements (RFMO/As) and regional fishery bodies (RFBs)
 Core function strategy	<ul style="list-style-type: none"> • Statistical services: collection, curation and analysis of aggregated and disaggregated production, consumption and trade data for aquatic food systems; assessment and analysis of food security and nutrition trends and impacts on communities and households; and sustainability state of global stocks

BP2: Blue Transformation	
	<ul style="list-style-type: none"> • Lead policy dialogues and processes with FAO Members and regional organizations, the private sector, civil society and other stakeholders to support the implementation or development of normative instruments, particularly the Code of Conduct for Responsible Fisheries and associated instruments, including GSA, PSMA, SSF Guidelines, VGCDs and VGGT, as well as international agreements such as the BBNJ Agreement, the UN Fish Stocks Agreement and the WTO Agreement on Fisheries Subsidies • Capacity development for data-poor management methodologies and data collection systems; novel management practices; ecosystem approaches; integrated planning of aquatic-based economic sectors; extension services to facilitate technology and knowledge transfer; stakeholder participation in decision-making; integrating aquatic food systems in climate adaptation plans; and mainstreaming gender-responsive approaches in aquatic food systems • Establish partnerships and catalyse coalitions, including with civil society, the private sector and investment partners to escalate transformation • Advocacy that highlights and promotes the role of aquatic food systems in healthy diets and climate resilient livelihoods
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported improved policies and programmes for integrated science-based management, technological innovation and private-sector engagement, addressing SDG targets to promote more efficient, inclusive, resilient and sustainable aquatic food systems Baseline: 59 Milestone: 66 2. Proportion of national stakeholders satisfied with FAO's work on Blue Transformation (%) Baseline: 80 Milestone: 80
 Trade-Offs	<p>Sustainable food production requires the management of 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 (such as energy and tourism), between aquatic and land-based agrifood system production and consumption (e.g. agriculture, consumption patterns), 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 the 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 the development of capacity-feasible technologies specific to country realities through implementation of GSA 2. Apply climate-adapted ecosystem approaches focused on flexible and proactive management arrangements that foster socioecological and environmental resilience; integrate aquatic food systems into national and local climate adaptation plans

BP3: One Health	
Gap	Rising losses to production and negative health outcomes are increasingly driven by the spread of biological threats across the crop, animal and aquaculture sectors, including zoonotic diseases with pandemic potential and antimicrobial resistance (AMR). These risks are further intensified by disrupted supply chains, inadequate management of agrochemicals and agricultural waste, and significant capacity gaps in animal, aquaculture, plant and forest health systems. Without the ability to anticipate, prevent, and manage these threats, agrifood systems remain vulnerable to invasive pests and diseases leading to compounding impacts on human, health, biodiversity, and environmental integrity.
Outcome	Strengthened and better performing integrated One Health systems that sustainably balance and optimize the health of people, animals, aquaculture, plants, forests and ecosystems achieved by enhancing capacities for coordinated pest and disease prevention, early warning, and management of threats in agrifood systems, including those posed by chemicals, pesticides, invasive alien species, AMR, and other biological and environmental hazards.
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 in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 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
Additional complementary indicator	Level of implementation of National Action Plans (NAPs) in countries where FAO provides AMR support in the agrifood sectors (%)
 Accelerators	<ul style="list-style-type: none">  Technology: Accelerate the uptake of technical innovations and biosecurity guidance to curb pest and disease losses  Innovation: Promote innovative, digital solutions for expansive scaling-up of engagement, addressing inequalities in health systems through an integrated One Health approach  Data: Strengthen multisource surveillance and monitoring information systems at the country level, integrated with the FAO Agro-informatics platform to better target actions and support user-level decisions  Complements: Governance (institutional and political economy) analysis to improve global-to-national One Health governance; improved food chain monitoring for health and safety; systems-based training and focused capacity development; and enhanced science–policy interface
Key thematic components	<ul style="list-style-type: none"> • Integrated forecasting and early warning systems, biosecurity and risk management of biological threats, including animal and plant pests and diseases (APPDs) to improve agrifood health systems performance, including in sanitary and phytosanitary (SPS) standards for better trade, food safety and food security • Enhance capacity for prevention, preparedness and response to future pandemic threats and other health challenges to agrifood systems • Strengthen AMR management • Enhance country-level One Health implementation, capacities and policies to support global health, food security, and safeguard the environment, in alignment with the Quadripartite One Health Joint Plan of Action (2022-2026)

BP3: One Health	
	<ul style="list-style-type: none"> • Mainstream the integration of the environment into One Health – including biodiversity, pollution control, management of agrochemicals and pesticides, soil and water health, wildlife management and ecosystem health
 Normative aspects	<ul style="list-style-type: none"> • Joint FAO–WHO–WOAH¹⁵ Global Early Warning System for health threats and emerging risks at the human–animal–ecosystems interface (GLEWS+) • FAO Desert Locust Information Service (DLIS) • FAO–WHO International Food Safety Authorities Network (INFOSAN) • FAO Progressive Management Pathway for Improving Aquaculture Biosecurity (PMP/AB); FAO Progressive Management Pathway for Terrestrial Animal Biosecurity (PMP/TAB); and Guide to Implementation of Phytosanitary Standards in Forestry, 2nd Edition. • Rotterdam Convention; International Code of Conduct on Pesticide Management • International Plant Protection Convention (IPPC) • Codex Alimentarius (“Food Code” for food safety) • Global Action Plan on Antimicrobial Resistance, and Tripartite Zoonoses Guide • GF-TADs Strategy for 2021-2025 • FAO–WOAH Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs) • Quadripartite One Health Joint Plan of Action (2022-2026) • Global Health Security Agenda • FAO Good Emergency Management Practices (GEMP); Progressive Pathway for Emergency Preparedness (PPEP) • EMPRES Strategic Plan 2023-26 • Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases, 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); and Reduce the Need for Antimicrobials on Farms for Sustainable Agrifood Systems Transformation (RENOFARM) • Kunming-Montreal Global Biodiversity Framework
 Core function strategy	<ul style="list-style-type: none"> • Data services for One Health decision making: strengthen global pest, disease and health data systems on animal and plant pests and diseases for epidemic management and investment decisions in national health systems • Support norms and standards development in SPS areas, biosecurity and health security systems (with SPS performance, including plant health) • Strengthen governance in the One Health–ecosystem services–biodiversity interface, including arrangements within the United Nations System and partnerships outside the System; 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), in alignment with the FAO/WHO International Code of Conduct on Pesticide Management • Support 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: advance the implementation of global strategies for major animal and plant pests and diseases, and biosecurity for terrestrial animals, aquatic diseases, and forest

¹⁵ World Health Organization (WHO); World Organisation for Animal Health (WOAH)

BP3: One Health	
	<p>pests and diseases, such as Highly Pathogenic Avian Influenza (HPAI), <i>Peste des Petits Ruminants</i> (PPR), Mpox, fall armyworm and locust infestations</p> <ul style="list-style-type: none"> • 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 countries and territories where FAO has strengthened capacities for coordinated pest and disease prevention, early warning, and management of threats in agrifood systems to (including those posed by chemicals, pesticides, invasive alien species, AMR, and other biological and environmental hazards), addressing SDG targets to improve integrated One Health systems to sustainably balance and optimize the health of people, animals, plants and ecosystems Baseline: 55 Milestone: 95 2. Proportion of national stakeholders satisfied with FAO's work on One Health (%) Baseline: 88 Milestone: 88
 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; stringency of biosecurity in international movements for trade <i>vis-à-vis</i> access and participation of small holders in markets; between increasing production and deforestation and land degradation; and in wildlife harvesting, biodiversity, and health security.</p>
 Risk/mitigation	<p>▲ Risks:</p> <ol style="list-style-type: none"> 1. Reduced public expenditures on prevention due to global economic uncertainties, fragility, conflict to and the global food crisis on budgets and priorities may reduce manageability and increase the impact of APPDs and invasive alien species 2. United Nations system programming priorities at national level do not include agricultural biosecurity 3. National disaster risk reduction planning does not consistently address biological hazards <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Focus on all-hazards, risk management, and integrated and systems-based approaches within FAO programming and support resilience building from small farmer to producer level through advocacy and policy change 2. Extend the One Health approach to include the human health, animal health and the environment sectors (including APPDs and AMR under biosecurity programmes, ecosystem health, biodiversity, and other related environmental aspects)

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 many are among the poorest and most food-insecure. They remain marginalized, lacking equitable access to natural and productive resources and services, excluded from policy and decision-making processes, and are among the most highly vulnerable to and affected by climate change and other shocks; challenges are often multiplied for youth and women.
Outcome	Enhanced equitable access of small-scale producers to natural resources, markets, services, information, education, technology and innovation, and credit and financial services ensured through improved policies, strategies and programmes, with emphasis on the engagement of women, youth and other groups in situations of vulnerability.
SDG targets	<p>1.3. By 2030, 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>1.4 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>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>1.3.1. 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>1.4.1 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>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>

BP4: Small-Scale Producers' Equitable Access to Resources	
 Accelerators	<p>Technology: Efforts to increase resilience, productivity and incomes through best practices, diversification, reducing drudgery, improving human development and supporting food storage and processing with locally adapted, low-cost technologies, promoting literacy, participatory experimentation, peer-to-peer exchange and learning</p> <p>Innovation: Inclusive and adapted agroecological, policy, institutional, social and financial innovations and digital capacity for sustainable production and improved market access; and strengthened research and advisory services' capacities to understand small-scale producers' needs and integrate their knowledge and practices to enable co-creation of knowledge</p> <p>Data: More adequate, representative and up-to-date small-scale producer data disaggregated by gender across the food system available to FAO Members and to small-scale producers' organizations and networks, including on existing relevant FAO databases and the Hand-in-Hand Initiative geospatial platforms</p> <p>Complements: Level- and context-specific governance analysis to identify critical bottlenecks to small-scale producers' individual and collective access, with a specific lens on gender barriers; and scenario-based analysis of alternative strategies for policy and institutional change</p>
Key thematic components	<ul style="list-style-type: none"> • Promote secure tenure rights and facilitate equitable access to natural resources, with emphasis on land, water bodies, genetic resources, fish, forests and grazing lands • Promote equitable access to and sustainable management of productive resources, including ownership and governance over resources, services and infrastructure for production and commercialization • Strengthen data and analysis on and with small-scale producers and their organizations, through agricultural censuses, surveys, registries, geospatial data, guide policies and monitor impacts • Equitable access to extension, information, services and training, technology and innovations, digitalization, producer-led knowledge generation, peer-to-peer advisory systems, best practices including climate change adaptation and mitigation, and market participation • Increase access to social protection, enhance synergies between productive sectors (including agriculture, fisheries and forestry) and social policies and interventions; and support small-scale producers in managing risks • Advocate for responsible investment, trade and markets, promote international instruments and guidelines to secure access and empower small-scale producers in all aspects of agrifood systems, and support implementation through public policies and frameworks • Respect and promote Indigenous Peoples' agrifood systems • Strengthen producers' collective action, promote inclusion, including into biodiversity and climate change agendas, emphasizing the key role of good governance of land and natural resource tenure
 Normative aspects	<ul style="list-style-type: none"> • Transforming Food and Agriculture to Achieve the SDGs • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food) • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests • 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's Social Protection Framework • The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • The 10 elements of agroecology: Guiding the transition to sustainable food and agricultural system

BP4: Small-Scale Producers' Equitable Access to Resources	
	<ul style="list-style-type: none"> • 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 • FAO Policy on Indigenous and Tribal Peoples (2015)
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Development and strengthening of national small-scale producers' registries and their interoperability with social registries • Promoting small-scale producers' practices and technologies adapted to local conditions, with a focus on increasing productivity, efficiency and sustainability, including digital and labour-saving solutions, tools and machinery • Gathering and analysing statistical data on small-scale producers at global, regional and country levels, including through participatory, producer-led methods, focusing on their make up (such as gender and age groups), income status, contribution to economic growth, production profiles, levels of food security and nutrition, consumption patterns, and gender-disaggregated work burden • Capacity development for small-scale producers with a focus on young rural women and men, fostering secure tenure rights and 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 the implementation of normative work and standard-setting • Advocacy for small-scale producer collective action and inclusion in decision-making, and for inclusive governance models and policies, with a strong focus on women's participation to ensure better negotiation and bargaining power
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported policies, strategies and programmes addressing SDG targets to enhance equitable access of small-scale producers to natural resources, markets, services, information, education, technology and innovation, and credit and financial services, with emphasis on the engagement of women, youth and other groups in situations of vulnerability Baseline: 90 Milestone: 125 2. Proportion of national stakeholders satisfied with FAO's work on producers' equitable access to resources (%) Baseline: 87 Milestone: 87

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 impacts of climate change, the COVID-19 pandemic and new unexpected shocks; these shocks further exacerbate existing vulnerabilities and inequalities 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 the resilience of production systems and value chains 2. Strengthen small-scale producers' capacities through building cooperatives and producers' organizations (including a focus on the participation of women and youth) to ensure better negotiation and bargaining power 3. Support expansion and configuration of social protection programmes to ensure accessible and comprehensive coverage of small-scale producers and the extreme rural poor, and proper inclusion of women, youth and Indigenous Peoples, including through a focus on shock-responsiveness and adaptation

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 for Sustainable Development.
Outcome	Accessible digital information and communications technologies (ICT) 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: Promote the use of digital innovations for <i>better production</i>, post-harvest operations and integration in shortened and global value chains  Innovation: Accelerate the uptake of innovative policies and best practices, including digital solutions for increased production and transparent value chains  Data: Enhance disaggregated data collection and dissemination on and for the uptake of digital technologies in agriculture available through FAO's databases, the Hand-in-Hand Initiative (HIH) 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; and 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 • Develop a comprehensive taxonomy and a shared framework for innovation in digital agriculture, utilizing data and technology to create a digital agriculture platform • Increase investments in early-stage digital agriculture projects and innovations • Invest in building and supporting local digital innovation ecosystems
 Normative aspects	<ul style="list-style-type: none"> • International Platform for Digital Food and Agriculture • Rome Call for AI¹⁶ Ethics • Principles for Digital Development • United Nations Secretary-General's Roadmap for Digital Cooperation • E-agriculture Strategy Guide • Pact for the Future, Global Digital Compact and Declaration on Future Generations

¹⁶ Artificial Intelligence (AI)

BP5: Digital Agriculture	
	<ul style="list-style-type: none"> • Open Data Licensing for Statistical Databases Policy (fao.org) • FAO's Rural Youth Action Plan (RYAP)
 Core function strategy	<ul style="list-style-type: none"> • Statistical services: collect, curate and analyse aggregated and disaggregated data; and assess and analyse food security and nutrition trends and impacts on communities and households (such as the 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 • Accelerate 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 catalyse coalitions, including with civil society, the private sector and investment partners to escalate digital transformation in food and agriculture • Strengthen advocacy that highlights and promotes socioeconomic and environmental benefits from better use of scarce resources through digital agriculture; usable, useful and used data, information and knowledge; and 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 countries and territories where FAO has promoted integrating accessible digital information and communications technologies (ICT) into agrifood systems policies and programmes (with particular focus on ensuring affordable and equitable access of poor and vulnerable rural communities), addressing SDG targets to enhance market opportunities, productivity and resilience Baseline: 54 Milestone: 82 2. Proportion of national stakeholders satisfied with FAO's work on digital agriculture (%) Baseline: 83 Milestone: 83
 Trade-Offs	<p>Digital technologies can deliver significant benefits to food and agriculture but also entail risks and challenges, such as 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; and 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	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 among children under 5 years of age 2.2.2 Prevalence of malnutrition among children under 5 years of age by type (wasting and overweight) 2.2.3 Prevalence of anaemia in women aged 15 to 49, by pregnancy status 2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years) 2.c.1 (custodian) Indicator of food price anomalies 3.1.1 Maternal mortality ratio 3.2.1 Under-five mortality rate 3.2.2 Neonatal mortality rate 3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease 12.3.1 (custodian) (a) Food loss index and (b) food waste index
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 and diverse nutritious foods from sustainable food systems is a driver of hunger and all forms of malnutrition that currently affect one of three individuals and every country in the world, and is at risk of further deterioration due to current global challenges including climate change and biodiversity loss. In addition, the implementation of the right to food by governments and stakeholders and the integration of nutrition objectives in agricultural production policies and investment have been lacking. Consumers, on the other hand, are often not sufficiently empowered, motivated or incentivized to make healthy diets their preferred choice under normal circumstances and less so in times of crisis.
Outcome	The right to adequate food realized, and the transition of agrifood systems towards healthy diets for national populations, and towards sustainability, prioritized in integrated institutional, policy and legal environments that ensure and incentivize the engagement of actors across agrifood systems, with special emphasis on 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 among children under 5 years of age</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 years, by pregnancy status</p> <p>2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years)</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, affordability of and practice 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, affordability of and the practice of healthy diets and the sustainability of agrifood systems; innovate to better visualize and make accessible evidence in a timely and user-friendly way for decision making, increase the presence and participation of under-represented populations to engage them in decision-making processes</p> <p>Data: Harmonized dietary data from individual and household food consumption surveys, value chains and supply utilization accounts, together with a global indicator for diet quality, such as Minimum Dietary Diversity for Women (MDD-W)</p> <p>Complements: Enhanced food and nutrition governance analysis and strengthening, including governance across the humanitarian–development nexus to ensure a smooth transition from life-saving action to durable, long-term solutions, and 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; and use tools that allow for greater participation of different voices, leading to more inclusive and transparent outcomes</p>

BN1: Healthy Diets for All	
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Support agrifood system reforms for improving access to, and affordability and practice of healthy diets from sustainable and resilient agrifood systems with special consideration of climate and biodiversity • Influence consumer desire for healthy diets • Engage food system actors, in particular the private sector, to produce, process, label and market nutritious foods sustainably • Shape the policies, strategies and legislations, and support institutional coordination and programmes to mainstream nutrition and healthy diets across sector policies • Support the education, information, capacities and awareness-raising of stakeholders and consumers
<p> Normative aspects</p>	<ul style="list-style-type: none"> • SOCO, SOFA, SOFI¹⁷ • Committees on World Food Security (CFS); on Agriculture (COAG); on Commodity Problems (CCP); on Fisheries (COFI); on Forestry (COFO) • Products from economic, sociopolitical 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 • Voluntary Guidelines on Food Systems and Nutrition (VGSFN) • Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food)
<p> Core function strategy</p>	<ul style="list-style-type: none"> • Further develop and implement dietary guidelines with a food systems approach and nutrition standards • Provide policy guidance and support to national implementation of intergovernmental instruments such as the Voluntary Guidelines on: food systems and nutrition; governance of tenure; and the right to food,¹⁸ and the follow-up process for the UN Food Systems Summit • Ensure improved availability and analysis of disaggregated 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 • Produce evidence-based policy and legal advice for more sustainable and resilient agrifood systems from production, processing and marketing to consumption, improved nutrition education and awareness, and price measures to make nutritious foods and healthy diets more affordable and accessible • Promote nutrition-sensitive, climate-smart and inclusive value chains for healthy diets • Foster partnerships with universities and research institutes, civil society, the private sector and the UN system to pool evidence, coordinate advocacy, raise awareness, and promote investments to transform agrifood systems to deliver healthy diets for all • Implement a more strategic approach to ensuring that efforts are synergic, bring value and reach the intended audience

¹⁷ 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).

¹⁸ Voluntary Guidelines on Food Systems and Nutrition (VGSFN); Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT); and Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines)

BN1: Healthy Diets for All	
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported integrated institutional, policy and legal environments that ensure and incentivize the engagement of actors across agrifood systems – with special emphasis on consumers and the private sector –addressing SDG targets to establish the right to adequate food and transition agrifood systems towards healthy diets for national populations and towards sustainability Baseline: 73 Milestone: 81 2. Proportion of national stakeholders satisfied with FAO’s work on healthy diets for all (%) Baseline: 86 Milestone: 86
 Trade-Offs	<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>
 Risk/mitigation	<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 the 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 crises to complement life-saving actions with medium- and long-term solutions for life-transforming support; reinforce advocacy and awareness raising on the benefits of healthy diets and supportive policies to drive behavioural change on the part of consumers and the private sector through robust evidence

BN2: Nutrition for the Most Vulnerable	
Gap	Children, women, Indigenous Peoples and minorities face a heightened risk of hunger and all forms of malnutrition in all contexts. Conflict, climate change, food crises and rising costs of living further exacerbate these challenges. Addressing the nutritional needs of the most vulnerable is critical: worldwide, one in four children cannot access healthy diets – affecting 181 million children under five years of age. However, gaps in data, targeting, policies and programmes hinder effective responses to their needs.
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, based on the Food Insecurity Experience Scale (FIES)</p> <p>2.2.1 Prevalence of stunting among children under 5 years of age</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, by pregnancy status</p> <p>2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years)</p> <p>3.1.1 Maternal mortality ratio</p> <p>3.2.1 Under-five 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	
 <p>Key thematic components</p>	<ul style="list-style-type: none"> • Enhance nutrition in emergency and resilience agriculture responses to prevent child wasting in food crises contexts as part of FAO's commitment to the UN joint Global Action Plan on Child Wasting • Scale up implementation of school food and nutrition approaches in non-food crises contexts: this includes the implementation of a holistic approach with a right-to-food lens where the four synergistic pillars (procurement, food environments, policies, and food and nutrition education) are integrated in the design, planning, implementation, monitoring and evaluation of these programmes • Enhance nutrition impact of social protection instruments in non-food crises contexts by developing culturally appropriate, locally produced food-based solutions and increase access and consumption of safe and nutritious food by consumers in greatest vulnerability through cash transfers, food vouchers, subsidized food, child and family subsidies, and food transfers (where appropriate) • Support the design of agrifood system pathways to enable access and consumption of healthier diets among individuals in greatest vulnerability, including developing contextually appropriate, age-specific dietary recommendations to address their nutritional requirements
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • The State of Food Security and Nutrition in the World (SOFI) • 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) • The Committee on World Food Security (CFS) policy products • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food) • Codex Alimentarius Commission guidelines and standards • Other reports (and guidance) on fragile, conflict and disaster-affected states
 <p>Core function strategy</p>	<p>Monitoring and improving access to data and evidence 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 with explicit provisions ensuring non-discrimination and equitable access for marginalized and crisis-affected populations • Advocate for those needs and the use of normative products, especially binding obligations on the right to adequate food and non-discrimination, which explicitly protect nutrition rights during emergencies and for marginalized groups, including women, children, Indigenous Peoples, and displaced populations • Develop and strengthen capacities for evidence-informed responses
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported targeted policies, strategies and programmes, addressing SDG targets to identify and end food insecurity and malnutrition for the individuals with most vulnerability in all contexts Baseline: 65 Milestone: 73 2. Proportion of national stakeholders satisfied with FAO's work on nutrition for the most vulnerable (%) Baseline: 85

BN2: Nutrition for the Most Vulnerable	
	Milestone: 85
 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, and 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, such as 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 five years of age).
Outcome	Integrated, multisectoral 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	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons 3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births
SDG Indicators	2.1.1 (custodian) Prevalence of undernourishment 2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) 2.2.1 Prevalence of stunting among children under 5 years of age 2.2.2 Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) 2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years) 3.2.1 Under-five mortality rate 3.2.2 Neonatal mortality rate
 Accelerators	<p> Technology: Promote the use of technologies like artificial intelligence (AI), geographic information systems (GIS) and digital platforms, which are critical to improving efficiency and data analysis in food-safety systems to enable safe food for all</p> <p> Innovation: Accelerate the development and adoption of technological and non-technological innovations and leverage their use for innovative policies and regulatory frameworks to produce safer food in sufficient quantities, by implementing new capacity development approaches like farmer field schools, and supporting research in areas like novel foods and food authenticity</p> <p> Data: Strengthen the generation and use of high-quality, disaggregated data as an essential tool for evidence-based decision making and tracking progress toward BN3 objectives; key data needs include information on food consumption, exposure, safety incidents, outbreaks, programme evaluations and emerging risks</p> <p> Complements: Increase investments in human capital development and enhanced institutional frameworks to support collaboration as the foundation for efficient governance and strengthening of institutions as a crucial complement to technology, innovation and data</p>
Key thematic components	<ul style="list-style-type: none"> Strengthen the development and adoption of the Codex Alimentarius Commission's food safety and quality standards to protect the health of consumers, ensure fair practices in the food trade and address emerging food-safety challenges by adapting and developing standards accordingly Strengthen food-safety governance to create robust regulatory frameworks and effective national food-control systems to protect consumers and reduce food loss and waste; and proactively identify and address emerging risks in food-safety governance Bridge the gap between science and practice by translating scientific findings into practical guidance and training to ensure food-safety measures are based on the latest research; and forecast future scientific advancements to integrate them into food-safety practices Enhance the food-safety capacity of value chain operators by providing training and guidance to ensure food safety throughout the entire food system, from producers to retailers; and prepare

BN3: Safe Food for Everyone	
	value-chain operators for future food-safety challenges through continuous education and innovation
 Normative aspect	<ul style="list-style-type: none"> • FAO's food-safety risk assessment (in part jointly with WHO) underpinning evidence-driven food safety standards in national and international settings • FAO/WHO Codex Alimentarius Commission • FAO policy guidance on risk-based food control (Food Safety and Quality Series) • One Health normative products with food safety as a critical component • Value chain development and climate smart agriculture products with food safety as essential component • Analytical test methods through the Joint FAO/IAEA Centre of Nuclear Techniques in Food and Agriculture
 Core function strategy	<ul style="list-style-type: none"> • Develop and implement international food standards and guidelines (Codex Alimentarius) leveraging FAO's expertise in setting global food standards to catalyse harmonization and compliance, creating a strong foundation for food safety and trade • Strengthen risk analysis capacity at national and regional levels, building capacity for risk assessment, management and communication to empower countries to address food safety risks effectively and align with international standards • Enhance national food control systems, supporting the design and implementation of robust food control systems to improve oversight, enforcement, and consumer protection, ensuring scale-up and sustainability • Promote the One Health approach, fostering integrated collaboration across human, animal, and environmental health sectors to address food safety risks holistically and enhance resilience • Address emerging food safety challenges, identifying and responding to emerging risks through innovative approaches, technology and data-driven solutions, ensuring adaptability and preparedness • Invest in human capital development, prioritizing capacity building and training at all levels, focusing on gender equity and youth engagement to drive long-term impact and inclusivity
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported SDG targets that promote adoption and implementation of integrated, multisectoral food-safety policies and legislation across national agrifood systems and enhanced capacities and awareness of value chain operators and consumers Baseline: 45 Milestone: 48 2. Proportion of national stakeholders satisfied with FAO's work on safe food for everyone (%) Baseline: 87 Milestone: 87
 Trade-Offs	<p>Ensuring safe food for all involves navigating trade-offs between promoting economic growth through international trade and safeguarding public health, in the overall context of supporting the realization of the right to food in line with the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines). While harmonized food safety standards facilitate trade, overly strict regulations can inadvertently exacerbate food loss and waste, hindering market access for producers in developing countries.</p>

BN3: Safe Food for Everyone



Risk/mitigation

⚠ Risks:

1. Insufficient capacity at national and regional levels risks hindering the effective implementation of food safety strategies, potentially delaying SDG progress and weakening food safety enforcement
2. A disconnect between scientific research and practical application risks undermining policy effectiveness, reducing innovation uptake and eroding public trust in food systems
3. Fragmented coordination across sectors risks creating inefficiencies and slowing progress, limiting the impact of food safety initiatives and missing cross-sectoral synergies
4. Insufficient globally representative data to support the development of consensual Codex standards

🌈 Mitigation:

1. Implement targeted capacity-building programmes and strengthen national and regional institutions by providing technical assistance, training and infrastructure support to enhance food safety implementation and enforcement
2. Improve outreach, adapt tools for practical guidance and improve data collection systems developing user-friendly resources that translate scientific research into actionable policies and practices
3. Strengthen coordination mechanisms and promote strategic partnerships at all levels by fostering multisectoral collaboration and establishing governance frameworks that ensure joint accountability and integration of efforts
4. Support data generation and/or collation and submission to the Global Environment Monitoring System – Food Contamination Monitoring and Assessment Programme (GEMS/FOOD)

BN4: Reducing Food Loss and Waste	
Gap	Globally, 13 percent of food is lost between harvest and retail, and 19 percent is wasted by retailers, households and food services. Food loss and waste (FLW) is a major global challenge with significant social, environmental and economic consequences. It reduces productivity, hampers economic growth and represents wasted investments that impact producers and consumers. Environmentally, FLW causes greenhouse gas emissions, inefficient use of natural resources and biodiversity loss. Tackling FLW makes agrifood systems more efficient, inclusive, resilient and sustainable, thereby fostering sustainable production and consumption (SDG 12.3) and ensuring food security and nutrition for all, particularly the most vulnerable (SDG 2 and SDG 10).
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) 2.2.2 Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) 2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years) 12.3.1 (custodian) (a) Food loss index and (b) food waste index
 Accelerators	<p> Technology: Promote the development and use of technical solutions for handling, processing, packaging, storage, distribution, recovery and redistribution of food; technologies for recycling and upcycling wastes; and digital technologies for raising awareness, e-learning, data collection and traceability systems</p> <p> Innovation: At the core of FAO strategies to accelerate FLW reduction are innovative solutions to resolving causes of FLW in a sustainable way, and innovation in disaggregated data collection approaches and media channels to reach consumers of all ages; and adopting a systems approach to FLW reduction</p> <p> Data: Collect disaggregated FLW data for all stages of value chains within countries to inform policy, programme and individual decisions for reducing FLW</p> <p> Complements: Capacity development and training to scale up action by improving human capital and institutions dealing with FLW; FAO knowledge also comes in the form of normative guidance in support of policy, programme and personal decisions</p>

BN4: Reducing Food Loss and Waste	
 <p>Key thematic components</p>	<ul style="list-style-type: none"> • Data deficit and SDG 12.3: Address the data gap for SDG 12.3 through custodianship of the Food Loss Index (FLI), strengthening capacities for food loss measurement and the FLI, modelling estimates for SDG reporting, generating data from case studies and crowdsourcing, and gathering evidence on FLW impacts • Policies and strategies: Develop context-specific policies, strategies, legislation and regulatory frameworks using participatory approaches and the Voluntary Code of Conduct for FLW Reduction; promote holistic and systemic strategies that consider environmental, social and economic aspects • Technical solutions: Partner with small-scale producers and local stakeholders to design and implement science-based technical solutions for food loss reduction in crop, livestock and fisheries sectors, support reduction of food waste in high-value commodities, and share knowledge through the Technical Platform for Measurement and Reduction of FLW • Capacity Building: Strengthen human capital through training on climate-smart, nutrition-sensitive and inclusive approaches for food loss reduction in crop, livestock and fisheries sectors, linking with academic institutions and exchange programmes, and support consumer education leveraging behavioural sciences • Awareness and advocacy: Enhance global and national awareness campaigns, support the International Day of Awareness of Food Loss and Waste, and organize high-level advocacy events • Global coordination and partnerships: Foster collaboration and information sharing globally, support coalitions such as the UN Food Systems Summit (UNFSS) Food is Never Waste Coalition, strengthen networks and facilitate partnerships
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • Voluntary Code of Conduct for FLW Reduction • The State of Food and Agriculture (SOFA) 2019 – ‘Moving forward on FLW reduction’ • FAO Technical Platform on the Measurement and Reduction of FLW • The Committee on World Food Security (CFS) Principles of Responsible Investments in Agriculture and Food Systems • CFS Voluntary Guidelines on Food Systems and Nutrition • FAO Policy on Gender Equality 2020–2030; FAO Rural Youth Action Plan; FAO Policy on Indigenous and Tribal Peoples
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Inform policy and decision-making by providing data on FLW through FAO’s custodianship of 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, and support partnerships at regional and global levels • 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
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 1. Number of countries and territories 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 Baseline: 29 Milestone: 37 2. Proportion of national stakeholders satisfied with FAO’s work on reducing food loss and waste (%) Baseline: 85 Milestone: 85

BN4: Reducing Food Loss and Waste



Trade-Offs

There is risk to food safety in the efforts to reduce FLW 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. Reducing FLW could pose potential risks to nutritional quality, which must be actively managed, including through nutrition-sensitive food processing. Increased cold storage and packaging to reduce FLW could trigger higher energy use, pollution, greenhouse gas emissions and plastic waste, highlighting the critical role of energy efficiency and the entire packaging–product system in life-cycle analyses. An additional potential trade-off is represented by the challenge of promoting inclusive technologies and innovations, as some groups may lack access to needed information and resources, exacerbating existing inequalities.



Risk/mitigation

⚠ Risks:

1. Identifying 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.
3. FLW policies are not sufficiently inclusive and equity-transformative and could result in lost livelihoods and increased inequality; FLW policies might unintentionally exclude small-scale women farmers or vendors due to their limited access to capital, information and infrastructure, increasing the risk of reinforcing existing inequalities and reducing their market competitiveness, ultimately undermining the policies' intended outcomes

🌈 Mitigation:

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, to ensure that measures to reduce FLW are coherent with broader environmental, food security and nutrition benefits for society
3. Advance inclusive, equity-focused policies that address the needs of marginalized groups and reduce inequality; provide targeted support across the agrifood system through access to capital, training and infrastructure, ensuring all stakeholders benefit from FLW reduction efforts

BN5: Transparent Markets and Trade	
Gap	Lack of timely and credible market data and 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; weak institutional capacities to negotiate trade agreements and formulate and implement trade-related policy measures and digital solutions limit inclusivity and the 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 information and analysis, policy coordination and human and institutional capacities supporting evidence-based decision making.
SDG targets	2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round 2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility 10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements 17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
SDG Indicators	2.b.1 Agricultural export subsidies 2.c.1 (custodian) Indicator of food price anomalies 10.a.1 Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff 17.11.1 Developing countries' and least developed countries' share of global exports
 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; and sex-disaggregated data on value chain participation</p> <p> Complements: Leverage AMIS,¹⁹ CCP²⁰ and the IGGs²¹ to provide mechanisms and neutral fora to enhance market transparency and promote coordinated trade policy responses particularly during crises; and develop tools and e-training to increase human capital and institutional capacity at country and regional levels</p>
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

¹⁹ Agricultural Market Information System (AMIS)

²⁰ FAO Committee on Commodity Problems (CCP)

²¹ FAO Intergovernmental Groups (IGGs), which are subsidiary bodies of the CCP

BN5: Transparent Markets and Trade	
	<ul style="list-style-type: none"> Strengthen multistakeholder regional networks and partnerships, including with the private sector, to advance regulatory cooperation on trade facilitation measures, including on issues related to sanitation and phytosanitation (SPS), and promote trade Promote the adoption of ICT and digital solutions to simplify trade procedures, facilitate market integration and increase the potential for consumers and small-scale actors to reap the benefits from trade
 Normative aspects	<ul style="list-style-type: none"> The State of Agricultural Commodity Markets (SOCO); The State of World Fisheries and Aquaculture (SOFIA); The State of the World's Forests (SOFO) Products of the Global Information and Early Warning System (GIEWS) and AMIS OECD²²–FAO Agricultural Outlook OECD–FAO Business Handbook on Deforestation and Due Diligence in Agricultural Supply Chains OECD–FAO Guidance for Responsible Agricultural Supply Chains 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"> Collect, monitor and disseminate 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 Organize policy dialogues, multi-stakeholder governance mechanisms and facilitate business-to-business trade promotion events to advance policy and regulatory coordination, advocate for a fair and equitable multilateral trading system, and promote trade and partnerships
 Output Indicators	<ol style="list-style-type: none"> Number of countries and territories where FAO has supported information analysis, policy coordination and human and institutional capacities for evidence-based decision-making, addressing SDG targets to improve market transparency and equitable participation in markets, global value chains and international trade Baseline: 31 Milestone: 36 Proportion of national stakeholders satisfied with FAO's work on transparent markets and trade (%) Baseline: 76 Milestone: 76
 Trade-Offs	<p>The programme aims for markets and trade to contribute more to global food security and improved nutrition through enhanced transparency and inclusivity. Markets and trade alone cannot ensure equal distribution of benefits and can also lead to intensification of production systems; therefore, trade-offs can result with programmes under <i>better life</i> and <i>better environment</i>. Policies to minimize the trade-offs and adverse effects will be assessed and promoted.</p>
 Risk/mitigation	<p>▲ Risks:</p> <ol style="list-style-type: none"> Developing countries participation in markets is not increased Policies that lead to non-distorted and properly functioning markets are not implemented Novel technologies and innovative approaches are not adopted

²² Organisation for Economic Co-operation and Development (OECD)

BN5: Transparent Markets and Trade **Mitigation:**

1. Prioritize partnerships and support to multisectoral 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 multistakeholder and multisectoral dialogues at the national and international levels
3. Partner with other organizations working on similar technical areas, pooling resources and investments to achieve impacts at scale and sustain the benefits

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 (a) plant and (b) 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 as a share of local breeds with known level of extinction risk</p> <p>8.4.1/12.2.1 Material footprint, material footprint per capita, and material footprint per GDP</p> <p>8.4.2/12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP</p> <p>12.4.2 (a) Hazardous waste generated per capita; and (b) 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>15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type</p> <p>15.3.1 (contributing) Proportion of land that is degraded over total land area</p> <p>15.4.2 (custodian) (a) Mountain Green Cover Index and (b) proportion of degraded mountain land</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	Agrifood system solutions are crucial for achieving the objectives of the Paris Agreement; yet current global climate ambition and finance are insufficient, and countries are inadequately supported, including at local level, in their actions towards innovative agrifood system solutions that address climate adaptation, mitigation and resilience.
Outcome	Sustainable and just transformation of agrifood systems enabled through the implementation of agricultural practices, policies and programmes aimed at strengthened climate resilience, adaptation and mitigation and addressing climate-related loss and damage.

BE1: Climate Change Mitigating and Adapted Agrifood Systems	
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>13.2 Integrate climate change measures into national policies, strategies and planning</p> <p>13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible</p> <p>13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities</p> <p>14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</p>
SDG Indicators	<p>2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture</p> <p>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>13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change</p> <p>13.2.2 Total greenhouse gas emissions per year</p> <p>13.a.1 Amounts provided and mobilized in United States dollars per year in relation to the continued existing collective mobilization goal of the \$100 billion commitment through to 2025</p> <p>13.b.1 Number of least developed countries and small island developing States with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change</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</p> <p>Data: Additional disaggregated climate-related data at national level, with geospatial platform linkage to support the uptake of innovative technologies and policies in support of climate resilience, adaptation and mitigation; and 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; and enhance country support for climate finance from the Global Environment Facility (GEF), the Green Climate Fund (GCF), the Adaptation Fund, international financial institutions, multilateral and bilateral donors, and the private sector</p>

BE1: Climate Change Mitigating and Adapted Agrifood Systems	
Key thematic components	<ul style="list-style-type: none"> Enhance policy support for the consideration and implementation of agrifood solutions for climate action Enhance evidence and science-based analysis and assessments in support of climate policies and practices Facilitate access to climate finance targeting agrifood systems
 Normative aspects	<ul style="list-style-type: none"> Agriculture-related decisions, initiatives, programmes and processes under the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement FAO Strategy on Climate Change 2022–31 and the FAO Science and Innovation Strategy FAO sectoral climate strategies and plans (forestry, fisheries, land, soils, etc.) Link to climate issues in other Rio Conventions – Convention on Biological Diversity (CBD) and United Nations Convention to Combat Desertification (UNCCD)
 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 Contributing to the identification, implementation and uptake of knowledge, technologies and best climate practices Supporting access to climate data, finance and tools to strengthen countries’ capacities and actions Supporting initiatives, coalitions, networks and partnerships related to the agriculture–food–climate–finance nexus Advancing outreach and communication to disseminate knowledge to wider audiences and increase impacts
 Output Indicators	<ol style="list-style-type: none"> Number of countries and territories where FAO has supported agricultural practices, policies and programmes that strengthen climate resilience, adaptation and mitigation, addressing climate-related loss and damage addressing SDG targets to enable a sustainable and just transformation of agrifood systems Baseline: 119 Milestone: 125 Proportion of national stakeholders satisfied with FAO’s work on climate change mitigating and adapted agrifood systems (%) Baseline: 85 Milestone: 85
 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 the cost of healthy diets, on water, soils and 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 do not pose additional risks.</p>

BE1: Climate Change Mitigating and Adapted Agrifood Systems	
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Low priority of climate action in the country programming due to economic crises and a lack of understanding of the urgency 2. Reduced momentum on agrifood systems in the climate agenda, in particular the UNFCCC 3. Shift in climate-finance priorities from agrifood systems to other topics <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Strengthened policy support at national level for the elaboration of ambitious climate commitments and their implementation in a coordinated and integrated manner 2. Actively participate in the UNFCCC 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

BE2: Bioeconomy for Sustainable Food and Agriculture	
Gap	Agri-food systems are currently unsustainable, contributing to biodiversity loss, climate change and pollution, and resulting in the depletion and unsustainable use of natural resources. Bioeconomy allows to meet the growing global demand for biomass by harnessing science, technology and innovation to enhance the sustainability, inclusivity and competitiveness of agri-food systems, making them more efficient, equitable, resilient and sustainable.
Outcome	A sustainable bioeconomy that balances economic value, social welfare, food security and nutrition with environmental sustainability promoted through formulation and implementation of coherent evidence-based policies and practices in micro and macro environments, using technological, organizational and social innovations.
SDG targets	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead 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	8.4.1/12.2.1 Material footprint, material footprint per capita, and material footprint per GDP 8.4.2/12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP 12.4.2 (a) Hazardous waste generated per capita; and (b) proportion of hazardous waste treated, by type of treatment 12.5.1 National recycling rate, tons of material recycled
 Accelerators	<p>Technology: Promote the use of scientifically validated biological, digital and engineering solutions to strengthen the resilience of local and regional value chains and food production while enhancing the sustainable use of natural resources and reducing pollution</p> <p>Innovation: Deploy bio-based innovations to sustainably increase production, promote circular use of biological resources and improve biomass use efficiency, while reducing food loss and waste and plastic pollution, and restoring ecosystems</p> <p>Data: Develop and monitor sustainable bioeconomies using globally harmonized indicators and methodologies, and assess the size and impact of bioeconomy, including the use of FAO's data and information resources and platforms</p> <p>Complements: Strengthen institutions and capacities for assessing and deploying bioeconomy policies, practices and innovations in agri-food systems; increase public and private investments; mobilize multi-stakeholder bioeconomy partnerships and networks; and promote inclusive participation of women, youth, Indigenous Peoples, small-scale producers and other vulnerable groups in bioeconomies</p>
Key thematic components	<ul style="list-style-type: none"> Enhance access to data, information and knowledge to help address the size, trade-offs and potential of bioeconomy for sustainable agri-food systems Forge partnerships between governments, development partners, civil society, research institutions, the private sector and other stakeholders at global, regional and national levels on bioeconomy for sustainable food and agriculture Enhance policy coherence and integrate bioeconomy in national development agendas, including by supporting the formulation and implementation of national, regional, and global sustainable bioeconomy policies, strategies, and action plans that promote multi-sectoral collaboration and inclusive stakeholder engagement Deploy bioeconomy innovations on the ground using programmatic approaches with a focus on pollution prevention and reduction along value chains, including plastic pollution, preventing and reducing food loss and waste, and urban systems

BE2: Bioeconomy for Sustainable Food and Agriculture	
 Normative aspects	<ul style="list-style-type: none"> • United Nations Framework Convention on Climate Change (UNFCCC) and Paris Agreement • Convention on Biological Diversity and its Protocols (CBD) and the Kunming-Montreal Biodiversity Framework • United Nations Convention to Combat Desertification (UNCCD) • International Legally Binding Instrument on Plastic Pollution, including in the marine environment • 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 • The bioeconomy toolbox: A guide to support the development of sustainable bioeconomy strategies and policies • Voluntary Code of Conduct on the Sustainable Use and Management of Plastics in Agriculture • 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 Livestock Environmental Assessment and Performance (LEAP) Partnership technical guidelines on environmental assessment of recovery options for animal residues and waste
 Core function strategy	<ul style="list-style-type: none"> • Assemble, analyse, monitor and improve access to data and information to inform the development of bioeconomy policies, strategies and plans, and monitor their performance against the Aspirational Principles and Criteria for a Sustainable Bioeconomy • Facilitate, promote and support policy dialogue and formulation at global, regional and country levels, to build a global multistakeholder bioeconomy partnership for sustainable agrifood systems to serve as a catalyst to develop policies, build capacities, exchange knowledge and mobilize investments²³ • Enhance bioinnovation ecosystems, including technology roadmaps, research and innovation planning, economic analysis, and financing mechanisms; support Innovation Labs at global and regional level; and connect innovators with financial institutions through matchmaking • Provide technical assistance to countries for developing national bioeconomy strategies and integrating bioeconomy into existing sustainable development frameworks, capacity building, awareness raising (including for consumers) and developing monitoring frameworks • 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 oceans as an integral part of sustainable production and consumption priorities of bioeconomy policies, strategies and plans
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported the formulation and implementation of coherent evidence-based policies and practices in micro and macro environments – using technological, organizational and social innovations, – addressing SDG targets to promote a sustainable bioeconomy that balances economic value, social welfare, food security and nutrition with environmental sustainability Baseline: 50 Milestone: 53 2. Proportion of national stakeholders satisfied with FAO's work on bioeconomy for sustainable food and agriculture; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact (%) Baseline: 84

²³ C 2025/24: 27th Session of the FAO Committee on Forestry (COFO 27) recommendation paragraph 13c; and C 2025/21: 29th Session of the Committee on Agriculture (COAG 29) recommendation paragraph 18g.

BE2: Bioeconomy for Sustainable Food and Agriculture	
	Milestone: 84
 Trade-Offs	<p>The concept of bioeconomy seeks to apply biological knowledge, science, innovation and technologies with the goal of enhancing synergies and reducing 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 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 4. Limited and ad-hoc investment and funding and barriers for scaling up bioinnovations 5. Fragmented national, regional, and global governance mechanisms for bioeconomy <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Generate a strong analytical case for bioeconomy and organize specific awareness and communication activities targeted at the governments of participating countries for dissemination 2. Share with decision makers lessons learnt from other countries and business ventures to encourage potential models 3. Ensure inclusive participation of women, youth, Indigenous Peoples and other vulnerable groups in bioeconomy development 4. Integrate bioeconomy priorities into large-scale programmes and initiatives (Hand-in-Hand Initiative, One Country One Commodity Programme, Green Cities Initiative, <i>et al.</i>) 5. Establish a global multi-stakeholder bioeconomy partnership for sustainable agrifood systems

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 (SDG 2), the Agenda 2030 for Sustainable Development, 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 (a) plant and (b) 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 as a share of local breeds with known level of extinction risk</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>15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type</p> <p>15.3.1 (contributor) Proportion of land that is degraded over total land area</p> <p>15.4.2 (custodian) (a) Mountain Green Cover Index and (b) proportion of degraded mountain land</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>

BE3: Biodiversity and Ecosystem Services for Food and Agriculture	
 Accelerators	<ul style="list-style-type: none"> ⚙️ Technology: Accelerate the use of geospatial information based on state-of-the-art technologies to monitor progress and interactive platforms for knowledge dissemination ⚙️ Innovation: Promote innovation based on locally adapted biodiversity-friendly agricultural and other land management practices ⚙️ Data: Enhance data collection, harmonization and regular dissemination of biodiversity and restoration-related data through FAO databases, geospatial platforms and flagship publications, including the Framework for Ecosystem Restoration Monitoring (FERM) Registry ⚙️ Complements: Provide good-quality and harmonized data, analysis, policy guidance and normative instruments needed to scale up integrated actions at all levels; strengthen governance and institutions; and build individual and collective capacities, capitalizing on FAO's farmer field schools, multistakeholder partnerships and other collective action approaches
Key thematic components	<ul style="list-style-type: none"> • Maintain and restore biodiversity for food and agriculture • Ensure the sustainable use and conservation of natural resources for food and livelihoods • Transform agrifood systems to prevent further 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, aligned with the Global Biodiversity Framework and the principles of the United Nations Decade on Ecosystem Restoration • Develop guidance and enhance advocacy and action on biodiversity mainstreaming and ecosystem restoration, including engagement of small-scale producers, Indigenous Peoples and local communities
 Normative aspects	<ul style="list-style-type: none"> • FAO Strategy on Mainstreaming Biodiversity Across Agricultural Sectors and its Action Plan • Kunming–Montreal Global Biodiversity Framework • United Nations Decade on Ecosystem Restoration • 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 (FRA) • Global Framework on Water Scarcity in Agriculture (WASAG) • The 10 elements of agroecology: Guiding the transition to sustainable food and agricultural system • Codes of Conduct, e.g. on pesticides; fertilizers; and 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 • Convention on Biological Diversity (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)

BE3: Biodiversity and Ecosystem Services for Food and Agriculture	
 Core function strategy	<ul style="list-style-type: none"> • Enhance data and information on the state of biodiversity in agrifood systems and on the extent of ecosystem degradation • Enhance data and information on the environmental and socioeconomic benefits of biodiversity and ecosystem restoration • Normative and standards setting: continue engagement with CBD and on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ) • Governance and policy: further enhance the political will and commitments to improve the enabling environment for food and agricultural systems transformation to maintain biodiversity, promote the sustainable use of 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 United Nations Decades on Ecosystem Restoration; Ocean Science for Sustainable Development; and Family Farming • Advocacy and communications: further develop and disseminate communication and outreach materials on biodiversity and ecosystem services for food and agriculture in support of the implementation of the FAO Strategy and the Global Biodiversity Framework, and further enhance the ongoing global movement in the context of the Decade on Ecosystem Restoration (#GenerationRestoration)
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported targeted policies and practices, addressing SDG targets that maintain biodiversity for food and agriculture and promote the sustainable use, conservation and restoration of marine, terrestrial and freshwater ecosystems, and their services Baseline: 89 Milestone: 108 2. Proportion of national stakeholders satisfied with FAO's work on biodiversity and ecosystem services for food and agriculture (%) Baseline: 89 Milestone: 89
 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 and for the sustainable use of 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>
 Risk/mitigation	<p>▲ Risks:</p> <ol style="list-style-type: none"> 1. Insufficient political commitment at national level, and insufficient engagement of private companies, farmers, pastoralists, fishers and forest users 2. Lack of secure tenure and good governance 3. Lack of access to finance, investments, incentives and markets <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Collect evidence and create awareness and urgency through capacity development, communication and outreach of the environmental and economic benefits of ecosystem restoration and sustainable management of biodiversity 2. Continue FAO's work to promote VGGT, and legal and sustainable agricultural value chains 3. Further engage with like-minded partners, such as the Global Environment Facility, the European Green Deal, government institutions, the private sector and investment banks

BE4: Achieving Urban Agrifood Systems Transformation	
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, the potential of policies and actions at the urban level is insufficiently recognized as key for the transformation to efficient, inclusive, resilient and sustainable agrifood systems both within urban and peri-urban settings and at national, regional and global scales. While many activities are undertaken in urban agrifood systems, they are rarely implemented with a systems approach; rather they are fragmented.
Outcome	More efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, climate change, food insecurity and malnutrition, and unhealthy diets while creating employment and catalyses inclusive and sustainable rural transformation while safeguarding the underlying natural resources base; promoted through the adoption of supportive policies, programmes, mutually reinforcing actions and investments that strengthen connections between urban, peri-urban and rural, national and global levels.
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 the population living 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: Promote the development and use of innovative technological solutions to shorten and/or simplify the supply chain and reduce food loss and waste; and GIS technology for urban agrifood systems analysis</p> <p>Innovation: Accelerate institutional innovation to build a network of cities and city-to-city exchange; virtual learning and digital capacity development; and the incorporation of behavioural science tools for stakeholder engagement and participation as an entry point to promoting innovative problem-solving</p> <p>Data: Populate the Hand-in-Hand Initiative Geospatial Platform with survey data from agrifood system projects and administrative data from local-government food-system projects and administrative data</p> <p>Complements: Promote innovative, evidence-based urban food-systems governance mechanisms for transparent monitoring, multilevel governance, multisectoral coordination and inclusive decision making; and enhance technical capacity to assist city and national governments in agrifood systems planning and identifying and addressing multidimensional risks, triggers and institutional responses</p>

BE4: Achieving Urban Agrifood Systems Transformation	
 <p>Key thematic components</p>	<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; and risks and vulnerabilities to shocks and stresses • Strengthen capacities of local and national governments and the wide ecosystem of partners for integrated implementation of actions at the urban level through a systems approach, connecting urban, rural, national regional and global spheres of action • Facilitate the establishment of food and nutrition governance and coordination mechanisms (such as Food Policy Councils) • Align urban and national policies through inclusive, cross-sector, and multilevel governance to ensure a complementary approach and achieve synergistic, multi-outcome solutions; provide technical support for taking a systems approach through urban-level entry points with potential for co-benefits across the <i>four betters</i>, including urban and peri-urban agriculture, urban markets, consumers and food environments, food public procurement, food loss and waste reduction and management, bioeconomy, and urban forestry and green spaces, applying gender- transformative approaches • Support the development of infrastructure for South–South and triangular cooperation and learning between local governments and between local and national governments
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food) • FAO Green Cities Action Programme • FAO Sourcebook on Urban and Periurban Agriculture • FAO Guidelines on Urban and Periurban Forestry • Urban Forestry a Global Perspective • An introduction to Urban and Periurban Forestry (online training course) • FAO Framework for the Urban Food Agenda • Milan Urban Food Policy Pact (MUFPP) Indicator framework • Rapid Urban Food Systems Appraisal Tool (RUFSAT)²⁴ • City Region Food Systems Toolkit • Integrating Food into Urban Planning Book • FAO’s Strategy for Private Sector Engagement CL 165/4 Rev.1 - FAO’s Strategy for Private Sector Engagement 2021-2025 • Mapping of territorial markets – Methodology and guidelines for participatory data collection
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Produce, analyse and disseminate data, indicators and information on urban agrifood systems (including proper disaggregation) • Advance inclusive policy dialogue for raising the voice of local governments and bridging the national and local governance gaps • Capacity development of stakeholders at subnational and national level to mainstream sustainable agrifood systems in local and national policies, programmes, plans and actions • Establish partnerships and convene fora across the ecosystem of international partners, including United Nations agencies, international city networks (for instance the Milan Urban Food Policy Pact), local and national governments, and NGOs • Promote the use of local government-friendly technologies (such as the urban agrifood systems geospatial platform) • Engage with development banks and the private sector to mobilize investment

²⁴ To be published

BE4: Achieving Urban Agrifood Systems Transformation	
	<ul style="list-style-type: none"> Promote urban agrifood systems and the potential of urban and peri-urban action through coordinated advocacy and a variety of communication products
 Output Indicators	<ol style="list-style-type: none"> Number of countries and territories where FAO has promoted supportive policies, programmes, mutually reinforcing actions and investments that strengthen connections between urban, peri-urban and rural, national and global levels, in support of SDG targets for more efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, climate change, food insecurity and malnutrition, and unhealthy diets while creating employment and catalyses inclusive and sustainable rural transformation while safeguarding the underlying natural resources base Baseline: 119 Milestone: 32 Proportion of national stakeholders satisfied with FAO's work on achieving urban agrifood systems transformation (%) Baseline: 85 Milestone: 85
 Trade-Offs	Trade-offs (including intertemporal) 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.
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 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"> Ensure early inclusion, dialogue and consensus-building among relevant national and local stakeholders in the programme design using strategic communication and choice of champions, and forming 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 the population living 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 population</p> <p>1.5.2 (contributing) Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)</p> <p>2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years)</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> <p>17.3.1 Additional financial resources mobilized for developing countries from multiple sources</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 and those engaged in agrifood systems 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 unpaid care and domestic work; and discriminatory social and gender norms limiting their participation in public life and freedom of choice and mobility.

BL1: Gender Equality and Rural Women's Empowerment	
	Only a small portion of development interventions focus on gender equality and women's empowerment, underscoring the financing gaps at global level.
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 and gender-transformative policies, strategies, programmes and legal frameworks.
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>5.4.1 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>5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment</p>
 Accelerators	<p> Technology: Examine differential effects of new technologies on rural women and girls, and mainstream gender at the level of technological design to maximize the potential of technologies to respond to women's needs, perspectives and priorities</p> <p> Innovation: Foster institutional and social innovations for gender equality and women's empowerment, taking into account their specific needs, priorities and contexts</p> <p> Data: Advocate for the use of gender statistics in evidence-based policymaking and to produce multidimensional gender-sensitive analyses and increase the availability of gender statistics and sex-disaggregated data for planning and reporting in areas such as enhancing women's access to and control over natural and productive resources, accelerating women's empowerment and closing gender gaps in employment, access to services and time use</p> <p> Complements: Strengthen the capacity for governance analysis to identify institutional, gendered and political economy road blocks, and support policy reforms and coalition-building strategies to promote and sustain inclusive, gender-equitable rural transformation and sustainable development, and examine the gender differences in human capital formation; develop capacities of actors at all levels and in different sectors to recognize gender-based constraints; and create gender-sensitive spaces and services conducive to rural women's empowerment</p>
Key thematic components	<ul style="list-style-type: none"> • Strengthen women's voice and decision-making power • Ensure equal rights over natural and productive resources • Facilitate rural women's access to market services and employment • Promote policies, approaches and technologies to reduce and address women's work burden and unpaid care and domestic work • Promote the uptake and scale-up of gender-transformative approaches in agrifood systems

BL1: Gender Equality and Rural Women's Empowerment	
 Normative aspects	<ul style="list-style-type: none"> • The Committee on World Food Security (CFS) • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food) • CFS Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) • CFS Principles for Responsible Investment in Agriculture and Food Systems (RAI) • CFS Voluntary Guidelines on Gender Equality and Women's and Girls' Empowerment (VG-GEWGE) • CFS 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 • FAO Rural Youth Action Plan (RYAP) • FAO Technical Guides for Gender-Sensitive Social Protection and Social Protection Framework • FAO Environmental and Social Management Guidelines • FAO Strategy on Climate Change 2022–2031 • Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its General Recommendation 34 on the rights of rural women • Beijing Declaration and Platform for Action • UN System-wide Action Plan on Gender Equality and the Empowerment of Women
 Core function strategy	<ul style="list-style-type: none"> • Evidence, knowledge, and sex- and age-disaggregated data to identify gender gaps, inform policy and programmatic actions and measure results • Policy and technical support for gender-responsive and gender-transformative policy, legal and investment frameworks governing agrifood systems • Capacity development to enhance women's technical, business and entrepreneurial skills; promote gender-responsive and labour-saving agricultural technologies and practices; strengthen women's leadership and participation; and improve capacities of institutions and organizations for gender-responsive and gender-transformative action • Partnerships with national stakeholders and other development actors to strengthen Programme impact and foster uptake of approaches for women's socioeconomic empowerment, with a particular focus on gender-transformative approaches that address discriminatory social and gender norms and promote positive masculinities • Advocacy and communication to promote gender equality and women's empowerment, and influence debates at different levels about women's roles in sustainable agrifood systems and rural transformation
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported gender-responsive and gender-transformative policies, strategies, programmes and legal frameworks, addressing SDG targets to 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 Baseline: 38 Milestone: 61 2. Proportion of national stakeholders satisfied with FAO's work on gender equality and rural women's empowerment (%) Baseline: 84 Milestone: 84

BL1: Gender Equality and Rural Women's Empowerment	
 Trade-Offs	<p>Trade-offs can be expected depending on the context, for instance 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 multiple stakeholders, including governments, civil society and non-governmental organizations and the private sector, 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 gender-based violence (GBV) 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

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 the population living 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 Proportion of countries with migration policies that facilitate orderly, safe, regular and responsible migration and mobility of people</p>
 Accelerators	<p>Technology: Address the constraints in accessing and adopting technologies faced by poor, marginalized and vulnerable people to spur inclusive rural transformation</p> <p>Innovation: Promote the use of tools and platforms, and accelerate capacity development for institutional and social innovation to promote inclusivity and empowerment; access to innovation for poor and vulnerable people; and innovation to inspire youth participation in food and agriculture</p> <p>Data: Produce and analyse agroclimatic, environmental, economic and demographic data relevant to rural areas, with particular attention to data disaggregation, 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"> • Strengthen countries' capacities to design and implement rural and territorial development policies and programmes • Empower rural people and communities to undertake collective action to shape and take ownership over rural transformation and climate-change decision making, increase accountability and address power imbalances • Support the recognition of rural people's bundle of rights • Increase access of rural people, particularly women and youth, to natural resources, tenure rights and socioeconomic assets and services • Facilitate income diversification and decent work • Promote more inclusive and sustainable agrifood value chains and investments <p>Strengthen capacities of national social protection systems to provide appropriate coverage to rural populations</p>
 Normative aspects	<ul style="list-style-type: none"> • The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food) • FAO Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests; and on 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 • United Nations Decade of Family Farming 2019–2028 Global Action Plan
 Core function strategy	<ul style="list-style-type: none"> • Design and implement multisectoral antipoverty, antihunger and environmentally sustainable rural development policies, strategies, programmes and governance structures, and ensure participatory, multistakeholder policy dialogue • Enhance the availability and use of data and statistics to improve the understanding of rural poor livelihoods, including the constraints, barriers and vulnerabilities they face, and the functioning of labour markets and value chains • Accelerate capacity development for rural people and institutions, particularly young women and men and their organizations to improve skills and facilitate better engagement in, and benefit from, sustainable agrifood systems • Bring stakeholders together through partnerships to achieve inclusive rural transformation, jointly and based on the specific context and needs
 Output Indicators	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has supported targeted policies, strategies and programmes, addressing SDG targets to accelerate inclusive transformation and revitalization of rural areas ensuring equal participation of and benefits to poor, vulnerable and marginalized groups Baseline: 84 Milestone: 78 2. Proportion of national stakeholders satisfied with FAO's work on inclusive rural transformation (%) Baseline: 88 Milestone: 88

BL2: Inclusive Rural Transformation	
 Trade-Offs	<p>Measuring trade-offs resulting from the implementation of policies and investments will require balancing between business formalization, consolidation and specialization; and labour-intensive, labour-saving, and productivity-enhancing practices, such as digitalization and automation, with economic inclusion of the poor and vulnerable.</p>
 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 public policies in agrifood value chains 2. Slow buy-in of value chain stakeholders and investors 3. Health-related pandemics, conflicts, ecosystem degradation, natural disasters/climate-change impacts 4. Reduced financing for rural transformation <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, sociopolitical stability and sustainable growth; advocate for government commitment to necessary rural infrastructure, services, and governance and institutional mechanisms; and engage the 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; and convey the 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 4. Leverage the Global Alliance against Hunger and Poverty, connecting further with non-traditional donors

BL3: Agriculture and Food Emergencies	
Gap	The acutely food-insecure proportion of the population has remained largely unchanged since 2020 and is persistently high at around 22 percent. In 2024 295.3 million people in 53 countries and territories faced crisis, emergency and catastrophe (IPC/CH ²⁵ Phases 3–5) levels of acute food insecurity (Food Security Information Network, FSIN, 2025). As a result of conflating global, regional and local challenges including conflict and insecurity, economic shocks, climate crises and weather extremes, and transboundary animal and plant pests and diseases, populations in situations of acute food insecurity and malnutrition need urgent livelihood, food and nutrition assistance. This must be paired with mid-to-long term solutions to ensure realization of their right to adequate food bolster their resilience and enable them to be self-reliant.
Outcome	Affected populations facing or at risk of acute food insecurity provided with urgent livelihood, food security and nutrition assistance and equipped with capacities to better manage the impact of multiple shocks and stresses, through the implementation of technical, durable solutions in line with the humanitarian–development–peace nexus (HDPN) approach.
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 population</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 in line with the Sendai Framework for Disaster Risk Reduction 2015-2030</p> <p>1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies</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 among children under 5 years of age</p> <p>2.2.4 (co-custodian) Prevalence of minimum dietary diversity, by population group (children aged 6 to 23.9 months and non-pregnant women aged 15 to 49 years)</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 the speed, quality and sustainability of the humanitarian response in food crisis contexts, including through inclusive digital technologies</p> <p> Innovation: Promote innovative multihazard information systems, tools and alliances to accelerate context-relevant technical solutions coupled with resilient and sustainable investments, in line with the HDPN approach</p> <p> Data: Ensure timely production, analysis and use of data across the agrifood system, including – where context allows – data disaggregated by gender, age, ethnicity and other categories as</p>

²⁵ Integrated Food Security Phase Classification (IPC) and Cadre Harmonisé (CH)

BL3: Agriculture and Food Emergencies	
	<p>applicable or available, to inform impact-management interventions for preparedness, early warning, anticipatory action; and emergency response and recovery interventions in food crisis contexts, including through the development of national registries for target beneficiaries (for instance, farmers and social protection registries)</p> <p>Complements: Promote timely, efficient and sustainable impact- management, emergency and recovery interventions in food crisis contexts by identifying and building up existing local capacities and promoting localization and protection</p>
Key thematic components	<ul style="list-style-type: none"> • Enhance integrated multihazards monitoring, forecasting and early warning systems • Develop preparedness plans, measures and tools to better manage the impact of context-relevant shocks and stresses • Inclusive and equitable anticipatory action built on forecasting information to mitigate the imminent impacts of context-relevant shocks and stresses • Effective emergency response and recovery interventions to save agriculture and food-based livelihoods of affected populations in food crisis contexts that contribute to addressing root causes of risks and vulnerabilities in line with the HDPN approach • Conflict-sensitive approaches contributing to sustained peace and conflict prevention at local level in humanitarian contexts • Strengthen social protection systems to deliver impact management and emergency assistance to at-risk and vulnerable populations before, during and after the impact of shocks and stresses

BL3: Agriculture and Food Emergencies	
 <p>Normative aspects</p>	<ul style="list-style-type: none"> • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food) • CFS Framework for Action for Food Security and Nutrition in Protracted Crises • HLPE Building Resilient Food Systems report • Global Network Against Food Crises (GNAFC): Global Report on Food Crises • Impact of Disasters on Agriculture and Food Security Report • Early warning analysis of acute food insecurity hotspots • Applying an inclusive and equitable approach to anticipatory action • Guide to context analysis informing FAO decision making: Approaches to working in fragile and conflict-affected contexts • The Programme Clinic: designing conflict-sensitive interventions • Operationalizing Pathways to Sustaining Peace: A How-to Guide • Practitioner’s Guide for Seed Security Assessments • SEADS Standards for supporting crop-related livelihoods in emergencies • Fisheries and aquaculture emergency response guidance • Livestock Emergency Guidelines and Standards • Social protection and resilience: supporting livelihoods in protracted crises and in fragile and humanitarian contexts • FAO and Cash+ How to maximize the impacts of cash transfers • FAO Framework on Inclusion • FAO Policy on Indigenous and Tribal Peoples • Free Prior and Informed Consent: An Indigenous Peoples’ right and a good practice for local communities • Managing Climate Risks through Social Protection – Reducing rural poverty and building resilient agricultural livelihoods • Social protection and anticipatory action to protect agricultural livelihoods • Technical guidance to improve nutrition through cash-based interventions • Sampling of agricultural soils and plants for radioactivity analysis • FAO assessment protocols
 <p>Core function strategy</p>	<ul style="list-style-type: none"> • Implement impact-management and emergency response and recovery interventions benefiting from and promoting the latest knowledge, tools, technologies and good practices • Produce data and information on food crisis contexts to support evidence-based impact-management and emergency response and recovery interventions that are rights-based, community and people-led, inclusive and conflict-, risk-, nutrition- and gender-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 • Facilitate strategic partnerships and develop local capacities enhancing localization and inclusivity for the implementation of impact-management and emergency response and recovery interventions; this includes supporting effective humanitarian response for agrifood-related livelihoods and systems through co-leadership (with the World Food Programme, WFP) of the Inter-Agency Standing Committee (IASC) Global Food Security Cluster • Foster policy dialogue at global, regional and country levels, including through the Global Network Against Food Crises to position agriculture as an essential sector in humanitarian action to ensure freedom from hunger and the realization of the right to adequate food and in all contexts • Promote and further develop technical norms, standards and flagship reports for effective impact-management and emergency response and recovery interventions for agrifood-system-related livelihoods of the most vulnerable in food-crisis settings

BL3: Agriculture and Food Emergencies	
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has provided urgent assistance and durable livelihood solutions to populations facing, or at risk of, acute food insecurity and enhanced their capacities to better manage the impact of multiple shocks and stresses, in line with the HDPN approach, addressing SDG targets for improved food security and nutrition, increased productivity and greater resilience Baseline: 60 Milestone: 81 2. Proportion of national stakeholders satisfied with FAO's work on agriculture and food emergencies (%) Baseline: 83 Milestone: 83
 <p>Trade-Offs</p>	<p>Trade-offs may occur as a result of increasing needs in relation to the percentage of humanitarian finance that goes to the agriculture sector and the level and degree of timely, multiyear, flexible and reliable funding; to minimize trade-offs, the PPA in line with the HDPN approach will:</p> <ul style="list-style-type: none"> • Promote response interventions that contribute to addressing underlying causes of risks and vulnerabilities • Enhance localization, ensuring active engagement of local and national actors in coordination structures to improve the quality, coverage and sustainability of interventions • Data and evidence to ensure deep context understanding and inform the design of context-appropriate interventions in favour of the most vulnerable and at-risk populations in food crises settings, including women, youth, Indigenous Peoples and displaced populations
 <p>Risk/mitigation</p>	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Increased competition for resources and lack of timely and stable finance in the medium- and long-term reduces capacity to scale up response 2. Inability to access remote and hard-to-reach or insecure areas 3. Inadequate participation or outreach of the most vulnerable and at-risk men and women in programme design and implementation, such as Indigenous Peoples, older persons, persons with disabilities, and displaced populations <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Position FAO better as a key player in humanitarian action and resilience-building, and in bridging the HDP nexus, through a focus on the Organization's specific technical, analytical and operational strengths in fragile contexts; its expertise and mandate on the right to adequate food; and active engagement with partners to advocate for and secure multiyear, flexible and reliable funding to ensure sustainable impact toward building the resilience of agricultural livelihoods 2. Sustain long-term in-country presence that enables FAO to have a deep understanding of the context and interact and partners with all relevant international, national and local actors, ensuring localization and in line with an HDPN approach 3. Persuade further strategic alliances with partners, along with more flexibility and operational modalities to partner with local actors, and ensure a more agile and context-relevant delivery of interventions in food-crises settings involving communities and local institutions with knowledge of the specific contexts, and respecting the right to free, prior and informed consent of Indigenous Peoples

BL4: Resilient Agrifood Systems	
Gap	Conflicts, economic shocks and weather extremes are the main drivers of the increase in both chronic and acute food insecurity (SOFI 2024, ²⁶ FSIN 2025 ²⁷). Across many contexts, these often combine, collide and mutually exacerbate one another. Those most at risk and particularly affected include the most vulnerable small-scale farmers, herders, fishers, forest dwellers, food workers and their families (more than 2.5 billion people), whose livelihoods depend on agrifood systems and who are at the heart of food security and nutrition (FAO 2023a). ²⁸ The lack of resilience of agrifood systems undermine the economic attractiveness of the sector and undermine the needs of public and private investments, absolutely needed to reverse the current trend (FAO 2023b, ²⁹ SOFI 2024).
Outcome	Resilience of agrifood systems and livelihoods of the most vulnerable to socioeconomic, sociopolitical and environmental shocks and stresses strengthened through improved multirisk management capacities at the micro-, meso- and macroeconomic levels, and through integrated approaches and collaboration across Humanitarian, Development and Peace actors.
SDG targets	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 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, socio-political and environmental shocks and disasters 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
SDG Indicators	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 1.5.1 Number of deaths, missing persons and persons affected by disaster per 100 000 population. 1.5.2 (contributor) Direct disaster economic loss in relation to global GDP 1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015 – 2030 1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies 2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture
 Accelerators	<ul style="list-style-type: none">  Technology: Co-design and promote inclusive technologies that contribute to reduce the risk of shocks and stresses (that may lead to food crises) along agrifood systems from production to consumption, including those that support risk assessments  Innovation: Identify, co-create and promote innovative ways to enhance the resilience of agrifood systems and related livelihoods in the domains of policy, finance, instruments and tools, and practices  Data: Timely production, analysis and use of data along the agrifood system, including data disaggregated by gender, age, ethnicity and other categories as applicable or available and where context allows, in order to analyse acute and chronic food insecurity, malnutrition and resilience  Complements: Strengthen inclusive governance, meaningful participation of affected communities and institutional capacity for identifying risks, developing government-led policies, strategies and

²⁶ FAO, IFAD, UNICEF, WFP and WHO. 2024. *The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms*. Rome.

²⁷ Food Security Information Network (FSIN) 2024 Global Report on Food Crises.

²⁸ FAO (2023a). *Estimating global and country-level employment in agrifood systems*. FAO Statistics Working Paper Series, No. 23-34. Rome.

²⁹ FAO (2023b). *The Impact of Disasters on Agriculture and Food Security 2023, Avoiding and reducing losses through investment in resilience*. Rome.

BL4: Resilient Agrifood Systems	
	plans, and leveraging existing mechanisms to manage risks along sociopolitical, economic and environmental dimensions of agrifood systems
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Measure and understand multiple risks and resilience within and across sectors and levels, spanning from household and community to value chain and broader systemic levels, by improving and mainstreaming methods and access to data to inform decision-making • In close collaboration with affected communities assess, design and promote risk and vulnerability reduction measures that contribute to enhanced resilience within and across sectors throughout agrifood systems • Enhance the development and operationalization of multirisk inclusive and participatory governance frameworks, policies, strategies plans, budgets, coordination mechanisms and accountability
<p> Normative aspects</p>	<ul style="list-style-type: none"> • Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Guidelines) • Universal Declaration of Human Rights article 25, International Covenant on Economic, Social and Cultural Rights, article 11 (Right to Food) • CFS Framework for Action for Food Security and Nutrition in Protracted Crises • HLPE Building resilient food systems Report • State of Food and Agriculture (SOFA) 2018, 2020 and 2021 • State of Food Security and Nutrition in the World (SOFI) 2017–2024 • Food Security Information Network (FSIN) Global Report on Food Crises • Impact of Disasters on Agriculture and Food Security • Estimating global and country-level employment in agrifood systems • Governance challenges for disaster risk reduction and climate change adaptation convergence in agriculture - Guidance for analysis • Gender-responsive disaster risk reduction in the agriculture sector - Guidance for policymakers and practitioners • Consolidating community resilience by strengthening households' social, productive and financial capacities through an integrated approach • Programme Clinic: Designing Conflict-Sensitive Interventions (• FAO Corporate Framework to support sustainable peace in the context of Agenda 2030 • Resilience Index Measurement and Analysis (RIMA II) and web-based application e-RIMA • Managing Climate Risks through Social Protection - Reducing Rural Poverty and Building Resilient Agricultural Livelihoods • Free, prior and informed consent: an Indigenous Peoples' right and a good practice for local communities • Compendium of indicators for Emergency and Resilience
<p> Core function strategy</p>	<ul style="list-style-type: none"> • Data collection and information generation in collaboration with vulnerable communities and country-led institutions and producers organizations to enhance multirisk understanding and resilience measurement, and inform multirisk and rights-based governance and the implementation of multirisk management interventions to reduce agrifood system vulnerabilities and risks • Capacity development of all relevant stakeholders for the development and implementation of multirisk management interventions leveraging, when possible, community and people-led government-led instruments such as social protection to better prevent, adapt and transform agrifood systems • Facilitate partnership and coalitions to bring together different actors across agrifood systems and sectors, fostering inclusive policy dialogue at all levels and supporting co-generation and uptake of risk management and resilience, building knowledge, tools, technologies and good practices

BL4: Resilient Agrifood Systems	
	<ul style="list-style-type: none"> • Normative guidance, standard setting and regulatory frameworks, to support multirisk understanding and resilience measurement, and inform multirisk governance and the implementation of multirisk management interventions to reduce agrifood system vulnerabilities and risks • Advocacy and communication on the importance of enhancing resilience of agrifood systems and related livelihoods to contribute to food security and nutrition and the realization of the right to adequate food for all
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has promoted improved multirisk management capacities at the micro-, meso- and macroeconomic levels, in support of SDG targets to strengthen resilience of agrifood systems and livelihoods of the most vulnerable to socioeconomic, sociopolitical and environmental shocks and stresses, in line with the HDPN approach Baseline: 91 Milestone: 109 2. Proportion of national stakeholder satisfied with FAO's work on resilient agrifood systems (%) Baseline: 89 Milestone: 89

BL4: Resilient Agrifood Systems	
 Trade-Offs	<p>Transformative resilience implies intervening in the medium term not only to protect but to actually promote resilient and sustainable agrifood systems and enhance the prosperity of related livelihoods of the most vulnerable. Resilience building can be transformative when it entails the implementation of a set of sequenced and bundled interventions in close collaboration in local actors in the same geographic area and benefiting in a consistent manner the same beneficiaries. This may imply reaching a smaller number of beneficiaries and medium-term timeframes but viable and resilient agricultural livelihoods may eventually reduce assistance needs. Building resilience may often have a cost in terms of the efficiency of agrifood systems: reducing risks will involve different investments and interventions to those maximizing average gains, profits or production. It may also require a significant amount of time before paying off and an actual realization of a negative shock. Addressing the efficiency–risk trade-off and intertemporal trade-offs determine the optimal level of resilience in a specific context.</p>
 Risk/mitigation	<p>⚠ Risks:</p> <ol style="list-style-type: none"> 1. Lack of sequencing of complementary risk management interventions across levels and along the different nodes of agrifood systems, using an HDP Nexus approach 2. Design and implementation of interventions that are not informed by a comprehensive context and risk analysis and which may cause harm 3. An enabling environment, political will and multistakeholder commitment not guaranteed across different levels of an agrifood system, and in countries in food crises 4. The most vulnerable and at risk, including women, youth, Indigenous Peoples, and displaced persons, are not appropriately involved <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Align shorter-term humanitarian responses to national risk management and resilience strategies, plans and interventions in a programmatic manner, where possible, applying an HDP nexus approach 2. Utilize a conflict- and risk-sensitive approach to inform inclusive and multirisk governance and the implementation of risk and vulnerability reduction measures, ensuring FAO interventions “do no harm” by not creating or exacerbating risks, inequalities or conflicts, and – when possible – “do good” and contribute to reducing risks and to sustainable peace- building leveraging on FAO’s specific expertise and mandate on the right to adequate food 3. Enhance sensitization, capacity building and support for the development and institutionalization of strategies, plans and coordination mechanisms, and advocate for targeted action based on comprehensive evidence 4. Sustain long-term, in-country presence enabling deep understanding of context and ensuring localization by leveraging the capacities of local and national actors and investing in locally led solutions

BL5: 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 systems and access to markets, weak capacities to manage complex processes of agrifood systems transformation, and limited ability to cope with complex, evolving markets and accelerating climate change.
Outcome	Sustainable agrifood systems transformation and rural development accelerated through targeting the poorest and the hungry through a territorial approach and prioritization of areas of untapped agrifood potential and bringing together all relevant dimensions of agrifood systems through analysis, partnerships and enabling scaled-up agrifood investments.
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 the population living 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 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, including digitalization, and adapt existing ones to local stakeholder needs and capacities; ensure quality control and monitor impact through data collection and analysis</p> <p> Innovation: Innovative use of territorial approaches to prioritize investments based on geospatial information. Catalyse change, such as new business models, institutional development and new market entry, by leveraging innovative partner matchmaking, including on risk sharing, prioritized agrifood investments and innovative institutional models to attract private sector investment</p> <p> Data: Foster the use of data science, geospatial data and non-conventional sources (e.g. Big Data, web scraping and artificial intelligence) to fill data gaps at disaggregated subnational levels; introduce model-based analytics on drivers that determine productivity gaps</p>

BL5: Hand-in-Hand (HIH) Initiative	
	<p> Complements: Strengthen individual and institutional knowledge to identify and address capacity gaps for improved governance, agency and collective action, ensuring inclusive and beneficial participation at all stages in agrifood production systems, markets and investments</p>
<p>Key thematic components</p>	<ul style="list-style-type: none"> • Development of country typologies, including stochastic profitability frontier analysis and technical governance analysis • Donor/partner mapping to accelerate learning, improve transparency and ensure complementarity • HIH Member Nation-led Executive Round Tables to improve inclusive decision-making based on the HIH suite of tools and approaches • Partner matchmaking to promote development-oriented innovation and mobilize interest and investment commitments for the provision of critical means of implementation, including finance and investment at scale • A HIH Programme Investment Plan Note developed by Member Governments with HIH support to guide multipartner collaboration, risk sharing and engagements • A robust HIH programme dashboard regularly updated to facilitate partner coordination and communication • Promoting the use of HIH for supporting Member Government prioritization of overall national investments (public and private)
<p> Normative aspects</p>	<ul style="list-style-type: none"> • International treaties, whether negotiated under FAO auspices or in other authoritative fora • Voluntary guidelines and policy guidance endorsed by the Committee on World Food Security (CFS) and FAO Governing Bodies • Authoritative policy decisions of multistakeholder bodies such as the Codex Alimentarius Commission • UN-endorsed rights-based obligations and voluntary guidelines such as on responsible agricultural investments • FAO flagship publications (SOCO, SOFA, SOFI, SOFIA, SOFO, SOLAW and SoW-BFA³⁰) • National agrifood systems and rural transformation strategies and plans, including investment plans
<p> Core function strategy</p>	<ul style="list-style-type: none"> • Develop and regularly upgrade and improve the HIH platform to provide data and analytics to differentiate agroeconomic potential at territorial level and an evidence base for stakeholder consultations, supporting improved decision-making • Facilitate and support Member Government leadership and relevant stakeholders in the utilization of FAO normative instruments to promote sustainable and inclusive agricultural and rural transformation • Strengthen multistakeholder and intersectoral policy dialogue through HIH Member Nation-led Executive Round Tables to develop comprehensive programme investment plans • Support institutional capacity development, including on the use of the HIH Platform and Dashboard 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

³⁰ *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)*

BL5: Hand-in-Hand (HIH) Initiative	
 <p>Output Indicators</p>	<ol style="list-style-type: none"> Number of countries and territories where FAO has targeted the poorest and the hungry through a territorial approach and prioritization of areas of untapped agrifood potential and brought together all relevant dimensions of agrifood systems through analysis, partnerships and scaled-up agrifood investments, in support of SDG targets for accelerated sustainable agrifood systems transformation and rural development Baseline: 35 Milestone: 37 Proportion of national stakeholders satisfied with FAO's work on the Hand-in-Hand Initiative; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact (%) Baseline: 84 Milestone: 84
 <p>Trade-Offs</p>	<p>The HIH Initiative uses advanced geospatial and socioeconomic modelling through 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 modelling 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>
 <p>Risk/mitigation</p>	<p>▲ Risks:</p> <ol style="list-style-type: none"> The complex and vulnerable natural and social environments in HIH countries challenge the sustainability of progress Climate crisis and open market dynamics complicate the achievement of sustainable agrifood system improvements in HIH countries Member Nations, banks and investors need to mobilize resources at the scale necessary to meet the programmatic needs identified in each HIH investment note Changes in governments lead to shifting priorities and therefore deprioritization politically and financially within a country <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> The use of the ExACT online tool is being mainstreamed into all HIH investment notes, and more emphasis will be placed on enhancing national and regional 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; and strengthen national capacities, institutional efficacy, inclusion and legitimacy Advance the use of data, modelling and analytics, complete with the required human capacity development at country and regional levels to address and manage technical complexity, while introducing innovative uses of information systems to facilitate and ensure national ownership over more complex partnership arrangements. This includes additional technical capacity to support country efforts Ongoing communication and advocacy throughout the programme to sustain commitment and enable necessary adjustments in response to unforeseen developments 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 (SDGs) requires substantially more and better public and private investments.
Outcome	Transformation towards inclusive, resilient and sustainable agrifood systems, with large-scale impacts on the eradication of poverty and hunger, accelerated through increased high-quality 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>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all</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>17.3 Mobilize additional financial resources for developing countries from multiple sources</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>8.10.2 Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider</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>17.3.1 Additional financial resources mobilized for developing countries from multiple sources</p> <p>17.5.1 Number of countries that adopt and implement investment promotion regimes for developing countries, including the least developed countries</p>
 Accelerators	<p>Technology: Promote the development and use of digital solutions for better decision-making; mobile banking and geodata-based financial tools for risk management; and sustainable food and agricultural practices</p> <p>Innovation: Promote innovative digital finance; blended finance; broadened partnerships and platforms; and sustainable and nature-based agrifood systems solutions</p> <p>Data: Collect and analyse 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: Provide evidence-based decision support and capacity development of subnational/national/regional/international organizations and institutions to improve pro-poor targeting of investments for sustainable and resilient food systems</p>

BL6: Scaling up Investment	
Key thematic components	<ul style="list-style-type: none"> • Support strategic investment planning and policy through analytical work, policy and sector studies, and contributions to agricultural strategies and policy dialogue • Support public investment through technical assistance for the design and implementation of investment projects • Support private investment through sector reviews, investment opportunity studies, investment sourcing, portfolio development, public–private policy dialogue, and promotion of an enabling environment • Support innovative finance through advisory services and the provision of innovative solutions • Support innovation and knowledge for investment through evidence-based findings, studies, analysis, guidelines and recommendations • Support capacity for better agrifood investment decision making through learning and mentoring activities, educational resources and tools.
 Normative aspects	<ul style="list-style-type: none"> • Farmer Field Schools and the Hand-in-Hand Initiative (HIH) Geospatial Platform, MAFAP,³¹ WaPOR³² and AIDmonitor databases, AgLink, AquaCrop and CropWat models, MRV,³³ EX-ACT,³⁴ ABC-Map, NEXT,³⁵ GLEAM-I,³⁶ LSIPT,³⁷ Earth Map, RuralInvest and Collect Mobile tools, LPIS³⁸ and ePhyto systems, forest data monitoring, CRTB,³⁹ and Whip. • FAO’s work on carbon neutrality, Geographical Indications, and water-harvesting investments • FAO’s statistical tools (FAOSTAT and the Country Profile Tool) • SOFA, SOFI (including digital regional SOFIs) and SOLAW⁴⁰ • The Committee on World Food Security (CFS) – Responsible Agriculture Investments • Organisation for Economic Co-operation and Development (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)
 Core function strategy	<ul style="list-style-type: none"> • Technical and analytical support to provide countries and financial partners with evidence, data and solutions for better agrifood investment decisions • Advocacy and communication with national financial institutions, governments & public entities, development banks, impact investors and other key actors to mobilize more and better-quality investments in agrifood sectors • Partnerships to leverage investment and provide high-level, innovation-dense technical support that responds to countries’ needs • 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 along the <i>four betters</i>; and 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

³¹ Monitoring and Analysing Food and Agricultural Policies (MAFAP)

³² Water Productivity Open-access portal (WaPOR)

³³ Measurement, reporting and verification

³⁴ Ex-Ante Carbon Balance Tool (EX-ACT)

³⁵ The Nationally Determined Contribution Expert Tool (NEXT)

³⁶ Global Livestock Environmental Assessment Model - Interactive (GLEAM-i)

³⁷ LSIPT Livestock Sector Investment and Policy Toolkit (LSIPT)

³⁸ Land Parcel Identification System (LPIS)

³⁹ Climate Risk Toolbox (CRTB)

⁴⁰ The State of Food and Agriculture (SOFA); The State of Food Security and Nutrition in the World (SOFI); and The State of the World’s Land and Water Resources for Food and Agriculture (SOLAW)

BL6: Scaling up Investment	
 <p>Output Indicators</p>	<ol style="list-style-type: none"> 1. Number of countries and territories where FAO has promoted increased high-quality public and private investment and improved capacities to leverage future investment, addressing SDG targets to accelerate transformation towards inclusive, resilient and sustainable agrifood systems with large-scale impacts on the eradication of poverty and hunger Baseline: 21 Milestone: 38 2. Proportion of national stakeholders appreciating FAO's work on scaling-up investment (%) Baseline: 90 Milestone: 90
 <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 scaling up the 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. Insufficient fiscal space for borrowing and investing in the agrifood sector 4. Lack of flexibility to work in an agile manner with different financial partners <p>🌈 Mitigation:</p> <ol style="list-style-type: none"> 1. Expand partnerships with existing international financial institutions (IFIs) as well as new partners (development finance institutions, impact investors, national financial institutions, governments and public entities, academia and research institutes), and leverage more finance (public and private) 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 4. Maintain strong networks and partnerships with IFIs and resource partners to increase agrifood systems resilience 5. Develop new instruments of collaboration that will enable to serve directly Member Nations and engage new financial partners

Objective 5: Technical quality, statistics, cross-cutting themes and accelerators

Objective Statement	Deliver FAO's products, services, and expertise with excellence by providing rigorous quality assurance of technical work and reliable data and statistics, mainstreaming cross-cutting themes, and leveraging accelerators to advance the SDGs
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 ensure FAO implements the Programme Priority Areas with due regard for work on gender, youth, and inclusion in support of the Agenda 2030; provide critical services enabling FAO to accelerate progress and maximize efforts in meeting the SDGs through the four accelerators, technology, innovation, data and complements
5.1: Quality and integrity of the technical and normative work of the Organization	
5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making	
5.3: Cross-cutting themes: Gender, Youth, Inclusion	
5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	

Outcome	KPI	Baseline	Target 2027	Target 2029
5.1: Quality and integrity of the technical and normative work of the Organization	5.1.A Stakeholders appreciating the quality of the Organization's technical and normative work (%)	83	85	85
Outputs				
5.1.1 FAO's interventions comply with technical policies and demonstrate technical integrity and coherence across disciplines and geographical boundaries				
5.1.2 Capacity provided for collaboration to respond to emerging issues, explore new approaches and innovations within a changing environment, and address challenges using the multidisciplinary fund				
5.1.3 Fundamental understanding of challenges and options in the main disciplines advanced through the Technical Committees (Committee on Agriculture, Committee on Fisheries, Committee on Forestry, Committee on Commodity Problems)				
5.1.4 Flagship publications on the "State of" food insecurity (SOFI), agriculture (SOFA), fisheries and aquaculture (SOFIA), forestry (SOFO), agricultural commodity markets (SOCO), land and water (SOLAW), and on global perspectives of food and agriculture published				

Outcome	KPI	Baseline	Target 2027	Target 2029
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			
	a) at national level (%)	a) 63	a) 66	a) 68
	b) with full data disaggregation when relevant to target in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1) (%)	b) 45	b) 52	b) 54
	5.2.B Biennial increase in the average response rate to FAO statistics questionnaires compared to 2020-21 (%)	3.4	6	8

Outcome	KPI	Baseline	Target 2027	Target 2029
	5.2.C Proportion of FAO statistical processes and data outputs of good quality on the basis of the revised FAO Statistics and Data Quality Assurance Framework (%)	64	70	75
Outputs				
5.2.1 Methods and standards developed and shared for collecting, processing, disseminating, and using food and agriculture data and statistics, including the 21 SDG indicators for which FAO is custodian				
5.2.2 Support provided for strengthening the capacity of national 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 collected, processed and disseminated by FAO and accessed by the international community, including the 21 SDG indicators for which FAO is custodian				
5.2.4 FAO data and statistics governance and coordination strengthened to improve harmonization, quality, and consistency of data and statistical activities across the Organization and globally				

Outcome	KPI	Baselines	Target 2027	Target 2029
5.3: Cross-cutting areas: Gender, Youth, Inclusion	5.3.A Number of gender mainstreaming minimum standards implemented	17	17	17
	5.3.B Number of UN SWAP 3.0 performance standards on gender met or exceeded by FAO	9	12	16
	5.3.C Proportion of FAO units contributing to the Rural Youth Action Plan (RYAP) (%)	77	77	77
	5.3.D Proportion of FAO projects with inclusion as a principal objective (as measured by the Poverty Reduction Marker) (%)	24	25	30
Outputs				
5.3.1 Support provided to Members 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 integrate young women and men considerations in FAO's work programme				
5.3.4 Institutional mechanisms and staff capacities are established or strengthened to address inclusivity in FAO's work				

Outcome	KPI	Baseline	Target 2027	Target 2029
5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	5.4.A Number of good quality FAO products and services to improve uptake and scaling up of appropriate technologies for agrifood systems transformation by strengthening countries' capacities	24	27	29
	5.4.B Number of bundles of technological, social, institutional, policy and/or financial innovations promoted and/or integrated into FAO's programmatic interventions to maximize impacts	24	27	30

Outcome	KPI	Baseline	Target 2027	Target 2029
	and minimize trade-offs for ensuring efficient, inclusive, resilient and sustainable agrifood systems			
	5.4.C Number of significant data sets or information systems created or updated, and being utilized to provide evidence in support of FAO's interventions	108	125	130
	5.4.D Number of mechanisms for leveraging Governance, Institutions and Human Capital in FAO programmes at national, regional and global levels	10	13	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, developed and communicated				
5.4.2 Capacity development provided to Members, supporting co-development and scaling of technologies, and for informed decisions on the selection and use of appropriate technology that minimizes trade-offs based on science and evidence				
5.4.3 Integrated bundles of innovative technologies, institutional mechanisms, enabling policy and social processes, and financial innovations to accelerate FAO's programmatic interventions identified, promoted, applied and scaled-up to maximize impacts while minimizing trade-offs.				
5.4.4 Data to accelerate the implementation of the PPAs 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)				

Chapter 6: Technical Cooperation Programme

Objective Statement	The Technical Cooperation Programme (TCP) contributes to the objectives of the FAO Strategic Framework, and regional- and country-specific priorities.
Scope of work	Drawing from Regular Programme resources, provide Members with access to a wide range of technical expertise related to agrifood systems through the <i>four betters</i> , responding to their most pressing needs; foster knowledge-sharing and exchange of experiences, good practices and lessons learned, thereby catalyzing scale up; and contribute to PPA outcomes and associated SDG targets, addressing the priorities agreed through the Country Programming Frameworks.
6.1: TCP management and support	

Outcome	KPI	Baseline	Target 2027	Target 2029
6.1: TCP management and support	6.1.A Approval rate of TCP resources against the available biennial appropriation (%)	100	100	100
	6.1.B Delivery rate of TCP projects against the relevant biennial appropriation (%)	100	100	100
Outputs				
6.1.1. TCP resources are allocated efficiently, responding to government requests and contributing to Country Programming Frameworks (CPF) and the FAO Strategic Framework				
6.1.2. TCP-funded projects are implemented effectively, with improved results monitoring and transparent reporting that ensures accountability and strengthens trust in the programme's impact				

Functional Objective 7: Outreach

Objective Statement	Advance FAO's objectives through effective partnerships, expanded advocacy, global leadership, and increased public recognition, political support and resources for FAO's contributions.
Scope of work	Strengthen partnerships, including North-South, South-South and Triangular Cooperation partnerships and partnerships with the private sector; advocate for the transformation of agrifood systems to heighten public awareness and political support, and enhance resource mobilization; and establish fit-for-purpose corporate approaches, workflows and guidelines for project development and implementation.
7.1: Partnerships and advocacy including South-South and Triangular Cooperation	
7.2: Communications	
7.3: Increased resource mobilization and effective project/programme management and delivery	

Outcome	KPI	Baseline	Target 2027	Target 2029
7.1: Partnerships and advocacy including South-South and Triangular Cooperation	7.1.A Number of active strategic partnerships, alliances, networks and platforms with State and non-state actors	147	150	150
	7.1.B Proportion of strategic partnerships that fulfil effectiveness standards (%)			
	a) total	72	80	90
	b) of which with the private sector	80	90	95
	7.1.C Number of countries establishing intergenerational mechanisms that engage and empower youth	24	60	100
Outputs				
7.1.1 Strategic partnerships and collaborations between FAO and civil society, the private sector, academia and parliamentarians are promoted, strengthened and expanded, in support of sharing of knowledge, sustainable practices, solutions and technologies				
7.1.2 Partnerships and collaborations diversified and expanded to facilitate knowledge exchange, capacity development and resource mobilization for South-South Cooperation and Triangular Cooperation initiatives				
7.1.3 FAO's engagement with UN agencies, including Rome-Based Agencies is promoted and strengthened at all levels, and especially through the UN Country Teams and joint programming activities				
7.1.4 FAO is engaged and strategically positioned in the international discourse and agenda-setting for following up on the 2030 Agenda and the UN Food Systems Summit				
7.1.5 Mechanisms are established for engaging and gathering innovative ideas and approaches from youth and women on agrifood systems transformation				

Outcome	KPI	Baseline	Target 2027	Target 2029
7.2: Communications	7.2.A Increase in media presence in two years (%)	5	5	5
	7.2.B Increase in user traffic to FAO.org in two years (%)	5	5	5
	7.2.C Followers of FAO social media accounts (millions)	8.3	11.7	13.4
Outputs				
7.2.1 Relationships with global, regional and national media expanded for dynamic positioning of FAO at all levels				
7.2.2 Organization's worldwide web and social media presence increased for enhanced awareness of FAO's work				
7.2.3 Communication products, tools and methodologies on knowledge dissemination delivered effectively				
7.2.4 Regional, liaison and national offices capacity for communication and outreach enhanced				

Outcome	KPI	Baseline	Target 2027	Target 2029
7.3: Increased resource mobilization and effective project/programme management and delivery	7.3.A Voluntary contributions mobilized and sustained in two years (USD billion)	4.2	3.6	4.2
	7.3.B Proportion of projects that are in a high-risk condition requiring management action (%)	5.5	5	5
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, targeting expanded and diversified pool resource partners, with emphasis on emerging partners and recipient-led funding				
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				
7.3.4 Project/programme cycle and its implementation modalities adapted to evolving needs and managed effectively				

Functional Objective 8: Information Technology and Digitalization

Objective Statement	Accelerate FAO's work through leadership in global capabilities, harnessing new technology opportunities and delivering transformative digital solutions.
Scope of work	Following a bi-modal approach, provide FAO personnel with access to digital capabilities by further developing the Digital Workplace; set a new standard for digital transformation in agrifood systems that closes the digital divide by positioning the Organization as a global leader in delivering open, secure, inclusive and interoperable platforms, technologies and public goods.
8.1: Transformative digital solutions and information technology services	

Outcome	KPI	Baseline	Target 2027	Target 2029
8.1: Information technology solutions and services	8.1.A Proportion of users satisfied with the digital services and products supporting FAO global operations (%)	93	95	95
	8.1.B Number of FAO Digital Public Goods certified by the Digital Public Good Alliance	8	9	11
Outputs				
8.1.1 The FAO Digital Workplace fosters a digitally-minded, agile and collaborative and efficient workforce				
8.1.2 An FAO Digital for Impact portfolio including agro-informatics platforms, Digital Public Goods and other technologies				

Functional Objective 9: FAO governance, oversight and direction

Objective Statement	Drive effective direction of the Organization through enhanced political commitment and collaboration with Members, strategic management and oversight.
Scope of work	Establish the institutional mechanisms and processes to assess and take action on programmatic results and on the underlying health of the Organization; support effective governance by ensuring compliance with the Basic Texts and with the policies adopted by FAO Governing Bodies.
9.1: FAO Governance	
9.2: Oversight	
9.3: Direction	

Outcome	KPI	Baseline	Target 2027	Target 2029
9.1: FAO Governance	9.1.A Proportion of papers for the Conference and Council Committees circulated to high quality standards in all FAO languages in a timely fashion (%)	94	94	94
	9.1.B Proportion of meetings of Governing Bodies supported efficiently and effectively (%)	90	90	90
Outputs				
9.1.1 Efficient and quality servicing of meetings of the Governing Bodies, including papers, conduct of meetings and language services; in order to support Members in effectively discharge of their governance responsibilities				

Outcome	KPI	Baseline	Target 2027	Target 2029
9.2: Oversight	9.2.A Number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme reviews or thematic evaluations	18	12	12
	9.2.B Proportion of high-risk audit assurance engagements conducted out of the total audit assurance engagements planned (%)	64	80	80
	9.2.C Proportion of investigations completed within timeline (%)	58	70	80
	9.2.D Proportion of FAO Management and Oversight Advisory Committee satisfaction with the effectiveness of OIG's work and communication on oversight and integrity matters (%)	90	90	90
	9.2.E Proportion of FAO units with regularly updated risk logs (%)	90	95	95
Outputs				
9.2.1 Country programme reviews and country case studies in thematic evaluations carried out and recommendations made to enhance FAO's strategic relevance and programme effectiveness				
9.2.2 Risk-based internal audit work plan prepared and delivered				
9.2.3 Investigations completed with the issuance of an investigation report, investigation memo or closure memo				
9.2.4 Strengthened elements of FAO's accountability, risk management, internal controls and fiduciary frameworks delivered				

Outcome	KPI	Baseline	Target 2027	Target 2029
9.3: Direction	9.3.A Proportion of recommendations of strategic evaluations where the agreed Management Response has been completed by the due date (%)	96	100	100
	9.3.B Proportion of long-outstanding Management Action Plans (%)	14	14	14
	9.3.C Proportion of requests to the Ethics Office completed within timeline (%)			
	a) <i>prima facie</i> reviews under the Whistleblower Protection Policy	88	90	90
	b) requests for ethical advice	87	90	90
	9.3.D Proportion of relevant FAO personnel complying with FAO's Annual Disclosure Policy (%)	100	100	100
	9.3.E Proportion of stakeholders satisfied with the ombuds function as a primary mechanism for informal resolution (%)	N/A	85	85
	9.3.F Proportion of employees satisfied with the effectiveness of FAO's policies, processes and procedures to address harassment and other unacceptable behaviour (%)	73	75	75
9.3.G Number of countries where FAO is implementing a PSEA work plan	0	50	80	
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 and dialogue for addressing internal issues				
9.3.6 Strengthened prevention, mitigation and response to sexual exploitation, harassment and abuse in FAO operations				

Functional Objective 10: Efficient and effective administration

Objective Statement	Support FAO's work by maximizing the effectiveness of business operations and driving efficiency gains and value-for-money fulfilling fiduciary, policy-setting, compliance and control functions.
Scope of Work	Foster effective and efficient business operations, building on accomplishments with a continuous improvement mindset focused on providing internal and external clients with quality services, support and guidance.
10.1: Efficient and effective management of human resources	
10.2: Efficient and effective management of financial resources	
10.3: Efficient and effective administrative services and enabling functions	

Outcome	KPI	Baseline	Target 2027	Target 2029
10.1: Efficient and effective management of human resources	10.1.A Time required to recruit staff (days)	200	120	120
	10.1.B Proportion of Member Nations that are equitably represented (%)	76	75	75
	10.1.C Proportion of female staff (%)			
	a) Professional category	a) 47	a) 50	a) 50
	b) Director category	b) 28	b) 50	b) 50
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				

Outcome	KPI	Baseline	Target 2027	Target 2029
10.2: Efficient and effective management of financial resources	10.2.A Annual external audit opinion on FAO's financial statements, including its statements on internal control	Unmodified	Unmodified	Unmodified
	10.2.B Proportion of funds invested that are within their mandates' benchmarks and tracking error (%)	100	100	100
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				

Outcome	KPI	Baseline	Target 2027	Target 2029
10.3: Efficient and effective administrative services and enabling functions	10.3.A Quality of services provided by the Shared Service Centre			
	a) Client satisfied with services (%)	97.5	95	95
	b) Service Level Agreement compliance (%)	N/A	90	90
	10.3.B Change in annual CO2e emissions from FAO business operations compared to 2018 (%)	-16	-28	-37
	10.3.C Proportion of offices ready to implement the logistics function (%)	0	50	90

Outcome	KPI	Baseline	Target 2027	Target 2029
	10.3.D Number of strategies developed or newly implemented for procuring critical good and services applying Category Management	0	3	8
	10.3.E Proportion of offices implementing efficient travel and fleet management	0	60	90
	10.3.F Number of mental health and well being areas implemented in compliance with the 12 indicators of the UN Mental Health Scorecard	0	8	12
	10.3.G Level of UN Organizational Resilience Maturity	2	3	5
	10.3.H Progress in implementing the FAO efficiency initiatives			
	a) Proportion of the FAO Efficiency Roadmap initiatives achieving planned cost/time savings and quality improvements (%)		75	85
	b) Number of interagency agreements to leverage efficiency gains	5	10	20
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 Efficiency Reform				

Chapter 12: Capital Expenditure

Objective Statement	FAO's work and business needs are served by capital investments a capable and efficient infrastructure and operating environment, achieved through targeted capital investments.
Scope of work	Provide the 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.

Outcome	KPI	Baseline	Target 2027	Target 2029
12.1: Capital Expenditure	12.1.A Proportion of CAPEX allocated to initiatives with a defined benefits realization plan (%)	100	100	100
	12.1.B Proportion of CAPEX projects that are delivered on time (including formally approved extensions), and within budget (%)	83	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				
12.1.4 Building infrastructure and facilities improved				

Chapter 13: Security Expenditure

Objective Statement	FAO personnel carry out their functions safely and securely in all locations.
Scope of work	Establish an agile and integrated security environment to ensure strengthened awareness, foster synergies, and enable decision-making; support Core Leadership in the activities led by the Crisis Management Team and Critical Incident Response Team
13.1: Safe and secure operating environment for headquarters programme delivery	
13.2: Safe and secure operating environment for worldwide programme delivery	

Outcome	KPI	Baseline	Target 2027	Target 2029
13.1: Safe and secure operating environment for headquarters programme delivery	13.1.A Number of successful fire drills completed at headquarters per year	12	12	12
	13.1.B Number of security-related training sessions delivered at FAO headquarters per year	1160	1200	1500
Outputs				
13.1.1 Safe and secure operating environment for headquarters programme delivery is ensured				

Outcome	KPI	Baseline	Target 2027	Target 2029
13.2: Safe and secure operating environment for worldwide programme delivery	13.2.A Proportion of decentralized offices that comply with Security Risk Management measures, in accordance with standing UN security management system policies (%)	99	100	100
	13.2.B Proportion of international staff at decentralized offices who comply with Residential Security Measures (RSM) (%)	95	100	100
Outputs				
13.2.1 Safe and secure operating environment for worldwide programme delivery is ensured				

Annex 2: Decisions and guidance of the Conference⁴¹

Medium Term Plan 2026-29 and Programme of Work and Budget 2026-27⁴²

57. The Conference considered the Medium Term Plan (MTP) 2026-29 and the Programme of Work and Budget (PWB) 2026-27 and the additional information provided by the Secretariat in Information Note 1.

58. The Conference expressed appreciation to the Independent Chairperson of the Council for convening informal consultations with Members, upon the request of the 177th Session of the Council, to seek consensus on the budget level in the period leading up to the 44th Session of the Conference.

59. The Conference also considered the two proposals for decision put forward respectively by the United States of America (1) and the Group of 77 and China (1) on this agenda item pursuant to Rule XI of the General Rules of the Organization (GRO).

60. The Conference reaffirmed the findings of the Report of the 177th Session of the Council on the MTP 2026-29 and PWB 2026-27 and requested Management to incorporate the guidance therein in the adjustments to the PWB 2026-27.

61. Regarding the substance of the proposals in the MTP/PWB, the Conference:

- a) appreciated Management's efforts to continue delivering the Programme of Work in the context of increasing needs and unprecedented challenges and appreciated the significant efforts made by the Director-General to prepare a budget for 2026-27 which included absorption of USD 26.4 million in cost increases, while providing increased resources to a number of priority areas;
- b) re-emphasized the critical importance of FAO's core mandate, particularly the Technical Cooperation Programme (TCP) and normative and standard setting work, data and statistics, statutory bodies, including other technical work, while underscoring the importance of adequate funding;
- c) reaffirmed the important role of the TCP in delivering FAO's mandate on the ground and requested Management, in preparing the adjustments to the PWB 2026-27, to protect the level of the TCP in nominal terms and to explore increasing the allocation to a level of 17 percent of the net appropriation;
- d) expressed its objective to increase the budget allocation for the TCP to a minimum of 17 percent of the net appropriation commencing with the biennium 2028-29 and requested FAO to make efforts to mobilize further voluntary funding for the TCP;
- e) requested Management, in the process of preparing the adjustments to the PWB 2026-27, to protect the current proposed level of funding through the regular budget for Codex, IPPC and other statutory bodies, data and statistics, oversight and accountability functions and the country office network, and to explore the possibility of further additional funding for Codex and IPPC from all funding sources;
- f) acknowledged the critical importance of preventing, detecting and responding to the spread of transboundary animal diseases and requested Management to fund the core work on

⁴¹ C 2025/REP paragraphs 57-62

⁴² C 2025/3; C 2025/3 Information Note 1; C 2025/INF/10; C 2025/INF/11; C 2025/LIM/4; C 2025/LIM/14; C 2025/LIM/15; C 2025/LIM/16; C 2025/II/PV/2; C 2025/II/PV/3; C 2025/II/PV/4; C 2025/II/PV/5; C 2025/PV/11

transboundary animal diseases from assessed contributions, while exploring additional funding from voluntary contributions;

- g) acknowledged that the approved budget reflected the need to balance the increasing demands on FAO with the financial resources available in the current economic climate, while highlighting the importance of continued investment in the global transformation of agrifood systems;
- h) requested Management to identify opportunities for savings and efficiency measures as well as areas of emphasis and de-emphasis in accordance with Members' guidance, including that of the 177th Session of the Council and as set out in document C 2025/LIM/14, and to provide the requisite information through the established reporting mechanisms, and encouraged ongoing engagement with Members on the budget during implementation; and
- i) highlighted the importance of mainstreaming the right to food across all relevant PPAs.

62. In addition, the Conference:

- a) urged Member Nations to make payments of assessed contributions on time and in full in accordance with the FAO Financial Regulations;
- b) encouraged Members to continue to provide voluntary contributions for the sustainable funding of the integrated programme of work and budget including in the areas for transformational impact summarized in *Annex 12* of document C 2025/3;
- c) encouraged the Organization in its efforts to promote more flexible voluntary funding; and
- d) recalled that adjustments in resource allocations and/or results frameworks arising from decisions and guidance of the Conference and from the 2026-27 work planning process would be reported in the Adjustments to the PWB 2026-27 for consideration by the Programme and Finance Committees and the Council in the latter half of 2025.

Annex 3: 2026-27 Budget by budgetary chapter

Budgetary Chapter	Adj. PWB 2026-27		
	Net Appropriation	Extra-budgetary	Total
1.1: Innovation for Sustainable Agriculture Production	43 827	145 284	189 111
1.2: Blue Transformation	35 783	122 758	158 541
1.3: One Health	30 805	208 178	238 983
1.4: Small-Scale Producers' Equitable Access to Resources	32 291	119 414	151 705
1.5: Digital Agriculture	17 672	28 591	46 263
1: Better Production	160 379	624 225	784 604
2.1: Healthy Diets for All	35 630	29 819	65 449
2.2: Nutrition for the Most Vulnerable	25 369	73 222	98 591
2.3: Safe Food for Everyone	27 365	35 970	63 335
2.4: Reducing Food Loss and Waste	13 263	8 713	21 975
2.5: Transparent Markets and Trade	29 222	16 801	46 022
2: Better Nutrition	130 848	164 524	295 372
3.1: Climate change Mitigating and Adapted Agrifood Systems	49 260	353 633	402 893
3.2: Bioeconomy for Sustainable Food and Agriculture	17 142	34 535	51 677
3.3: Biodiversity and Ecosystem Services for Food and Agriculture	39 483	223 712	263 194
3.4: Achieving Sustainable Urban Food Systems	13 246	4 718	17 965
3: Better Environment	119 131	616 598	735 729
4.1: Gender Equality and Rural Women's Empowerment	14 745	25 046	39 791
4.2: Inclusive Rural Transformation	25 801	41 215	67 015
4.3: Agriculture and Food Emergencies	20 794	732 300	753 094
4.4: Resilient Agrifood Systems	38 685	377 919	416 603
4.5: Hand-in-Hand (HIH) Initiative	500	3 913	4 413
4.6: Scaling up Investment	21 359	46 183	67 542
4: Better Life	121 883	1 226 576	1 348 459
5.1: Quality and integrity of the technical and normative work of the Organization	42 344	436	42 780
5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making	10 373	14 136	24 510
5.3: Cross-cutting themes: Gender, Youth, Inclusion	5 349	2 888	8 237
5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	4 515	7 399	11 914
5.9: Multidisciplinary fund	8 500	0	8 500
5: Technical quality, statistics, cross-cutting themes and accelerators	71 081	24 859	95 940
6.1: TCP management and support	4 679	0	4 679
6.2: TCP - Projects	140 454	0	140 454
6: Technical Cooperation Programme	145 133	0	145 133
7.1: Partnerships and advocacy including South-South and Triangular Cooperation	33 071	4 071	37 142
7.2: Communications	24 371	170	24 541
7.3: Increased resource mobilization and effective project/programme management and delivery	15 749	617	16 365
7: Outreach	73 190	4 858	78 048

Budgetary Chapter	Adj. PWB 2026-27		
	Net Appropriation	Extra-budgetary	Total
8.1: Information Technology solutions and services	33 592	306	33 898
8: Information Technology and Digitalization	33 592	306	33 898
9.1: FAO Governance	14 776	1 901	16 677
9.2: Oversight	10 955	6 126	17 081
9.3: Direction	28 664	539	29 204
9: FAO governance, oversight and direction	54 396	8 566	62 962
10.1: Efficient and effective management of human resources	7 435	841	8 276
10.2: Efficient and effective management of financial resources	3 235	2 388	5 623
10.3: Efficient and effective administration services and enabling functions	49 513	11 430	60 942
10: Efficient and effective administration	60 182	14 658	74 840
11.1: Contingencies	600	0	600
11: Contingencies	600	0	600
12.1: Capital Expenditure	16 242	0	16 242
12: Capital Expenditure	16 242	0	16 242
13.1: Safe and secure operating environment for headquarters programme delivery	7 328	0	7 328
13.2: Safe and secure operating environment for worldwide programme delivery	13 873	0	13 873
13: Security Expenditure	21 200	0	21 200
Total	1 007 857	2 685 170	3 693 027

Annex 4: Adjustments to 2026-27 net appropriation by organizational unit

Organizational Unit	PWB 2026-27	Change	Adj. PWB 2026-27
ODG - Office of the Director-General	10 305	(18)	10 287
DDC - Deputy Directors-General, Chief Economist, Chief Scientist	17 606	(173)	17 433
ADG - Assistant Directors-General	6 653	(13)	6 641
OED - Office of Evaluation	8 575	(63)	8 513
OIG - Office of the Inspector General	14 172	0	14 172
OSP - Office of Strategy, Programme and Budget	12 720	(18)	12 702
LEG - Legal Office	11 339	0	11 339
OSG - Office of SDGs	3 179	(16)	3 164
ETH - Ethics Office	1 623	(5)	1 618
OMB - Ombudsman Office	726	(2)	724
Offices of the Director-General	86 900	(307)	86 593
OIN - Office of Innovation	8 824	(63)	8 761
OSL - Office of SIDS, LDCs and LLDCs	2 292	(45)	2 247
OER - Office of Emergencies and Resilience	913	25	938
OCB - Office of Climate Change, Biodiversity and Environment	18 007	(289)	17 718
OCC - Office of Communications	28 357	(678)	27 680
OYW - Office of Youth and Women	2 655	(3)	2 652
HQ Offices	61 049	(1 054)	59 995
CFI - FAO Investment Centre	35 954	(592)	35 362
CJW - Joint FAO/WHO Centre	9 856	539	10 395
CJN - Joint FAO/IAEA Centre	8 476	0	8 476
Centres	54 286	(52)	54 234
PSU - Partnerships and UN Collaboration Division	18 878	(334)	18 544
PSR - Resource Mobilization Division	9 918	(64)	9 854
PST - South-South and Triangular Cooperation Division	4 489	(24)	4 465
PSS - Project Support Division	3 624	(79)	3 545
Partnerships and Outreach stream	36 908	(501)	36 408
NFI - Fisheries and Aquaculture Division	39 617	(1 860)	37 757
NFO - Forestry Division	24 317	(806)	23 511
NSA - Animal Production and Health Division	12 882	350	13 232
NSL - Land and Water Division	10 403	(469)	9 934
NSP - Plant Production and Protection Division	28 394	(935)	27 458
Natural Resources and Sustainable Production stream	115 613	(3 721)	111 892
ESP - Rural Transformation and Gender Equality Division	19 973	(589)	19 384
ESN - Food and Nutrition Division	15 972	(679)	15 293
ESF - Agrifood Systems and Food Safety Division	11 900	(724)	11 175
ESS - Statistics Division	17 715	0	17 715
ESA - Agrifood Economics and Policy Division	15 555	(543)	15 012
EST - Markets and Trade Division	21 159	(902)	20 257
Economic and Social Development stream	102 273	(3 436)	98 837

Organizational Unit	PWB 2026-27	Change	Adj. PWB 2026-27
CSH - Human Resources Division	16 264	(285)	15 979
CSF - Finance Division	14 405	(209)	14 195
CSL - Logistics Services	33 505	(194)	33 311
SSC - Shared Services	17 843	(352)	17 492
<i>CSL - Logistics Services Division</i>	51 348	(545)	50 802
CSI - Digital FAO and Agro-informatics Division	45 885	(479)	45 406
CSG - Governing Bodies Servicing Division	21 367	(587)	20 780
Corporate Logistics and Operational Support stream	149 268	(2 106)	147 162
IAC - Contributions to Inter-agency Coordination	2 274	0	2 274
OSM - Multidisciplinary Fund	8 500	0	8 500
YPP - Young Professionals Programme	4 780	(1 923)	2 856
DCS - Programme Support Units	4 023	(288)	3 735
Special Programmes and Operational Support	19 576	(2 211)	17 365
LOB - Liaison Office with European Union and Belgium (Brussels)	1 547	(8)	1 539
LOG - Liaison Office with the United Nations (Geneva)	3 493	(37)	3 456
LOJ - Liaison Office with Japan (Yokohama)	1 784	(20)	1 764
LON - Liaison Office with the United Nations (New York)	4 735	(83)	4 651
LOR - Liaison Office with the Russian Federation (Moscow)	1 851	(23)	1 828
LOW - Liaison Office for North America (Washington, D.C.)	4 429	(83)	4 346
Liaison Offices	17 839	(255)	17 584
TPI - TCP Projects - Inter-regional and Emergency Facility	24 770	348	25 118
TPA - TCP Projects - Africa	45 868	645	46 513
TPP - TCP Projects - Asia and the Pacific	27 887	392	28 279
TPL - TCP Projects - Latin America and the Caribbean	20 783	292	21 075
TPN - TCP Projects - Near East and North Africa	9 765	137	9 902
TPE - TCP Projects - Europe and Central Asia	9 435	133	9 567
Technical Cooperation Programme - Projects	138 507	1 947	140 454
RAF - Regional Office for Africa (Accra)	25 912	(1 026)	24 886
SFW - Subregional Office for West Africa (Dakar)	5 045	(157)	4 888
SFC - Subregional Office for Central Africa (Libreville)	6 603	(76)	6 527
SFE - Subregional Office for Eastern Africa (Addis Ababa)	9 108	(324)	8 784
SFS - Subregional Office for Southern Africa (Harare)	7 239	(191)	7 048
FRA - FAORs in Africa	69 287	0	69 287
Africa	123 194	(1 775)	121 420
RAP - Regional Office for Asia and the Pacific (Bangkok)	33 154	(1 116)	32 037
SAP - Subregional Office for the Pacific Islands (Apia)	5 429	(140)	5 288
FAP - FAORs in Asia and the Pacific	29 751	0	29 751
Asia and the Pacific	68 333	(1 257)	67 076
REU - Regional Office for Europe and Central Asia (Budapest)	19 571	(456)	19 115
SEC - Subregional Office for Central Asia (Ankara)	5 731	(346)	5 385
FEU - FAORs in Europe and Central Asia	5 739	0	5 739
Europe and Central Asia	31 041	(802)	30 239

Organizational Unit	PWB 2026-27	Change	Adj. PWB 2026-27
RLC - Regional Office for Latin America and the Caribbean (Santiago)	24 766	(904)	23 861
SLC - Subregional Office for the Caribbean (Bridgetown)	7 261	(216)	7 045
SLM - Subregional Office for Mesoamerica (Panama City)	7 206	(138)	7 068
FLA - FAORs in Latin America and the Caribbean	31 393	0	31 393
Latin America and the Caribbean	70 625	(1 259)	69 367
RNE - Regional Office for the Near East and North Africa (Cairo)	22 795	(908)	21 887
SNE - Subregional Office for North Africa (Tunis)	7 050	(160)	6 890
SNG - Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi)	0	0	0
SNM - Subregional Office for Mashreq Countries (Beirut)	655	0	655
FNE - FAORs in the Near East and North Africa	14 740	0	14 740
Near East and North Africa	45 240	(1 068)	44 173
Corporate Income and Cost Recoveries (net)	(135 182)	2 200	(132 982)
Contingencies	600	0	600
Capital Expenditure	14 242	2 000	16 242
Security Expenditure	21 384	(184)	21 200
Unidentified further efficiency gains and savings	(13 839)	13 839	0
Total	1 007 857	0	1 007 857

Annex 5: 2026-27 Budget by chapter and region

Budget Chapter	Headquarters/ Global		Africa		Asia and the Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East and North Africa		Total		Total
	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	
1	71 686	188 948	31 727	189 405	19 178	106 560	6 676	29 257	18 795	52 347	12 317	57 710	160 379	624 225	784 604
2	62 295	54 416	30 876	43 820	12 260	21 058	5 149	6 692	12 432	25 370	7 835	13 168	130 848	164 524	295 372
3	62 717	143 896	19 067	148 942	11 074	116 006	7 150	29 168	12 160	134 624	6 962	43 961	119 131	616 598	735 729
4	60 976	137 257	24 320	427 293	9 523	362 231	5 331	66 570	13 672	55 025	8 061	178 200	121 883	1 226 576	1 348 459
5	67 876	17 114	642	569	836	0	499	0	730	0	499	7 175	71 081	24 859	95 940
6 - TCP	26 148	0	47 723	0	29 073	0	10 172	0	21 647	0	10 372	0	145 133	0	145 133
7	56 604	4 077	1 373	0	4 112	0	7 700	727	1 700	0	1 700	54	73 190	4 858	78 048
8	28 379	306	1 437	0	847	0	634		1 460	0	835	0	33 592	306	33 898
9	43 843	4 744	2 629	1 725	2 323	352	1 310	925	1 949	195	2 341	624	54 396	8 566	62 962
10	42 493	9 044	3 439	351	5 542	430	1 771	12	4 253	700	2 684	4 122	60 182	14 658	74 840
11 - Contingencies	600	0	0	0	0	0	0	0	0	0	0	0	600	0	600
12 - Capital Expenditure	16 242	0	0	0	0	0	0	0	0	0	0	0	16 242	0	16 242
13 - Security Expenditure	21 200	0	0	0	0	0	0	0	0	0	0	0	21 200	0	21 200
Total	561 061	559 801	163 232	812 105	94 769	606 636	46 392	133 350	88 798	268 261	53 605	305 016	1 007 857	2 685 170	3 693 027

Annex 6: Post count by grade group and organizational unit

Organizational Unit	D	P	N	G	Total
Office of the Director-General (ODG)	3	13	0	14	30
Deputy Directors-General, Chief Economist, Chief Scientist (DDC)	5	18	0	16	39
Assistant Directors-General (ADG)	7	0	0	7	14
Office of Evaluation (OED)	2	8	0	3	13
Office of the Inspector General (OIG)	2	32	0	4	38
Office of Strategy, Programme and Budget (OSP)	2	25	0	8	35
Legal Office (LEG)	2	21	0	6	29
Office of SDGs (OSG)	1	4	0	1	6
Ethics Office (ETH)	0	3	0	1	4
Ombudsman Office (OMB)	0	1	0	1	2
Offices of the Director-General	24	125	0	61	210
Office of Innovation (OIN)	2	13	0	5	20
Office of SIDS, LDCs and LLDCs (OSL)	1	3	0	1	5
Office of Emergencies and Resilience (OER)	1	2	0	0	3
Office of Climate Change, Biodiversity and Environment (OCB)	4	23	0	13	40
Office of Communications (OCC)	2	38	0	26	66
Office of Youth and Women (OYW)	1	4	0	2	7
HQ Offices	11	83	0	47	141
FAO Investment Centre (CFI)	6	78	0	30	114
Joint FAO/WHO Centre (CJW)	2	12	0	8	22
Joint FAO/IAEA Centre (CJN)	1	7	0	0	8
Centres	9	97	0	38	144
Partnerships and UN Collaboration Division (PSU)	2	22	0	13	37
Resource Mobilization Division (PSR)	2	16	0	12	30
South-South and Triangular Cooperation Division (PST)	1	6	0	3	10
Project Support Division (PSS)	1	8	0	5	14
Partnerships and Outreach stream	6	52	0	33	91
Fisheries and Aquaculture Division (NFI)	3	70	0	34	107
Forestry Division (NFO)	3	39	0	16	58
Animal Production and Health Division (NSA)	3	20	0	10	33
Land and Water Division (NSL)	2	18	0	6	26
Plant Production and Protection Division (NSP)	3	39	0	21	63
Natural Resources and Sustainable Production stream	14	186	0	87	287
Rural Transformation and Gender Equality Division (ESP)	2	28	0	9	39
Food and Nutrition Division (ESN)	2	27	0	9	38
Agrifood Systems and Food Safety Division (ESF)	2	17	0	5	24
Statistics Division (ESS)	2	31	0	17	50
Agrifood Economics and Policy Division (ESA)	2	23	0	9	34
Markets and Trade Division (EST)	2	35	0	21	58
Economic and Social Development stream	12	161	0	70	243
Human Resources Division (CSH)	2	28	0	16	46
Finance Division (CSF)	2	30	0	13	45

Organizational Unit	D	P	N	G	Total
Logistics Services (CSL)	3	24	0	39	66
Shared Services (SSC)	1	13	13	63	90
Security Services (CSOS)	1	6	0	39	46
<i>Logistics Services Division (CSL)</i>	5	43	13	141	202
Digital FAO and Agro-informatics Division (CSI)	2	39	0	11	52
Governing Bodies Servicing Division (CSG)	2	29	0	30	61
Corporate Logistics and Operational Support stream	13	169	13	211	406
Young Professionals Programme (YPP)	0	30	0	0	30
Programme Support Units (DCS)	0	4	0	12	16
Special Programmes and Operational Support	0	34	0	12	46
Liaison Office with European Union and Belgium (Brussels) (LOB)	1	1	0	1	3
Liaison Office with the United Nations (Geneva) (LOG)	1	4	0	1	6
Liaison Office with Japan (Yokohama) (LOJ)	1	1	0	1	3
Liaison Office with the United Nations (New York) (LON)	1	3	0	3	7
Liaison Office with the Russian Federation (Moscow) (LOR)	1	1	0	1	3
Liaison Office for North America (Washington, D.C.) (LOW)	1	3	0	4	8
Liaison Offices	6	13	0	11	30
FAO Representations	19	65	173	475	732
Regional Office for Africa (Accra) (RAF)	3	30	1	36	70
Subregional Office for West Africa (Dakar) (SFW)	1	8	1	0	10
Subregional Office for Central Africa (Libreville) (SFC)	1	8	3	4	16
Subregional Office for Eastern Africa (Addis Ababa) (SFE)	1	11	2	5	19
Subregional Office for Southern Africa (Harare) (SFS)	1	7	3	8	19
Africa	7	64	10	53	134
Regional Office for Asia and the Pacific (Bangkok) (RAP)	3	44	5	59	111
Subregional Office for the Pacific Islands (Apia) (SAP)	1	9	0	5	15
Asia and the Pacific	4	53	5	64	126
Regional Office for Europe and Central Asia (Budapest) (REU)	3	23	5	15	46
Subregional Office for Central Asia (Ankara) (SEC)	1	6	2	7	16
Europe and Central Asia	4	29	7	22	62
Regional Office for Latin America and the Caribbean (Santiago) (RLC)	3	27	4	35	69
Subregional Office for the Caribbean (Bridgetown) (SLC)	1	8	2	8	19
Subregional Office for Mesoamerica (Panama City) (SLM)	1	10	3	4	18
Latin America and the Caribbean	5	45	9	47	106
Regional Office for the Near East and North Africa (Cairo) (RNE)	3	26	4	25	58
Subregional Office for North Africa (Tunis) (SNE)	1	7	4	10	22
Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi) (SNG)	0	0	0	0	0
Subregional Office for Mashreq Countries (Beirut) (SNM)	1	0	0	0	1
Near East and North Africa	5	33	8	35	81
Total	139	1 209	225	1 265	2 838

Annex 7: Areas of increased emphasis and de-emphasis

 BETTER PRODUCTION		
	Areas of increased emphasis	Areas of de-emphasis
BP1: Innovation for Sustainable Agriculture Production	Foster inclusive public-private partnerships to expand small-scale farmers' access to transformative technologies, such as improved varieties and breeds of agricultural species, precision farming and regenerative practices. Scale up sustainable agricultural practices that address entire value chains, integrate productivity with biodiversity, water efficiency, and soil health restoration. Strengthen rural advisory systems with digital tools and traditional knowledge to ensure technology uptake and community impact. Promote integrated land and water management approaches, translating policy into climate-resilient and actionable programmes at scale. Enhance evidence-based decision-making through robust frameworks to monitor and evaluate technology adoption and impact.	Reduce small-scale, isolated projects and non-urgent training programmes lacking clear scaling pathways, including certain pilot work on seed delivery lacking value chain integration, and pollinator-friendly practices where there is no indication of subsequent policy uptake. Shift away from narrow technical interventions that do not integrate policy work with innovation implementation. FAO will reduce emphasis on standalone global governance mechanisms for forestry production and soil management that do not directly support country-level implementation, and streamline comprehensive normative framework development activities, including broad institutional coordination efforts that do not contribute significantly to the global knowledge base and lack direct follow up pathways to technology adoption at country and farm level.
BP2: Blue Transformation	Accelerate sustainable aquaculture development through implementation of the Guidelines for Sustainable Aquaculture, particularly supporting small and medium operations. Strengthen institutional capacity for data-statistics-assessment-management processes for sustainable fisheries. Develop climate change adaptation plans for aquatic food systems and integrate them into national climate change adaptation policies and strategies.	De-emphasize modeling the potential impacts of climate change on fisheries and aquaculture resources. Although certain levels of uncertainty exist, enough information is available to inform policies and adaptation strategies, which remain a priority. Climate change modelling will therefore be scaled back, and replaced with academic collaborations. However, information to support regional/local responses to impacts will continue.
BP3: One Health	Strengthen integrated surveillance systems and multi-hazard early warning platforms that connect plant, animal, forest, aquatic, and food/water/soil health. Enhance and improve systems-based approaches and multisectoral capacities (beyond specific sectors) for biosecurity management, all hazards emergency preparedness and response for managing pests, diseases, and invasive alien species in agrifood systems to reduce productivity losses, antimicrobial resistance and safeguard health, environment and biodiversity. Enhance national and regional and in-country partnerships and coordination platforms to improve institutional capacities and mechanisms for policy planning and implementation.	Limit development of new tools and training programmes and extensive policy reviews in favour of leveraging existing tools, improving and integrating data and evidence to support actionable programmes. Reduce investment plans lacking multisectoral One Health approaches. Deprioritize generic, low-impact awareness campaigns in favor of targeted, evidence-based interventions and advocacy.

	Areas of increased emphasis	Areas of de-emphasis
BP4: Small-Scale Producers' Equitable Access to Resources	Leverage FAO's existing data systems and strengthen institutional capacity to prioritize gender- and age-disaggregated data collection including the development of integrated registries while addressing gaps through participatory methodologies. Enhance collaboration among divisions, regions, and stakeholders to integrate vulnerable small-scale producers, including women, youth, the elderly and Indigenous Peoples – into initiatives for social protection, tenure rights, and equitable resource access.	Where a sound legal framework for land policy exists, redirect efforts from creating new tenure laws to operationalizing existing frameworks, emphasizing capacity building and long-term support for small-scale producers (where a sound legal framework for land policy is lacking, its development will still require support). Reduced relative emphasis on parliamentary action to optimize available resources and better support identified areas of emphasis. Move away from isolated activities towards coherent, initiatives that can be scaled and aligned with regional strategies. Where regional frameworks are in place and aligned with international guidance, campaigns for land governance laws and policies will be deemphasized in favor of implementation. The Organization will also de-emphasize some of its technical assistance for land degradation neutrality planning, by better focusing on key countries with the most favorable conditions for uptake.
BP5: Digital Agriculture	Develop actionable principles and tested blueprints for digital innovation that enable effective, assessment, and scalable implementation of initiatives. Expand early-stage investments through incubators and accelerators while strengthening local and sub-regional digital innovation ecosystems with attention to gender equality and youth participation.	To maximize impact in Digital Agriculture, shift from broad digital agriculture upskilling to targeted technical expert training of digital agriculture change makers. De-emphasize development of high-tech digital solutions and services that lack proven effectiveness and do not respond to specifically identified smallholder farmers' and countries' needs. Avoid duplicative and competing solutions and reduce those lacking proven impact potential in favour of evidence-based initiatives with clear scaling pathways based on foundational systems like Digital Public Goods (DPGs) and Digital Public Infrastructure (DPI).
 BETTER NUTRITION		
BN1: Healthy Diets for All	Scale up sustainable value chains that integrate nutrition with climate resilience and biodiversity, focusing on dietary guidelines and enhanced monitoring of food availability, diets and affordability. Strengthen national capacities to design and implement food and nutrition-sensitive policies, promoting healthy diets from healthy food	Reduce production of standalone guidelines and normative documents in favour of implementing existing frameworks and practical tools for country-level application. De-emphasize broad-based implementation support in favor of more targeted interventions including collaboration with strategic food systems'

	Areas of increased emphasis	Areas of de-emphasis
	environments through sustainable production practices adapted to local contexts.	actors and partners. Reduce new data expansion initiatives in favour of prioritizing core indicators such as Cost of a Healthy Diet and Minimum Dietary Diversity for Women (MDD-W) and statistical capacity development. Deemphasize wider ad hoc legal advisory in favor of supporting Right to Food legislation, model law domestication, and CAADP / SADC / EAC follow-up. De-prioritize initiatives lacking sufficient data or evidence base, without clear impact pathways.
BN2: Nutrition for the Most Vulnerable	Strengthen the quality and impact approaches to prevent child undernutrition and reduce risks of overweight, obesity and diet-related non-communicable diseases. In food crises contexts, FAO will embed nutrition actions in emergency and resilience agriculture responses, with considerations to enable healthy diets during pregnancy, lactation and early childhood. In all contexts, FAO will promote integrated approaches that enhance nutrition impact-potential, linking agriculture, climate change, biodiversity, local food procurement with improved school food and nutrition programmes, social protection instruments and health systems, focusing on those most vulnerable to malnutrition. FAO will enhance advocacy for individuals in greatest vulnerability and the use of normative products, especially binding obligations on the right to adequate food and non-discrimination, which explicitly protect nutrition rights during emergencies and for marginalized groups, including women, children, Indigenous Peoples, and displaced populations.	<p>Move away from theoretical frameworks and isolated interventions toward practical implementation of integrated nutrition-sensitive programmes that support sustainable change. Scale back short-term interventions lacking connection to broader development initiatives in favour of programmatic approaches with clear sustainability pathways. This strategic reorientation reflects a deliberate shift from conceptual design and toward operational delivery that prioritizes country ownership and systems integration. FAO will deemphasize some of its resource-intensive analytical work in favor of adaptive management of existing systems and partnerships to achieve measurable results. The Organization will prioritize tailoring existing tools and frameworks such as the FAO Child Wasting Prevention Action Plan rather than developing new normative guidance or plans during the 2026-27 biennium.</p> <p>This shift also involves transitioning from aggregate household-level indicators (such as the Household Dietary Diversity Score or Food Consumption Score) toward individual-level dietary indicators (such as Minimum Dietary Diversity for Women or Children) that are more actionable, are approved SDG indicators and that are more relevant to FAO's programming objectives.</p>
BN3: Safe Food for Everyone	Strengthen national food control systems through risk-based approaches, enhanced digital traceability and private sector coordination, and strengthen international food standard-setting processes in all	Reduce activities that are conducted without considering broader agrifood system linkages. Prioritize initiatives that integrate food safety within

	Areas of increased emphasis	Areas of de-emphasis
	<p>of its dimensions, with the support of enhanced digital technology while improving coordination across the food chain considering a One Health approach. Support countries in implementing science-based food safety measures through improved regulatory frameworks and enhanced institutional capacities.</p>	<p>comprehensive approaches addressing production systems, market dynamics, and public health outcomes. Move away from fragmented capacity development efforts toward comprehensive programmes that strengthen entire national food control systems. In this context de-emphasize technical assistance for strengthening isolated aspects of food safety, both through capacity building approaches and provision of advice, (for example, in some regions, standalone support for analytical capacities, purchase of laboratory equipment) in areas where it is without a national contribution or broader regulatory anchor or where it could alternatively be supported by complimentary partners. Non-integrated training and related activities on limited aspects of food safety and food control is discontinued or reduced favoring support to comprehensive food control system projects that include national budget commitments and regulatory linkages.</p>
BN4: Reducing Food Loss and Waste	<p>Accelerate technical and practical solutions for food loss and waste reduction across value chains through improved harvest and post-harvest practices, digital technologies, and circular economy approaches with particular focus on recycling and upcycling wasted food. Reinforce awareness-raising and advocacy efforts to reduce food waste. Strengthen national capacities for data collection and policy development while promoting innovative approaches to food loss and waste reduction.</p>	<p>Scale back fragmented food loss and waste interventions in favour of holistic approaches that consider environmental, social and economic dimensions across entire supply chains. Reduce isolated pilot projects lacking clear scaling pathways and instead focus on programmatic approaches with demonstrated impact potential.</p> <p>De-emphasize methodological research on food loss statistics in favour of incremental improvements of the SDG indicator 12.3.1a and reduction of the data requirements for the indicator. De-emphasize standalone case studies of losses along value chains in favour of integrating loss assessments into larger value-chain upgrading projects.</p> <p>Reduce standalone capacity building activities on individual post-harvest technologies and scale back isolated efforts in building statistical capacity.</p> <p>Reduce isolated awareness campaigns in favour of integrated advocacy and training efforts that actively involve key stakeholders.</p>

	Areas of increased emphasis	Areas of de-emphasis
		De-emphasize developing new knowledge products on single technology-based solutions and innovations. Reduce creation of general normative knowledge products on legal aspects of FLW that are not linked to country-level or regional institutional requests or follow-up actions.
BN5: Transparent Markets and Trade	Enhance linkages and policy coherence between agrifood trade and food security and nutrition through improved market data, capacity development, and targeted support for smallholders' access to markets, particularly focusing on women and youth participation. Improve understanding and country capacities to pursue food security and nutritional objectives in the context of regional and multilateral trade arrangements and within the changing landscape of global agrifood systems and enhance collaboration with such arrangements, while exploring the expansion of commodity coverage to include products important for nutrition.	Reduce production of reports and ad-hoc research with limited policy relevance or impact, particularly those not aligned with specific country demands or governance processes, in favour of more targeted trade-related activities that enhance market access and support improved nutritional outcomes. De-emphasize fragmented value chain reports and standalone trade studies lacking clear policy relevance, and fragmented trade facilitation activities at the decentralized level that have not demonstrated sufficient impact. At the same time, FAO will consider, as appropriate, continuing or expanding regional-level trade facilitation activities where they can add value and have an impact.


BETTER ENVIRONMENT

BE1: Climate Change Mitigating and Adapted Agrifood Systems	Scale up country support for implementing ambitious climate adaptation and mitigation in agrifood systems through enhanced policy planning, increased investment and scaled up interventions that have multiple benefits for climate, biodiversity, and food security and nutrition. Develop monitoring systems for impact analysis and promote innovative finance to support large-scale adaptation and mitigation.	Shift focus from broad climate advocacy activities to increase evidence-based communications relating to practical and scalable actions, and targeted science-based knowledge and tools that directly support decision-making and the implementation of country-led policies and actions; in particular nationally determined contributions, national adaptation plans, and climate-related commitments. Significant global advocacy efforts by FAO have contributed to the recognition of the role of agrifood systems in climate action. With this firm anchor, FAO will continue ensuring agriculture and food remain high on the climate agenda, while shifting focus to strengthening technical inputs to pending negotiation streams. Additionally, FAO will also shift from standalone commitments disconnected from wider planning, towards integrated climate policy, mitigation and risk
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	Areas of increased emphasis	Areas of de-emphasis
		assessments that support transformative financing and policy coherence across the UNFCCC COP agendas.
BE2: Bioeconomy for Sustainable Food and Agriculture	Deploy sustainable bioeconomy innovations through research, technology transfer and catalytic projects including utilizing agricultural waste that would otherwise be disposed of, transforming it into valuable bio-based products. Prioritize advancements in biotechnology and promote the alignment of national bioeconomy strategies with international sustainability goals.	Shift from developing further global bioeconomy narratives and publications on bioeconomy, as this foundation now exists, and shift focus to implementation, including promoting upscaling of bioinnovations as well as in supporting bioeconomy policy governance and local, national and international levels for tailored, context specific bioeconomy approaches.
BE3: Biodiversity and Ecosystem Services for Food and Agriculture	Strengthen biodiversity mainstreaming and ecosystem restoration in agrifood sectors by integrating policies and practices for conservation, sustainable management, restoration and sustainable use of natural resources for sustainable food and feed production and transformation of agrifood systems. This includes providing evidence-based support to countries, repurposing incentives that harm biodiversity and ecosystem sustainability, promoting rural livelihoods, advancing gender equality, and ensuring social inclusion. Emphasis will be given to the restoration of degraded production systems, including agricultural lands and integrated land use to achieve biodiversity/climate/ land degradation neutrality and food security targets.	Reduce small pilot projects lacking scalability in favour of broader initiatives focused on strategic priorities that have system-wide impacts and align across sectors. De-emphasize conservation approaches not associated with agrifood systems and instead focus on multifunctional landscapes that embed biodiversity into agrifood systems, emphasize ecosystem services such as pollination, soil fertility, water regulation, and carbon sequestration, and recognize biodiversity as a strategic asset for climate action, food security, nutrition and improving rural livelihoods – rather than solely a preservation goal. Also de-emphasize approaches focused only on conservation and prioritize systems-based approaches that deliver both environmental and socio-economic benefits.
BE4: Achieving Sustainable Urban Food Systems	Advance urban food systems transformation through five key entry points - urban food markets, urban and peri-urban agriculture, public food procurement, urban forestry, and food loss and waste reduction - that deliver co-benefits across environmental, economic and social/nutritional outcomes. Strengthen support on governance and policy coordination for sustainable urban food ecosystems.	Scale back ad-hoc projects and initiatives without the capacity to scale up, including development of standalone analytical tools, urban food systems assessment toolkits and one-off case studies, in favour of systematic approaches that integrate urban food initiatives into national frameworks to ensure stronger systemic relevance and deliver transformative impact on the urban-rural continuum. Deemphasize country specific pilots in favor of more strategic approaches that prioritize cross country learning, city to city exchanges and replicable methodologies.

	Areas of increased emphasis	Areas of de-emphasis
 BETTER LIFE		
BL1: Gender equality and rural women's empowerment	<p>Scale up gender transformative, intersectional, and community-based approaches to enhance women's participation and decision-making in agrifood systems. Strengthen the collection of data disaggregated by sex, age, and intersecting socioeconomic factors. Reinforce partnerships for evidence-based advocacy. Support the uptake of the <i>CFS Voluntary Guidelines on Gender Equality and Women's and Girls' Empowerment</i>. Promote policies, approaches and technologies to reduce and address women's work burden and unpaid care and domestic work. Expand work on women's land rights and status in agrifood systems.</p>	<p>Reduce FAO-led gender-based violence prevention and response work and leverage collaboration with other organizations like United Nations Population Fund and UN Women that have greater expertise in these areas. De-emphasize generation of new methodologies, standalone legal research, and production of knowledge products such as technical papers and policy briefs in favour of more action-oriented initiatives, implementing existing methodologies, guidance and applied legal work directly supporting country outcomes for more gender-responsive and gender-transformative programming and policymaking.</p>
BL2: Inclusive rural transformation	<p>Strengthen collective action and community engagement through territorial approaches, promoting new regulatory frameworks and strategies while enhancing digital inclusion and youth participation in rural areas. Expand support for rural advisory services and financial inclusion with particular attention to small-scale food producers, women and youth-led enterprises, while leveraging ancestral knowledge and diversifying livelihoods. Support development and implementation of integrated rural transformation national and sub-regional initiatives including national capacities for agricultural research and extension services by engaging public, private, and civil society organizations, and strengthen social protection systems to enhance resilience.</p>	<p>Reduce fragmented interventions and sectoral approaches shifting away from efforts that do not effectively align with broader programmatic goals, focusing instead on ensuring existing initiatives are more cohesive and impactful, for example, by merging components on natural resources, assets and services; participation in climate change; as well as territorial and rural development. Additionally, FAO will further rationalize its capacity building support to national systems on Nutrition Sensitive Social Protection to ensure focus is placed where there is the greatest potential for uptake.</p>
BL3: Agriculture and food emergencies	<p>Strengthen the emergency and resilience programme approach to better align short-term/livelihood-saving measures to secure food production and meet immediate food needs with longer-term resilience building interventions in line with the humanitarian–development–peace nexus approach; including enhanced localization, inclusion and protection. Focus on the integration of multi-hazard information and early warning systems coupled with anticipatory action and preparedness to better respond and recover. Leverage national social protection systems, Cash and Voucher Assistance and other delivery modalities to improve emergency response effectiveness.</p>	<p>Scale back COVID-19 specific responses to focus resources on the 30 countries facing acute food crises. De-emphasize standalone training programmes and isolated pilot projects, standalone Gender Based Violence interventions, water tenure and Global Land Action. Relative emphasis on emergency compliance of Tier 3 countries will be reduced in favor of increased focus on Tier 1 and 2 countries. Reduce stand-alone short-term interventions in favour of integrated approaches that build long-term resilience.</p>

	Areas of increased emphasis	Areas of de-emphasis
BL4: Resilient agrifood systems	Enhance multi-risk understanding and analysis, multi-risk governance and the implementation of risk and vulnerability reduction measures, through the localization approach, locally-led processes and capacity building while expanding innovative partnerships across regional, national and local levels.	Reduce activities focused on single-risk analysis and measurement of acute insecurities in favor of addressing chronic long-term aspects of resilience. Move away from using single synthetic indicators for measuring agrifood system resilience toward more nuanced, context-specific and data-based approaches to enable governments and other stakeholders to take well-informed decisions on multi-risk management interventions. De-emphasize fragmented or ad hoc approaches to resilience in favor of comprehensive and systems-based strategies that enhance multi-risk governance frameworks and coordination mechanisms, concentrating support on social protection to countries where FAO has a comparative advantage for impactful and efficient interventions.
BL5: Hand-in-Hand (HIH) Initiative	Strengthen support for investment case development and expand knowledge sharing across regions to accelerate country-level implementation, with enhanced technical assistance for analysis and prioritization. Improve quality of Investment Notes development and expand early engagement with financial partners through national and regional roundtables. Facilitate countries in providing financial mechanisms that enable the implementation of investment plans, including support to resource mobilization efforts.	Scale back research and development activities now that operational systems are established, shifting focus from developing new systems to supporting member governments' implementation efforts. Reduce emphasis on developing new tools in favour of operationalizing existing platforms.
BL6: Scaling up investment	Increase the quantity and improve the quality of investments in sustainable value chains, market development, and sustainable resource management, while leveraging more private investment through innovative finance solutions, adoption of technologies and sustainable practices. Strengthen knowledge, capacity and collaboration by leveraging FAO tools, analytics and cross-divisional expertise for maximum impact. Consolidate existing and develop new partnerships.	Deemphasize low-value partnerships that involve high transaction costs and limited scale and impact, in favor of initiatives with greater potential for investment leverage, replicability and scalability. Reduce policy, knowledge and programme development work with little concrete investment end-product and lacking involvement of financial partners from early stages. Shift focus from direct implementation to more capacity development opportunities in countries with potential for strong national delivery systems.

Annex 8: Calibrating FAO's level of ambition

60. The 140th Session of the Programme Committee “*requested Management to include explanations to justify the level of ambition proposed through the output indicators and milestones including the evidence underpinning their selection*”.⁴³

61. As detailed in the MTP2026-29/PWB206-27, *Figure 2*, FAO's performance in delivering outputs is measured through harmonized, bespoke output indicators. The *Four Betters* output indicator baseline values correspond to the actuals from the 2022-23 biennium. Milestone values for the quantitative coverage indicators are anchored in and based on the commitments agreed with national counterparts in the Country Programming Frameworks (CPFs), noting that the near completion of the rollout of the new generation of the UN sustainable development cooperation framework (UNSDCFs), and the formalization of CPFs derived from the UN joint programming processes, now allow their meaningful inclusion in the MTP cycle. Milestones for qualitative indicators are derived from stakeholder perception data and reflect the Organization's intention to maintain and build on the high levels of satisfaction recorded in 2022-23.

62. Nearly all baselines for the KPIs for Objective 5, the Functional Objectives, and Special Chapters are derived from 2022-23 actual performance data, with a few exceptions where alternate reference points are more technically appropriate – for instance, to align with specific corporate strategies (such as the Strategy for Corporate Environmental Responsibility) or to account for anomalous periods such as those affected by the COVID-19 pandemic.

63. KPI targets for end-2027 and end-2029 define what is both feasible and necessary for meeting the goals of Objective 5, strengthening business processes, and advancing the transformation of FAO into a more efficient, effective, accountable and inclusive Organization that is fit for the future. They are deliberately ambitious, reflecting the Organization's drive for continuous improvement, while calibrated to remain attainable within its implementation capacity and the resource constraints of the current financial context.

Enhanced reporting on FAO delivery for the Programme Implementation Report

64. In order to provide additional information on the type of support FAO provides to Members, future Programme Implementation Reports will include a new *At a Glance* section that provides a snapshot of FAO's work under the *Four Betters*, as well as comparisons to the preceding biennium. The key performance data to be included expands on the information provided under the standard PPA output indicators, in a concise and accessible format.

65. The *At a Glance* section will present for each *Better*:

- a) coverage and quality of FAO outputs for each PPA, as measured by the two harmonized output indicators at the end of biennial cycle
- b) integrated financial information (forecast and actual expenditures) for each PPA
- c) data on the nature of key support provided by FAO through each PPA
- d) rating of FAO's contribution to Sustainable Development Goals (SDGs) through each PPA

⁴³ CL 177/9 paragraph 6 j)