



CONFERENCE

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Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System

Executive Summary

Adopted in December 2020, Resolution 75/233 of the United Nations (UN) General Assembly on the Quadrennial Comprehensive Policy Review (QCPR) provided the UN development system with high-level guidance for its operational activities in the period 2021-2024.

This report provides an update on the implementation of Resolution 75/233 on the QCPR by the Food and Agriculture Organization of the United Nations (FAO). The report shows that FAO has fully aligned its Strategic Framework 2022-31 and operational modalities with this mandate. Agrifood systems transformation, articulated through the *four betters*, now serves as FAO's systemic accelerator for the 2030 Agenda for Sustainable Development; programme priorities, results architecture, inclusion standards and knowledge platforms have been brought into coherence with QCPR objectives and UN planning instruments.

Enhanced collaboration with an expanded range of partners has strengthened policy coherence, resource mobilization and accountability, while results-based management reforms have improved the efficiency, transparency and impact of FAO's country, regional and global interventions. Crisis response, science, innovation and data capabilities have been consolidated to ensure timely support across the humanitarian-development-peace nexus.

Looking forward, the new General Assembly Resolution 79/226 calls on the UN development system to integrate inclusive, resilient and sustainable agrifood systems into its operational activities. FAO will therefore deepen pooled and flexible financing, broaden digital public goods for Sustainable Development Goal monitoring, scale innovation and technology services, and reinforce inclusive approaches, ensuring that agrifood systems transformation remains central to collective efforts to eradicate poverty and hunger.

Suggested action by the Conference

In recognizing the system-wide mandate in the General Assembly Resolution 79/226 (2024 QCPR) for the UN development system to promote inclusive, resilient and sustainable agrifood systems, the Conference is invited to:

- note the progress made by FAO on the implementation of the above-mentioned General Assembly Resolution on the Quadrennial Comprehensive Policy Review;
- recognize FAO's technical leadership in this regard and encourage the Organization to intensify its support to Resident Coordinators and United Nations Country Teams (UNCTs) in integrating agrifood systems transformation into policy and programmatic frameworks; and
- request FAO to broaden the use of pooled and flexible financing mechanisms and to continue to provide its technical leadership to UNCTs in support of agrifood systems transformation.

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I. Alignment with General Assembly Resolution 75/233 on QCPR Mainstreaming

1. The Quadrennial Comprehensive Policy Review (QCPR) is the General Assembly's foremost instrument for defining system-wide policy directions for United Nations (UN) development cooperation at country level. Resolution 75/233 (December 2020) mandates all UN entities, including the Food and Agriculture Organization of the United Nations (FAO), to align their operational activities with its guidance. By rigorously appraising the UN development system (UNDS)'s effectiveness, efficiency, coherence and relevance, the QCPR bolsters accountability and transparency, sharpens collective support for the 2030 Agenda for Sustainable Development (2030 Agenda) and the Sustainable Development Goals (SDGs), and identifies actions to accelerate progress where gaps persist.
2. FAO Strategic Framework 2022-31 fully mainstreams General Assembly Resolution 75/233 by rooting every priority in the SDGs and elevating SDGs 1, 2 and 10 as its compass. Its narrative centres on transforming agrifood systems so they are more efficient, inclusive, resilient and sustainable, captured in the *four betters* - *better production, better nutrition, a better environment and a better life*. Twenty Programme Priority Areas translate that vision into a results-oriented structure aligned with specific SDG targets, guiding policy, investment, capacity building and innovation, while feeding seamlessly into national and global reporting.
3. The principles of SDGs are integrated across the Organization's Country Programming Frameworks (CPFs), regional initiatives, normative work and partnerships, and FAO's custodianship of 21 SDG indicators helps countries generate, use and report data for evidence-based decisions.
4. In alignment with the United Nations System-Wide Action Plan (UN-SWAP), following the conclusion of the UN-SWAP 2.0 cycle (2018-2023), FAO actively participated in the 2024 pilot reporting cycle of UN-SWAP 3.0. Notably, FAO met or exceeded 15 of 16 applicable performance indicators, reinforcing coherence through peer reviews with Rome-based agencies. Significant achievements include surpassing evaluation benchmarks and enhancing gender-related financial tracking. Institutional commitment is further solidified through gender parity key performance indicators, integrated into the Strategic Plan, and enhanced accountability frameworks set to advance further in 2025.

A. Commitment to Leaving No One Behind

5. *Leave no one behind* represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole¹. FAO Strategic Framework 2022-31 with its cross-cutting themes ensures its commitment to this principle through the work that has been supporting its Members' efforts to eradicate hunger, poverty and reduce inequality.
6. Grounded in the voluntary guidelines on the progressive realization of the *right to adequate food*, FAO's legal and technical assistance is assisting Members enshrine this right in constitutions, framework laws and governance systems, as illustrated by Colombia's recent constitutional amendments, Mexico's 2024 General Law on Adequate and Sustainable Food, Council of Europe Resolution 2577 (2024) and ongoing consultations for a French framework law.
7. The Office of Youth and Women (established in 2024), as well as other corporate action plans have been enabling FAO to meet UN-SWAP benchmarks while intensifying country-level work: including a 2024 Asia-Pacific Economic Cooperation workshop in Hà Nội, where FAO advised governments on mobile finance and e-commerce pathways for women in remote agrifood value

¹ [Leave No One Behind](#)

chains. These actions, together with substantive inputs to the Beijing+30 review, reinforce FAO's resolve to advance SDG 5.

8. Gender-based-violence (GBV) risk mitigation is woven into programmatic activities and emergency responses in Ukraine, Gaza and Ethiopia, guided by the Inter-Agency Standing Committee (IASC) policy and the Call to Action on GBV.

9. Youth engagement is channelled through the World Food Forum's Global Youth Action Initiative, the United Nations Economic and Social Council's Youth Fora, the Committee on World Food Security (CFS) dialogues as well as country level projects in Ecuador, Palestine, Sierra Leone and Viet Nam, which ensures that young people are actively and closely involved in agrifood systems transformation.

10. Disability inclusion advances under the UN Disability Inclusion Strategy, with accessible Farmer Field Schools in Egypt, self-help groups in Kyrgyzstan and disability-sensitive livelihood projects in Papua New Guinea and Sierra Leone, complemented by universal-design communications and human resources policies.

11. FAO also strengthens rural social-protection systems – linking them to climate adaptation, disaster risk reduction and economic inclusion – through support for farmer registries, integrated national schemes and anticipatory-action frameworks, and through collaboration with the Global Accelerator on Jobs and Social Protection for Just Transitions and the Food Systems Transformation Coalition. In humanitarian settings, the Organization connects food-security assistance with livelihood protection, localizing action in line with Grand Bargain and IASC guidance to ensure accountability, inclusion and resilience for crisis-affected rural communities.

B. Results-Based Management

12. FAO fully engages in and contributes to the UNDS repositioning and its emphasis on results-based joint programming and reporting processes at country level. FAO aligns its CPFs with Development Coordination Office guidance and recently launched a corporate initiative to support Common Country Analyses and UN Sustainable Development Cooperation Frameworks to identify strategic entry points for agrifood systems transformation.

13. As part of its commitment to UN coherence and innovation, FAO has enhanced interoperability between [UN INFO](#) and its own corporate programming systems, becoming a leader in integrating joint programming data into its internal planning architecture. This enables improved alignment between national priorities, UN joint efforts, and FAO's contributions.

14. FAO's country-level programming, with outputs and outcomes tailored to national contexts and grounded in the 2030 Agenda, provides a bottom-up definition of priorities that directly inform and shape the global Strategic Framework. Centring the SDGs in FAO's strategic results framework fosters coherence across organizational levels and development partnerships, while reinforcing a focus on contributions to higher-level outcomes and impacts.

15. FAO's results architecture follows a clear theory of change: outputs capture the Organization's deliverables and their uptake by stakeholders, outcomes track improvements in enabling environments – policy, institutions and investment – using SDG and complementary indicators, and impacts record progress toward high-level development goals, measured mainly through SDG metrics. By treating these three tiers as an integrated performance story, FAO gives managers and partners a full view of what is working, enables evidence-based adjustments, and guarantees that resources stay focused on the changes that matter most for national and global development objectives.

II. United Nations operational activities for development

C. Contributions of United Nations operational activities for development

16. FAO's CPFs are fully embedded in United Nations Sustainable Development Cooperation Frameworks, ensuring that the Organization's technical assistance, evidence-based policy dialogue and investment support respond directly to national priorities, while accelerating implementation of the 2030 Agenda. A continuous feedback loop – drawing on implementation experience, evaluation findings and inter-agency collaboration – allows programmes to adapt rapidly, close persistent gaps and stay ahead of emerging challenges. Throughout this work, cross-cutting priorities such as gender equality, youth empowerment, innovation and digital transformation, and climate resilience are systematically mainstreamed so that results are both inclusive and sustainable.

17. This country-level model is now reinforced by region-wide cooperation mechanisms that translate national ambitions into coordinated operational activities. In Latin America and the Caribbean, FAO and UN Women co-lead a nine-agency UN Food Systems Task Force that provides tailored support to 17 of the 21 countries with national food-systems pathways. By helping governments weave pathway priorities into public policy, embed the right to food in constitutions, strengthen multisectoral governance and secure Joint SDG Fund resources – tasks amplified through targeted webinars and high-level events – the Task Force is positioning food-systems transformation at the forefront of the regional development agenda and catalysing vibrant South-South exchanges.

18. A similar architecture in Europe and Central Asia is anchored by the UN Issue-based Coalition on Sustainable Food Systems, which has become the region's hub for dialogue, knowledge exchange and joint programming. Since the UN Food Systems Summit +2 Stocktaking Moment, coalition partners have driven advances in school-meal nutrition standards and broader food-systems legislation, even as they confront the influence of commercial actors on public-health policymaking. Working with the UN Development Coordination Office, the coalition has also piloted a strategic dialogue that is making cooperation frameworks more agile and better able to integrate gender, environmental, demographic and food-systems perspectives in response to complex, interconnected challenges.

19. In Asia and the Pacific, cooperation is increasingly data driven. Through the Regional Networking Group on Food Systems, the Economic and Social Commission for Asia and the Pacific and the World Food Programme (WFP) – drawing on FAO and the United Nations Environment Programme expertise – have developed the INFER risk-assessment tool, which aggregates real-time indicators to guide decision makers and will underpin the Convergence Initiative in Thailand and the Lao People's Democratic Republic. Complementary technical-cooperation projects are poised to translate national pathways into costed action plans for Indonesia, Sri Lanka and Vanuatu, and to assemble investment portfolios that mobilize sustainable finance for the Lao People's Democratic Republic, Maldives and Tonga. Western Asia closed the year with a landmark gathering in Amman, convened by the United Nations Economic and Social Commission for Western Asia, FAO, WFP, the World Bank Group, the United Nations Industrial Development Organization, the UN Food Systems Coordination Hub and Jordan's Food Security Council. Ministers from across the Arab region endorsed the Amman Declaration, signalling a collective determination to build food systems that are sustainable, resilient and socially inclusive – a commitment that now guides joint operational activities across the subregion.

20. These regional platforms complement FAO's country-level work by fostering policy coherence, leveraging finance, sharing innovation and scaling up best practices. They demonstrate how United Nations operational activities – rooted in cooperation frameworks yet powered by coordinated regional action – are driving the transformation towards more efficient, inclusive, resilient and sustainable agrifood systems that leave no one behind.

D. Institutional and Technical Capacity Strengthening

21. FAO supports Members in enhancing capacities at national, subnational and local levels by aligning country-led priorities with the FAO Strategic Framework 2022-31. For example, in Asia, more than two dozen technical events supported national teams in managing fall armyworm and banana Fusarium wilt, while in Cambodia, Myanmar and the Philippines, FAO trained service-provider entrepreneurs in mechanized direct-seeded rice production, achieving yield increases of up to 20 percent. In the Caribbean, FAO developed a methodology for monitoring the cost and affordability of healthy diets, now in use across seven countries.

22. In Latin America, FAO scaled up application of the Food Insecurity Experience Scale, integrating it into national surveys in ten countries, and supported the Community of Latin America and Caribbean States (CELAC) in formulating a regional plan for food and nutrition security. In Africa, FAO provided technical support to over 38 countries through the Hand-in-Hand Initiative and backed development of the Common African Agro-Parks Programme, opening new trade corridors under the African Continental Free Trade Area ² framework.

E. Policy and Institutional Coordination

23. FAO played a central role in helping regional bodies shape collective strategies. In Africa, the Organization supported the African Union in developing the Comprehensive Africa Agriculture Development Programme Strategy and Action Plan (2026-2035), while in Asia and the Pacific, it led policy dialogues on food safety, conservation agriculture and fire management through the Assuring the Future of Forests with Integrated Risk Management project and the Asia and Pacific Plant Protection Commission. In the Latin America and the Caribbean region, FAO contributed to the CELAC plan and helped develop a regional policy basket under the Global Alliance Against Hunger and Poverty.

24. In Viet Nam, FAO supported the finalization of a phytosanitary strategy and worked with Cambodia and the Philippines to develop inclusive mechanization policies. In India, support for a Fleming Fund proposal on food safety and antimicrobial resistance led to increased national capacity to address foodborne risks.

F. Leveraging Investment for Agrifood Systems Transformation

25. The Hand-in-Hand (HIH) Initiative continues to serve as FAO's flagship platform for embedding investment capacity in national institutions. In the Pacific Islands, HIH integrated blue economy and digital agriculture priorities, unlocking climate resilience funding aligned with SDGs 2, 13 and 14. Across Africa and Asia, multidisciplinary HIH task forces carried out territorial diagnostics and geospatial analyses, identifying underserved zones and designing investment pipelines now under review by international financial institutions and donors.

26. In Ghana and Uganda, deep-dive studies guided next-generation agriculture programmes. In multiple countries, HIH facilitated structured investment dialogues, supporting countries in developing blended-finance packages that align with SDG priorities. In preparation for the 2025 HIH Regional Investment Dialogue, countries are assembling scalable proposals, many of which incorporate climate-smart, nutrition-sensitive approaches.

G. Science, Innovation, and Future Outlook

27. To ensure future readiness, FAO is launching the Agrifood Systems Technologies and Innovation Outlook (ATIO) at the 2025 Science and Innovation Forum. The ATIO will be embedded in a new science, technology and innovation (STI) Portal documenting emerging agrifood technologies. FAO also supports regional foresight exercises, capacity assessments under the Group of Twenty (G20) Tropical Agriculture Platform Common Framework and innovation scaling hubs, starting in Africa in 2025.

² African Continental Free Trade Area Agreement ([AfCFTA](#))

28. These hubs will promote agroecology and other proven practices through community-driven solutions. Foresight tools and scenario planning methodologies will guide governments in identifying and accelerating priority innovations, ensuring national systems are equipped to meet present and future challenges in agrifood systems transformation.

H. FAO's Response to the COVID-19 Pandemic and Building Resilience for Future Shocks

29. FAO played a vital role in supporting countries through the COVID-19 crisis and building long-term resilience. Rooted in an inclusive rights-based approach, FAO prioritized the needs of rural populations, particularly women, youth, Indigenous Peoples and persons with disabilities.

30. Early gender analyses, captured in the 2020 report the *Gendered impacts of COVID-19 and equitable policy responses in agriculture, food security and nutrition*, revealed how the pandemic amplified women's unpaid care burdens, constrained their access to resources and heightened gender-based violence. Findings from that work informed joint FAO-WFP-CARE International assessments in Iraq, the Sudan and Yemen, and underpinned targeted initiatives such as a 2019-2023 project in Lebanon that strengthened 150 women's cooperatives through training, value-chain integration and cash grants. Grass-roots platforms – including Dimitra Clubs and Farmer Field Schools – were scaled up across Afghanistan, the Democratic Republic of the Congo, Ethiopia, the Sudan and Ukraine, fostering inclusive local leadership in recovery planning.

31. To safeguard livelihoods, in FAO's COVID-19 Response and Recovery Programme, a multicountry risk-communication strategy ensured continuity of critical agricultural value chains in 11 high-risk countries, disseminating prevention messages in more than 20 languages via radio, SMS and community media. In parallel, the Emergency Centre for Transboundary Animal Diseases deployed mobile clinics and trained veterinary personnel in West and Central Africa, maintaining essential animal-health services for pastoralist communities. Despite mobility restrictions, FAO operations in East Africa and Yemen treated over 2.3 million hectares of desert-locust-infested land between 2020 and 2021, averting the loss of an estimated 4.5 million tonnes of cereals and 900 million litres of milk and thereby protecting the food security of 41.5 million people.

32. The pandemic response accelerated FAO's digital transformation. Investments in the Agro-informatics Platform and contributions to the 2024 Digital Public Goods Alliance report laid the groundwork for open-source solutions that support governments in monitoring and managing agrifood systems. A dedicated Digital Agriculture Programme Priority Area, established under the Strategic Framework 2022-31, ensures these technologies remain inclusive and scalable.

33. Recognizing COVID-19 as a sentinel event, FAO launched the "Preventing the Next Pandemic" priority area and advanced an integrated One Health approach to pandemic preparedness. The 2024 Strategic Framework for Early Warning of Animal Health Threats provides a benchmark for national surveillance capacities, aligning with the Sendai Framework and the Quadripartite One Health Strategy. FAO also co-led the Quadripartite One Health Intelligence Scoping Study, which proposes blueprints for integrated data systems addressing zoonotic and antimicrobial-resistance threats.

34. These experiences converged in the 2023-2024 global consultations of the Resilient and Inclusive Transformation Impact Initiative (RITII), which examined rural employment, structural transformation and the future of small-scale agriculture in a post-COVID environment. Insights from RITII and the pandemic response informed the FAO Framework on Inclusion published in 2025.

I. Mainstreaming Climate, Biodiversity and Environment Governance

35. Under its Strategic Framework 2022-31, FAO systematically integrates climate-change, biodiversity and broader environmental considerations into all strategic, normative and operational activities, thereby guiding Members towards the transformation to more efficient, inclusive, resilient and sustainable agrifood systems.

36. FAO Strategy on Climate Change 2022-2031 and its Action Plan 2022-2025 outline three central pillars: strengthening global and regional climate policy and governance; building country

capacities for climate action; and scaling up concrete climate interventions on the ground. These strategies support countries in fulfilling climate-related commitments, enhancing the resilience of local communities, and integrating climate and environmental considerations into national policy and legal frameworks.

37. FAO Strategy on Mainstreaming Biodiversity across Agricultural Sectors and its Action Plan 2024-2027 – fully embedded in the FAO Medium-Term Plan 2022-25 and the Programme of Work and Budget 2022-23 – constitute the Organization’s principal vehicle for aligning agrifood systems with the Kunming-Montreal Global Biodiversity Framework. By the end of 2023, 78 percent of CPFs incorporated explicit biodiversity outputs, with a further 15 percent under preparation; , during the 16th Session of the Conference of the Parties (COP) to the Convention on Biological Diversity (CBD), held in Cali in 2024, FAO, the COP Presidency and the CBD Secretariat launched the [Agri-NBSAPs Support Initiative](#) to support Members in integrating biodiversity objectives into agrifood policies, practices and finance while aligning with national biodiversity strategies and action plans.

38. Climate change, environmental sustainability, biodiversity and disaster-risk management now run through the deliberations of all FAO Governing Bodies. At the 29th Session of the Committee on Agriculture in 2024, the Secretariat presented an integrated package on climate, biodiversity and food security, which subsequently informed discussions in the Council, the Programme Committee, the Regional Conferences and specialized bodies.

J. Advancing South-South and Triangular Cooperation

39. FAO intensified South-South and Triangular Cooperation (SSTC) in 2024-25 as a catalyst for knowledge exchange, technology transfer and capacity building in agrifood systems transformation. The flagship FAO-China South-South Cooperation Programme, already the Organization’s largest SSTC undertaking, entered its USD 50 million third phase, bringing cumulative Chinese contributions since 2009 to USD 130 million and supporting a number of low-income and landlocked developing countries.

40. Collaboration with the China International Development Cooperation Agency (CIDCA) under the Global Development and South-South Cooperation Fund also deepened: after completing projects in Rwanda and Uganda (2020-2023), FAO and CIDCA launched a poverty-alleviation project in the Sudan in 2025 and are preparing more than 15 additional projects, together projected around USD 40 million, to accelerate agrifood systems transformation.

41. New bilateral frameworks broadened the SSTC network: an agreement (January 2024) with Egyptian Agency of Partnership for Development focuses on joint capacity development across Africa, while a project (February 2024) with Türkiye builds SSTC skills that complement the FAO-Türkiye Partnership Programmes.

42. In March 2024, Sierra Leone and FAO signed a USD 5 million unilateral trust-fund project to upgrade rice value chains, and a recently concluded Republic of Korea-funded SSTC project trained over 340 stakeholders in Côte d’Ivoire, the Philippines and the United Republic of Tanzania, indirectly benefiting more than 10 000 farmers.

K. Humanitarian-development-peace nexus

43. FAO applies a humanitarian-development-peace nexus (HDPN) lens to address the entwined drivers of conflict, food insecurity and fragile livelihoods. In 2024, the Organization formally endorsed the recommendation of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC) on the HDPN, reaffirming its mandate to blend humanitarian relief, development assistance and peace outcomes in a single programming continuum.

44. Integrated, multi-actor analysis now underpins this approach: a study of the Karamoja Cluster, carried out jointly by FAO, the Intergovernmental Authority on Development (IGAD) and Interpeace, for example, mapped the interplay of food insecurity, climate stresses, migration and

conflict and showed why cross-sector, data-driven planning is essential. Yet, systemic obstacles persist – fragmented funding streams, siloed programmes and limited shared analysis – which FAO tackles by advocating conflict-sensitive interventions that combine sustainable land use, inclusive resource governance and food-security support with local peacebuilding.

45. The GBV risk mitigation is mainstreamed through all HDPN work. FAO’s 2022 practical guide on eliminating GBV informs community-driven models such as Dimitra Clubs, Farmer Field Schools and Sustainable Agriculture and Food Systems (SAFE), which now operate more than 23 projects.

46. In emergency contexts – Afghanistan, Ethiopia, Palestine and Ukraine, and other Level-2 and Level-3 crises – FAO combines strengthened GBV risk assessments, training and evidence from the 2023 status of women in agrifood systems report, alongside focused briefs such as the 2024 Gaza/West Bank note.

47. The Organization upholds the Call-to-Action on Protection from GBV in Emergencies, the CFS framework for action in protracted crises and a zero-tolerance policy on sexual exploitation and abuse, while aligning with the IASC Policy on Gender Equality and Empowerment of Women and Girls in Humanitarian Action. Through this HDPN strategy, FAO ensures that emergency responses meet immediate needs, advance long-term empowerment and contribute to sustainable peace and food security in the world’s most fragile contexts.

L. Support to the Istanbul Programme of Action and SAMOA Pathway

48. FAO’s support to the Istanbul Programme of Action (2011-2020) and the SAMOA Pathway has centred on the distinct needs of least developed countries (LDCs) and small island developing states (SIDS). The creation of the Office of SIDS, LDCs and LLDCs (OSL) in 2020 gave these groups a stronger institutional home, while programme delivery during the Istanbul Plan of Action decade focused on boosting agricultural productivity, food security and natural-resource stewardship. At the Fifth United Nations Conference on Least Developed Countries, FAO supported to steer roundtable debates, stressing that agrifood systems transformation is indispensable for climate resilience and poverty reduction.

49. In the Doha Programme of Action (DPoA) cycle (2022-2031) FAO’s HiH Initiative ranks 41 LDCs for accelerated technical and investment support. The Organization contributes to the DPoA roadmap, is designing a strategic food-stockholding mechanism for LDCs and works with Resident Coordinators (RCs) to embed national agrifood systems pathways in development planning; it also offers technical advice to countries preparing for life after LDC graduation.

50. For SIDS, FAO co-launched the global SIDS Solutions Forum in 2021 with Fiji and the International Telecommunication Union (ITU) to incubate and scale island-tailored innovations. Practical outcomes already include climate-resilient agriculture in Tuvalu, climate-smart fisheries in Grenada, healthy-diet promotion in Kiribati, forest and biodiversity conservation in Palau and integrated water-resource strategies in Barbados, alongside post-disaster recovery of resilient agricultural systems in Dominica and Vanuatu.

51. Gender-responsive programming has intensified: a tourism-sector value-chain project in Palau is elevating women’s participation, while gender spotlight reports for Cabo Verde and Haiti document good practice and attract targeted financing for SIDS.

III. Funding of the Operational Activities for Development of the United Nations System

52. FAO remains firmly committed to transparency, accountability and maximizing the impact of its normative and programmatic activities through strategic financing mechanisms and improved visibility of resource flows. In June 2024, the Organization launched the Transparency Portal and Project Dashboard, a comprehensive digital platform to enhance the tracking of voluntary contributions, projects and partnerships. This tool provides stakeholders with real-time data on resource allocations, project timelines, thematic priorities and results, with interactive visualizations

and dashboards aligned to the FAO Strategic Framework 2022-31 and the SDGs. It includes a dedicated OECD DAC page, policy markers and alignment with the International Aid Transparency Initiative (IATI) standards, reflecting FAO's sustained membership in the IATI since 2017.

53. In addition, to enhanced transparency tools, FAO continues to prioritize diversified, flexible and predictable funding. In 2023-2024, FAO mobilized USD 45 million in flexible, less earmarked funding, equivalent to 1.2 percent of its total voluntary contributions. Such funding plays a vital role in enabling strategic and timely responses, particularly in underfunded or rapidly evolving operational contexts. FAO has also engaged 18 new donors in the same period, contributing USD 126 million (3.3 percent of total voluntary contributions), supporting the diversification of its donor base.

54. FAO is an active participant in UN pooled financing mechanisms, including the Central Emergency Response Fund (CERF), Country-Based Pooled Funds (CBPFs), the Joint SDG Fund and the Peacebuilding Fund. These instruments allow FAO to support coordinated, cross-sectoral programming in fragile and crisis-affected contexts. FAO also participates in Multi-Partner Trust Funds (MPTFs), ranking third in project count and seventh in approved funding among UN agencies from 2020 to 2024, with a 94 percent delivery rate – the third highest across the UN system.

55. Notably, FAO has led several high-impact joint programmes, such as the Support to Rural Entrepreneurship, Investment and Trade in Papua New Guinea (STREIT PNG), a USD 89.4 million European Union-funded initiative and the largest grant-funded programme in the Pacific. As the lead agency, FAO coordinates efforts with the International Labour Organization (ILO), ITU, UN Capital Development Fund and the United Nations Development Programme (UNDP), in partnership with national and local governments.

56. FAO's resource mobilization efforts also encompass vertical funds. Contributions from the Global Environment Facility, the Green Climate Fund and the Pandemic Fund are steadily increasing. These partnerships allow FAO to design and implement large-scale, climate-resilient and environmentally sustainable agrifood systems projects aligned with national priorities.

57. As an accredited implementing entity of the Pandemic Fund, FAO supports countries in strengthening early warning, surveillance and pandemic preparedness at the human-animal-environment interface. As of 2025, FAO is co-implementing 32 Pandemic Fund projects and is supporting Members in preparing additional multisectoral proposals for upcoming calls.

58. FAO has aligned its Strategic Framework and integrated budget with the requirements of the Funding Compact. The Medium-Term Plan 2026-29 and the Programme of Work and Budget 2026-27 are directly linked to 66 SDG targets and 85 indicators, ensuring results-oriented, high-impact planning. FAO promotes structured dialogue on funding, pursues multi-year contribution agreements, and emphasizes pooled and flexible funding as key to delivering integrated support for the 2030 Agenda.

59. To ensure cost-effectiveness, FAO aligns its cost recovery policy with the guiding principle of full proportional cost recovery from core and non-core resources, in accordance with UN General Assembly Resolution A/RES/67/226. It also participates in High-Level Committee on Management discussions on harmonizing cost recovery policies across the UN system, considering its specific operational model as a specialized agency.

60. In support of its results-based financing approach, FAO is increasingly focusing on strategic evaluations, knowledge product dissemination and impact visibility. These efforts are underpinned by platforms such as the FAO Knowledge Repository and the Transparency Portal, enhancing trust and incentivizing greater investment from diverse funding sources.

IV. Functioning of the United Nations development system and Governance of the United Nations Operational Activities for Development

61. FAO's engagement with the repositioned UNDS has centred on making its country-level work fully coherent with the 2030 Agenda and the new governance architecture. All FAO CPFs are

now drafted through joint analysis with national counterparts, mapped explicitly to the United Nations Sustainable Development Cooperation Frameworks and cleared *ex ante* by RCs; a public portal gives Members real-time access to the approved versions, reinforcing transparency and mutual accountability. Early feedback from Country Offices indicates that an impartial, better-resourced RC system has materially strengthened United Nations Country Team coordination, allowing FAO to help shape joint planning and SDGs acceleration. At the same time, FAO has been an active voice in the ongoing review of the Management and Accountability Framework, flagging persistent obstacles such as agency competition for scarce funds, overlapping agendas, uneven uptake of common digital tools like UNINFO and a limited grasp in some quarters of FAO's normative and technical mandate.

62. To match the reconfigured United Nations footprint at the country level, FAO has embarked on a modernization of its own decentralized network, recalibrating office profiles and skill-mixes towards agrifood systems transformation, climate resilience and science-based innovation. New accountability arrangements oblige FAO Representatives to seek structured feedback from RCs. During the 2023 performance cycle, 70 percent of RCs provided inputs that now feed directly into appraisal and learning loops. However, the Organization's survey data point to continued structural gaps. Chronic shortfalls in human resources (reported by 64 percent of teams) and funding (62 percent), limitations in business models and governance arrangements (36 percent) and inflated expectations of deliverables (32 percent) are viewed as the principal barriers to deeper reform.

63. Regional Collaborative Platforms remain under-used: in the past year only 7 to 10 percent of FAO country teams extensively leveraged Regional Collaborative Platforms for technical, normative or policy support, while 40 percent perceived no impact, and more than one-fifth were unsure how to access such support.

64. Resident Coordinators are, by contrast, widely regarded as effective purveyors of strategic planning and advocacy – 95 percent of FAO country teams rate them effective in these functions – yet 18 percent find their support to partnerships and resource mobilization inadequate. Measures designed to improve transparency and cooperative approaches to fundraising rank lowest in perceived impact, cited by only 3 percent and 5 percent of FAO country teams respectively. 83 percent of FAO country teams involve RCs in key decisions and 77 percent receive corporate guidance on accessing pooled funding under RCs leadership.

65. Taken together, the evidence shows that UNDS repositioning has enhanced strategic coherence and impartial coordination. However, the ability of FAO and the wider system to mobilize and manage joint resources, fully exploit regional mechanisms and translate normative and technical leadership into integrated country support remains uneven. High levels of earmarked funding continue to limit the ability of UNCTs to respond strategically to national priorities and increase transaction costs and inter-agency competition. Stronger RC involvement in technical policy discussions is needed to enhance coordination, common approach and impact related to specific agency mandates. Consolidating interagency complementarities, expanding common financing instruments and showcasing FAO's science-based expertise will be essential next steps if the UNDS is to deliver the more agile, coherent and impactful support expected by Members on the road to 2030.

V. Follow-up, monitoring and reporting

66. The FAO Strategic Framework emphasizes the Organization's normative role and strength as a UN specialized agency. Considering today's geopolitical tensions and economic headwinds, UN specialized agencies are indispensable custodians of multilateralism: by generating global public goods, unique normative and standard-setting functions, and serving as neutral platforms for evidence-based dialogue, as well as conduit for knowledge, innovation and technology exchange. Their leadership of the United Nations Sustainable Development Group transitions, especially on agrifood systems, digital transformation, education and social protection, adds clear value to the UN offer at a time of shrinking traditional donor resources, with FAO's system-wide stewardship of agrifood systems transformation standing out as a model of coherence.

67. In the run-up to the 2024 QCPR, FAO served as a primary resource for Members, most visibly through its QCPR Training Series (2 October 2024) on "Looking forward to the 2024 QCPR",

which mapped the systemic gaps hindering agrifood systems transformation and outlined practical fixes, such as clearer accountability, portfolio-based investment, stronger science-policy linkages and better use of pooled funds including the Joint SDG Fund and the Green Climate Fund. This preparatory support ensured that delegations entered negotiations with shared evidence base and a menu of coordinated solutions.

68. Adopted on 19 December 2024 as General Assembly Resolution 79/226, the new QCPR elevates agrifood systems transformation to a system-wide priority. This directive makes ending hunger through sustainable agrifood systems a shared responsibility of every UN entity and sets the strategic frame for country work led by RCs and UNCTs. The Resolution affirms and amplifies FAO's mandate and instructs FAO to anchor its technical guidance, align its policies and programmes, and mobilize pooled funds so RC led UNCTs can scale inclusive, resilient and sustainable agrifood systems contributing to ending hunger.