



Food and Agriculture  
Organization of the  
United Nations



The Director-General's  
**Medium Term Plan**  
**2026-29**

and  
**Programme of Work**  
**and Budget**  
**2026-27**





C 2025/3

Forty-fourth Session of the  
Conference

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The Director-General's  
**Medium Term Plan 2026-29**

and

**Programme of  
Work and Budget 2026-27**

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Food and Agriculture Organization of the United Nations Rome,  
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## Director-General's Foreword

*In an era marked by profound economic shocks, escalating impacts due to natural and man-made disasters, increasingly strained natural resources, and growing geopolitical tensions, the challenges facing global agrifood systems are formidable and demand urgent, coherent and collective action.*

*Notwithstanding progress in certain areas, hunger and food insecurity trends are not yet moving in the right direction, with projections indicating that by 2030 over half a billion people will remain chronically undernourished, and one in five children under the age of five will be affected by stunting.*

*Against this backdrop, FAO's role as catalyst and facilitator in supporting the 2030 Agenda is essential 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.*

*The Medium Term Plan 2026-29 (MTP)/Programme of Work and Budget 2026-27 (PWB) presents a results-driven roadmap for operationalizing this strategic vision, embracing innovation both in our work and in our ways of working, and identifies high-impact opportunities for activating priority triggers for transformational change. Key to this is maximizing technical competencies and expertise in the core areas of work of the Organization and leveraging transformative partnerships to fully harness the resources, expertise, and innovative potential available. The Organization's evidence-based, programmatic approaches remain adaptable, allowing FAO to respond to emerging challenges and opportunities as they arise, with a focus on high-impact initiatives that maximize return on investment.*

*At the heart is ONE FAO – a unified approach that brings together FAO's technical expertise, convening power, and operational capabilities. In the 2026-27 biennium, the significant ongoing review of the Country Office structures to ensure a modern and efficient network that supports countries in reaching their SDG targets will further strengthen FAO's global reach. Moreover, FAO has benefited from rigorous internal and external reviews and is prioritizing its digital transformation*

*and adoption of advanced technologies to further enhance organizational transparency and accountability, allowing for real-time data sharing through platforms such as the Transparency Portal. New developments like the FAO Agriculture Museum & Network to mark FAO's 80th Anniversary will honour and preserve agricultural heritage and innovations, documenting the evolution of agrifood systems and the lessons they offer for the future of global food security.*

*FAO remains steadfast in its commitment to value-for-money and operational efficiency ensuring that resources are allocated effectively. In preparing the budgetary proposal for 2026-27, alternative modalities for delivering the programme of work were considered, thereby reducing the number of budgeted posts. Through its recruitment processes, the Organization continues to ensure that all posts are filled competitively and efficiently, maximizing technical competence and expertise in its core areas and strengthening FAO's normative work, standard-setting role, and policy influence.*

*The budgetary proposal before you ensures resources are allocated to priorities and cover anticipated cost increases, while maintaining the budgetary appropriation at the same nominal US dollar level as in 2024-25. Underlining my resolute commitment to efficiency and effectiveness, the proposed reductions safeguard core competencies, protect delivery at the country level, adjust internal priority and minimize disruption to focused workstreams.*

*FAO will continue to actively work to demonstrate clear value and results to Members, while diversifying funding sources, developing innovative financing mechanisms and pursuing excellency in all its aspects.*

*As we navigate an increasingly complex global landscape, the MTP/PWB serves as both a call to action and a roadmap for change. I look forward to working together to achieve our common goals.*

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



## Table of Content

*Director-General's Foreword*

### **MEDIUM TERM PLAN 2026-29**

Introduction.....	1
<b>A. Global challenges and opportunities .....</b>	<b>2</b>
<b>B. FAO's basic attributes and core functions.....</b>	<b>4</b>
<b>C. Programmatic framework .....</b>	<b>6</b>
<b>D. The Four Betters and 20 Programme Priority Areas .....</b>	<b>17</b>
<b>E. FAO's contribution to the Sustainable Development Goals (SDGs).....</b>	<b>28</b>
<b>F. FAO's improved ways of working .....</b>	<b>30</b>

### **PROGRAMME OF WORK AND BUDGET 2026-27**

<b>A. Main Features.....</b>	<b>34</b>
<b>B. Improved delivery.....</b>	<b>49</b>
<b>C. Financial and budgetary dimensions .....</b>	<b>57</b>

<i>Annex 1: Updated results framework 2026-29 .....</i>	<i>66</i>
<i>Annex 2: Budget Proposal by budgetary chapter .....</i>	<i>146</i>
<i>Annex 3: FAO Programme Priority Area contribution to the SDGs .....</i>	<i>148</i>
<i>Annex 4: Description of results architecture.....</i>	<i>166</i>
<i>Annex 5: Budget proposal by budgetary chapter and region .....</i>	<i>167</i>
<i>Annex 6: Budget proposal by budgetary chapter and organizational unit .....</i>	<i>168</i>
<i>Annex 7: Budget proposal by organizational unit .....</i>	<i>170</i>
<i>Annex 8: Post count by grade group and organizational unit.....</i>	<i>173</i>
<i>Annex 9: Posts by grade and organizational unit (for information purposes) .....</i>	<i>177</i>
<i>Annex 10: FAO's contribution to the SDGs (by region) .....</i>	<i>180</i>
<i>Annex 11: Organigramme .....</i>	<i>182</i>
<i>Annex 12: Areas of high transformative potential by Programme Priority Area .....</i>	<i>184</i>
<i>Annex 13: Cost increase methodology and estimates.....</i>	<i>188</i>

# MEDIUM TERM PLAN 2026-29



## Introduction

1. As called for in the Basic Texts, since 2010 all of FAO's work is guided by a Strategic Framework prepared for a period of ten to fifteen years, reviewed every four years. The reviewed FAO Strategic Framework 2022-31 charts the way forward for a 10-year period, starting from FAO's Vision and Global Goals, and responding to the 2030 Agenda and other important global developments, global and regional trends and major challenges in the areas of FAO's mandate.
2. The FAO Strategic Framework supports 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.
3. This provides the basis for the Medium Term Plan (MTP) 2026-29. The MTP 2026-29 sets out the Strategic Objectives and Outcomes for achievement by Members and the international community with support from FAO, in accordance with the FAO Strategic Framework 2022-31. The MTP covers a period of four years, reviewed each biennium, and provides the programmatic basis and results framework for preparing the two-year Programme of Work and Budget (PWB) and related accountability for reporting on delivery of results and financial resources.
4. The present Medium Term Plan 2026-29 comprises six main sections: an update to global challenges and opportunities in food and agriculture (*Section A*); FAO's basic attributes (*Section B*); the programmatic framework for results and monitoring (*Section C*); the *four betters* and 20 Programme Priority Areas (*Section D*); FAO's contribution to the Sustainable Development Goals (*Section E*); and FAO's improved ways of working (*Section F*).

## A. Global challenges and opportunities

5. The world continues to face unprecedented challenges affecting agrifood systems. Current dynamics are characterized by increasing cross-country income and wealth inequalities, weakened multilateral cooperation, and growing pressures on agrifood systems. After multiple systemic shocks, including financial crises and ongoing conflicts affecting key agricultural regions and trade routes, countries are increasingly rebalancing trade-offs between efficiency through specialization and resilience through diversification.

6. Natural disasters and resource limitations, together with other drivers, continue to affect agrifood systems globally. The increasing frequency of climate-related shocks has compounded costs, losses and damage, further narrowing fiscal space while entrenching income and wealth inequalities. Low- and middle-income countries facing commodity dependence, limited flexibility in spending choices and debt distress are particularly vulnerable to both climate shocks and international economic dynamics.

7. Labour markets face uncertainty from increasing digitalization and robotization, with potential impacts on employment patterns and income distribution. SIDS and LLDCs remain particularly exposed to import dependency, supply chain disruptions, natural disasters and extreme weather events.

8. The FAO Corporate Strategic Foresight Exercise identified 18 key drivers affecting agrifood systems, as shown in *Table 1*.

**Table 1: The 18 Drivers of agrifood systems<sup>1</sup>**

Drivers of agrifood systems
1. <b>Population dynamics and urbanization</b> , which are expected to increase and change food demand.
2. <b>Economic growth, structural transformation and macro-economic outlook</b> , which are not always delivering the expected results in terms of inclusive economic transformation of societies.
3. <b>Cross-country interdependencies</b> , which tie together agrifood systems globally.
4. <b>Big data generation, control, use and ownership</b> , which enable real-time innovative technologies and decision-making, also in agriculture.
5. <b>Geopolitical instability and increasing conflicts</b> , which include resource- and energy-based conflicts.
6. <b>Uncertainties</b> , which materialize in sudden occurrences of events in many occasions impossible to predict.
7. <b>Rural and urban poverty</b> , with a high proportion of rural people living in poverty or extreme poverty.
8. <b>Inequalities</b> , characterized by high income inequality and inequalities in job opportunities, in gender, access to assets, basic services and inequitable fiscal burden.
9. <b>Food prices</b> , which are in real terms lower than in the 70's but higher than in the 80's and 90's despite the fact that they fail to capture the full social and environmental costs of food.
10. <b>Innovation and science</b> including more innovative technologies (including biotechnologies and digitalization) and systemic approaches (inter alia agroecology, and conservation and organic agriculture).
11. <b>Public investment in agrifood systems</b> , which is often insufficient.

<sup>1</sup> Sources: Based on FAO. 2021. *FAO Strategic Framework 2022-31*. Rome, FAO, 2022. *The future of food and agriculture – Drivers and triggers for transformation*. Rome, the FAO FOFA Data Dashboard and Regional Overarching Strategic Foresight Reports, (unpublished, forthcoming) and specific quoted references.

### Drivers of agrifood systems

12. **Capital/information intensity of production**, which is increasing due to mechanization and digitalization of production, including in food and agriculture.
13. **Market concentration of food and agricultural input and output**, which represents a challenge for the resilience and equitability of agrifood systems.
14. **Consumption and nutrition patterns**, resulting from behavioural change of consumers which are increasingly being asked to make complex choices about the nutritional content and safety of what they eat and where shifting consumer demand in the direction of healthier eating patterns is key.
15. **Scarcity and degradation of natural resources**, including land, water, biodiversity, soil.
16. **Epidemics and degradation of ecosystems**, which may increase in the future due to rising trends in transboundary plant pests and diseases, agriculture encroaching in wild areas and forests, antimicrobial resistance, the increasing production and consumption of animal products.
17. **Climate change**, including weather extremes and variability of temperatures and rainfall patterns, which is already affecting agrifood systems and natural resources and is expected to accelerate hunger and poverty in rural areas.
18. **Aquatic-based economic sectors**, where the development of economic activities related to the fisheries and aquaculture sector is increasing globally, and arising trade-offs require sound policymaking integrating technical, social and economic solutions, principles of ecosystem restoration of production systems, and cross-sectoral stakeholder involvement in the context of transformative agrifood systems.

9. FAO also identified four priority ‘triggers’, considered effective starting points for transformative processes:

- a) *Institutions and governance*: Requiring stronger, more transparent and accountable institutions both within and outside agrifood systems.
- b) *Consumer awareness*: Leveraging growing environmental and health consciousness to influence producers and their production processes.
- c) *Income and wealth distribution*: Improving distribution among and across societies to reduce inequalities, including urban and rural poverty, and enhance food security.
- d) *Innovative technologies and approaches*: Promoting technological, social and policy innovations while ensuring equitable access and minimizing risks of exclusion.

10. The four triggers present specific challenges and opportunities for transformation. Key challenges include strengthening multilateral institutions to support the governance of global phenomena; translating increasing consumer demand for sustainable and healthy food into market signals; overcoming entrenched dynamics in global value chains to improve income distribution; and ensuring inclusive access to technological advances while avoiding further divides. Opportunities include developing trade policies that uphold environmental and social regulations; harnessing environmental and health consciousness; expanding post-harvest processing and value chain development in low- and middle-income countries; and combining traditional knowledge with innovations.

11. Successfully activating these triggers requires examining development patterns beyond agricultural production to ensure sustainable food security and resilient livelihoods through transformative investments, research and development, and partnerships.

## B. FAO's basic attributes and core functions

12. FAO was created as a global knowledge Organization, and plays an indispensable role in the fields of food and agriculture and agrifood systems. Its vision is *"A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner"*.

13. The magnitude of global challenges facing food and agriculture, and the approach envisaged in the 2030 Agenda clearly illustrate that these issues cannot be addressed by FAO alone. The Organization's future work thus needs to be considered in light of the key role it can play in influencing the transformation of agrifood systems,<sup>2</sup> through its basic attributes and critical means of action, leveraging on its comparative advantages.

14. Several basic attributes are intrinsic and in combination unique to FAO:

- a) It is the United Nations specialized agency in food and agriculture, with a comprehensive mandate from its Members to work globally on all aspects of food and agriculture (including fisheries, forestry and natural resources' management), food security and nutrition across the humanitarian-development continuum.
- b) Its intergovernmental status and neutrality and the authority to provide a neutral platform where nations can call on each other for dialogue and knowledge exchange.
- c) It has the authority to request any Member to submit information relating to the purpose of the Organization.
- d) Its Regular Budget is derived from assessed contributions that provide a minimum guaranteed amount of resources that can be committed for priority activities agreed upon by Members in the Governing Bodies, complemented by voluntary contributions, to leverage FAO's knowledge and enhance outreach.
- e) Its staff with a broad range of expertise across its areas of mandate working in an interdisciplinary fashion.
- f) Its country-level presence, supported by regional and global teams of experts, to respond to demands articulated by countries and regions.

15. FAO's **core functions** serve as the critical means of action employed by FAO to achieve results, representing types of interventions for which the Organization is expected to play a lead, but not necessarily exclusive role and that FAO leverages in a purposeful, prioritized and sequenced way to promote transformational change in agrifood systems.

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<sup>2</sup> FAO defines agrifood systems as all the interconnected activities and actors involved in getting food from field to fork. This broad definition encompasses everything from agricultural production and processing to distribution, consumption, and waste management. It also highlights the critical role of economic, social, and environmental factors in shaping how food reaches our plates.

**Core functions**

- 1) *Assemble, analyse, monitor and improve access to data and information.*
- 2) *Facilitate and support countries and other partners in the development and implementation of normative and standard setting instruments.*
- 3) *Facilitate, promote and support agrifood systems policy dialogue at global, regional and country levels.*
- 4) *Support institutions at all levels, including through capacity development, to prepare, implement, monitor and evaluate evidence-based policies and programmes in the areas of FAO's mandate, and leverage investments.*
- 5) *Facilitate partnerships and coalitions for more efficient, inclusive, resilient and sustainable agrifood systems.*
- 6) *Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices.*
- 7) *Advocate and communicate at national, regional and global levels.*

## C. Programmatic framework

16. As called for in the Basic Texts,<sup>3</sup> since 2010, all of the Organization's work is guided by a Strategic Framework that sets out FAO's agenda for a period of ten to fifteen years and is reviewed every four years. The Strategic Framework is defined by FAO's Vision and the three Global Goals of Members, which articulate the ultimate objectives that countries aim to achieve in areas of FAO's mandate.

**FAO's Vision:** A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

The three **Global Goals of Members:**

1. Eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life
2. Elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods
3. Sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations

17. The 2030 Agenda for Sustainable Development and its Goals (SDGs) call for transformative shifts, integrated approaches and solutions to structural barriers to sustainable development, recognizing the fundamental role played by sustainable agriculture in the connection between people, planet and prosperity.

18. Explicit in SDG 2 (Zero hunger), but implicit throughout the SDGs, the concept of food security – safe and nutritious food for all – underpins the 2030 Agenda. It is inseparable from the urgency to eradicate extreme deprivation, tackle climate challenges, build community resilience and responsibly manage natural resources and rich biodiversity. In short, achieving the 2030 Agenda calls for fundamental transformation of our agrifood systems. Accordingly, FAO's results framework is firmly anchored in the 2030 Agenda and prioritizes SDG targets and indicators.

### ***The FAO strategic narrative and guiding SDGs***

19. The strategic narrative guiding the FAO Strategic Framework 2022-31 is "Supporting the 2030 Agenda through the transformation to MORE efficient, inclusive, resilient and sustainable agrifood systems for *better production, better nutrition, a better environment, and a better life*, leaving no one behind." It provides focus on the 2030 Agenda and describes the Organization's overall contribution to the FAO Vision and three Global Goals.

20. The strategic narrative captures the Organization's support to the 2030 Agenda through an agrifood systems approach, considering social, economic and environmental development dimensions simultaneously, addressing the relevant trade-offs and optimizing synergies in achieving the SDGs; thereby providing a holistic strategy for improving food security, nutrition and livelihoods, enhancing production while mitigating and adapting to natural disasters and climate-related impacts and resource limitations, and maintaining and restoring biodiversity and ecosystems.

<sup>3</sup> FAO Basic Texts, Volume II, Section F. Implementation of the IPA regarding the reform of the programming, budgeting and results-based monitoring system, Resolution No. 10/2009 of the Thirty-sixth Session of the Conference - Implementation of the Immediate Plan of Action regarding the Reform of the Programming, Budgeting and Results-based Monitoring System (IPA Actions 3.1 to 3.11)

21. FAO's contributions are guided by the lens of SDG 1 (No poverty), SDG 2 (Zero hunger), and SDG 10 (Reduced inequalities), to help steer the Organization in assessing and balancing trade-offs, while acknowledging the interconnectivity of the SDGs and the importance of all SDGs in achieving FAO's overall vision.

### **The FAO results architecture**

22. The FAO results architecture comprises a set of elements to establish a clear causal results hierarchy, complemented by elements to focus, accelerate and enable the Organization's work. The basic elements of the results architecture are presented in *Figure 1* and described further below.

**Figure 1: Main elements of the FAO results architecture**

#### **The Four Betters and 20 Programme Priority Areas (PPAs)**



**1. 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

**PPAs:** Innovation for sustainable agriculture production; Blue transformation; One Health; Small-scale producers' equitable access to resources; Digital agriculture



**2. Better Nutrition:** End hunger, achieve food security and improved nutrition in all its forms (including promoting nutritious food and increasing access to healthy diets)

**PPAs:** Healthy diets for all; Nutrition for the most vulnerable; Safe food for everyone; Reducing food loss and waste; Transparent markets and trade



**3. Better Environment:** Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agrifood systems

**PPAs:** Climate change mitigating and adapted agrifood systems; Bioeconomy for sustainable food and agriculture; Biodiversity and ecosystem services for food and agriculture; Achieving sustainable urban food systems



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

**PPAs:** Gender equality and rural women's empowerment; Inclusive rural transformation; Agriculture and food emergencies; Resilient agrifood systems; Hand-in-Hand Initiative; Scaling up investment

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



**Accelerators:** Technology, Innovation, Data, Governance/human capital/institutions (Complements)

**Cross-cutting Themes:** Gender, Youth, Inclusion

**Functional Objectives:** Outreach, Information and Communications Technology, FAO governance, oversight and direction, Efficient and effective administration

**Special chapters:** Capital Expenditure, Security Expenditure

23. The *elements to establish a clear causal results chain* are:
- a) The **four betters**, which describe the long-term development impacts, derived from SDGs to be achieved by Members and the international community with support from FAO. They represent an organizing principle for how FAO intends to contribute directly to the achievement of the 2030 Agenda, reflecting the interconnected economic, social and environmental dimensions of agrifood systems and, as such, encourage a strategic and systems-oriented approach.
  - b) The twenty **Programme Priority Areas (PPAs)**, which represent multidisciplinary themes that articulate FAO's value addition in supporting medium-term Outcomes and associated SDG targets, embedding the three pillars of sustainability (social, economic and environmental). They describe how FAO will bring together the breadth and depth of its knowledge and technical expertise to contribute to addressing critical gaps and put in place the conditions needed to drive the changes in the enabling policy, legislative and/or institutional environment that will ultimately contribute to the achievement of the selected SDG targets. The PPAs respond directly to the challenges and opportunities evidenced in the Corporate Strategic Foresight Exercise, and guidance from FAO Regional Conferences and Technical Committees, as well as other consultation processes. While they have a strong anchor in a specific better, the PPAs contribute across the *four betters*.
  - c) **Outputs**, which are defined at the relevant level (global, regional, country), capture the tangible delivery of FAO's interventions, making a direct contribution to the PPA outcomes and associated SDG targets. At country level, outputs are agreed with counterparts through the (joint UN) national programming processes. These contributions capture the improved products, services and capacities available to Members and stakeholders and are funded through a combination of Regular Programme and extrabudgetary resources.
24. Additional *elements to focus, accelerate and enable FAO's work* include:
- a) **Four accelerators**, inclusive and gender-sensitive, as a means to accelerate progress and maximize efforts in meeting the challenge of the SDGs, and to realize the *four betters*. The accelerators facilitate the management of trade-offs.
  - b) **Cross-cutting themes** as critical areas identified to be taken into account across all of FAO's programmatic work in order to ensure the achievement of the UN programming principle of leaving no one behind, in accordance with the FAO strategic narrative.
  - c) The **Objective** on technical quality, statistics, cross-cutting themes and accelerators to support their mainstreaming across FAO's work.
  - d) The **Functional Objectives** and **Special chapters** ensure a robust, supportive enabling environment and efficient, effective business processes to support all of FAO's work.
25. *Figure 2* provides an overview of FAO's strategic results framework including the Programme Priority Areas, the cross-cutting themes and the accelerators and contributions to SDGs. *Annex 4* provides a further description of the elements of the Strategic Framework and MTP results architecture.
26. *Figure 3* illustrates the relationship between key elements of the FAO Strategic Framework, including: the three Global Goals of Members, the strategic narrative and guiding SDGs, as well as the *four betters* and the 20 Programme Priority Areas which establish a clear causal results chain, complemented by the additional elements of the four accelerators, the cross-cutting themes, FAO's core functions, and the Functional Objectives.



**Figure 2: FAO strategic results framework**

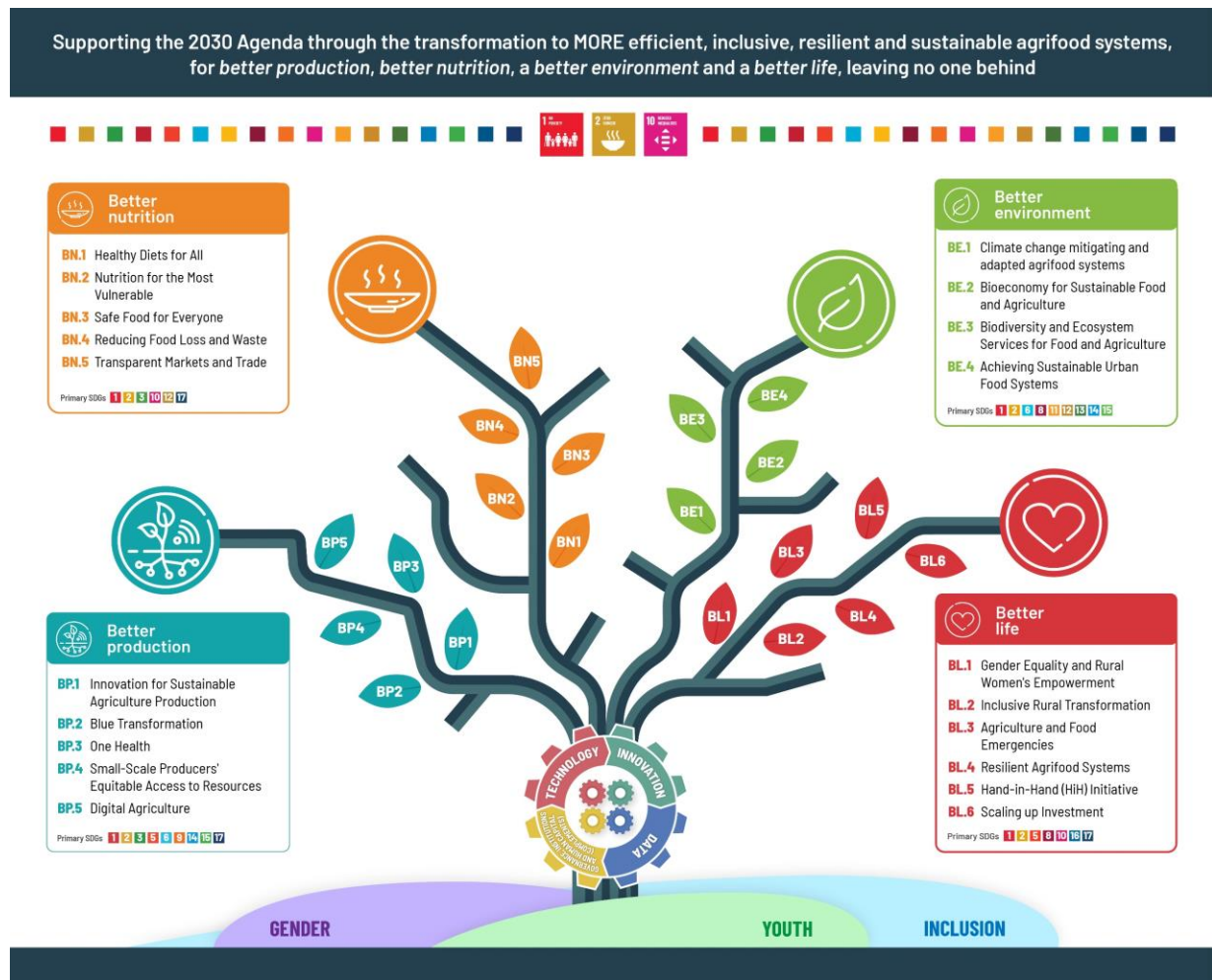
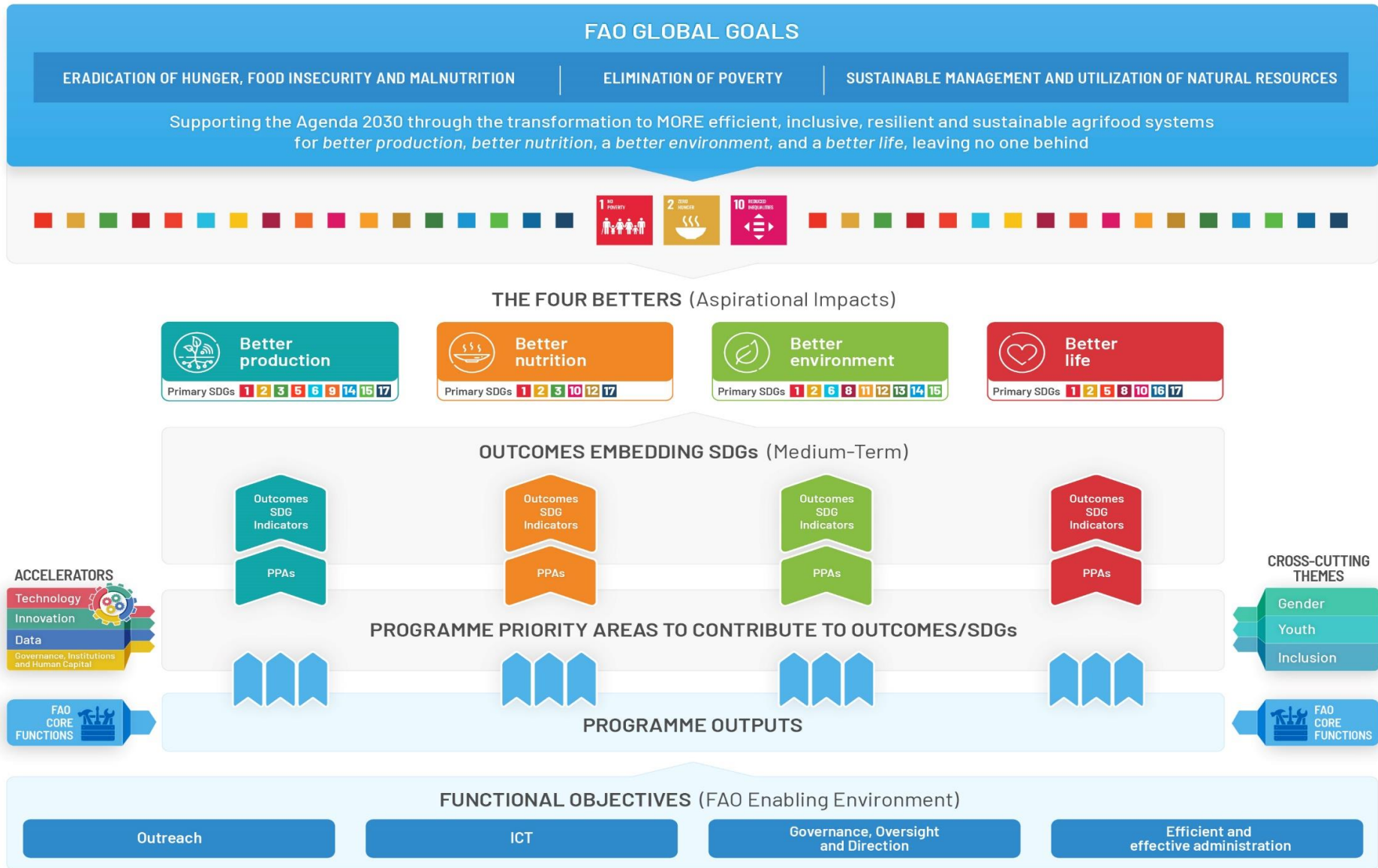


Figure 3: Depiction of relationships of FAO's results architecture elements



### Link to country level planning

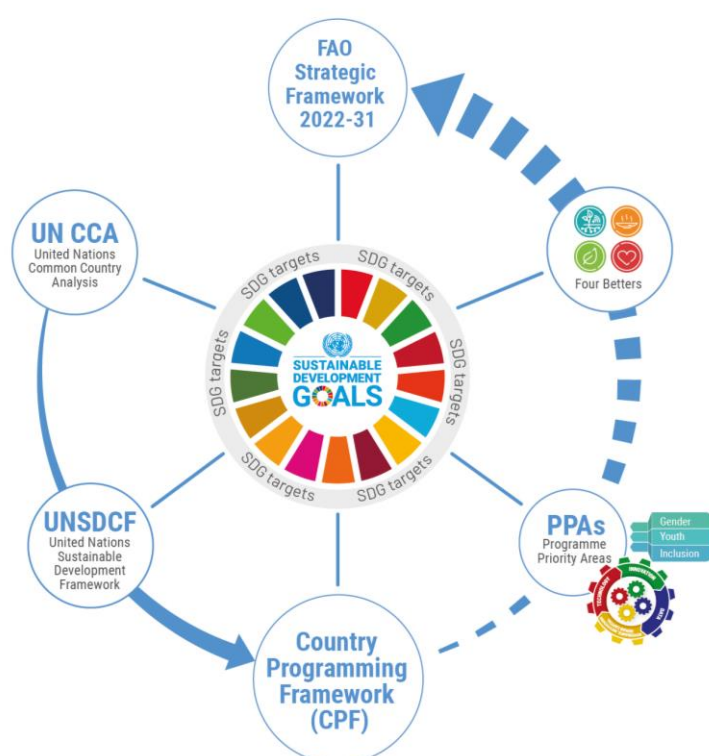
27. The FAO Strategic Framework serves as a unifying strategic vision, aligning the Organization's work and its technical capacities to effectively support national priorities in advancing SDG achievement within a systems approach. FAO draws on the *four betters* and their 20 Programme Priority Areas (PPAs) to respond to the unique challenges of the diverse contexts in which the Organization operates.

28. This allows FAO to effectively ground the Strategic Framework in full alignment with the UN Development System (UNDS) repositioning, with the common language of the SDGs fostering the collective efforts of a wide range of stakeholders. By articulating FAO's comparative advantage and technical capacities, knowledge and normative products, the PPAs assist Country Offices to strategically position the Organization in country dialogues, and frame collaborative and coherent responses to national priorities and needs.

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

30. The FAO Country Programming Framework (CPF) is duly derived from the UNSDCF, and thus ensures that FAO supports collective UNDS efforts to promote country ownership and to address complex, interconnected SDG goals. At the same time, FAO's country programming process, as reflected in the CPF design, also contributes to shaping the formulation of the UNSDCF, by ensuring that agrifood system transformation challenges and related SDGs are well integrated and prioritized in the UN common planning processes.

**Figure 4: Country results planned in the UNSDCFs/CPFs**



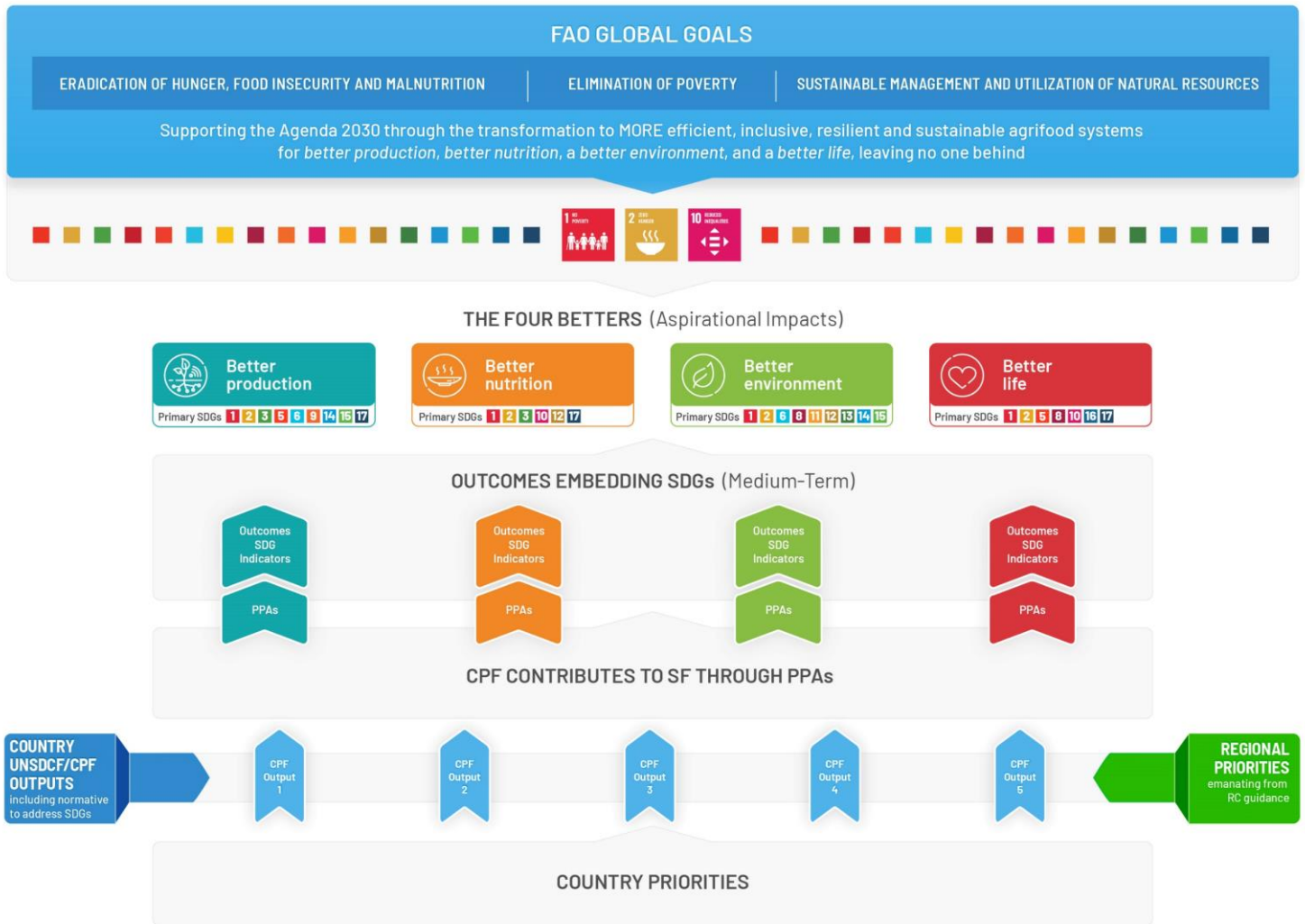
31. The SDGs serve as the pivotal link between the FAO Programme Priority Areas and the country results planned in the UNSDCFs/CPFs, as shown in *Figure 4* and further detailed in *Annex 3* and *Figure 5*.

32. This approach also enables and empowers country teams to identify and make the most of the transformative entry points of the UNDS six key "transitions"<sup>4</sup> to respond to national ambitions and priorities. The six transitions not only represent pathways with high potential to drive catalytic and multiplier effects across the 2030 Agenda, but also promote cohesive UN collective and single-entity programming while fostering the policy and financing partnerships necessary to transition towards a more sustainable and inclusive future.

<sup>4</sup> The six transitions are: (1) food systems; (2) energy access and affordability; (3) digital connectivity; (4) education; (5) jobs and social protection; and (6) climate change, biodiversity loss and pollution.

33. Through the “One FAO” mechanism which mobilizes technical expertise across the Organization to boost analytical support to the UN CCA and UNSDCF processes, FAO is working to further consolidate its singular value proposition and key leadership role in agrifood systems transformation at country level. Putting the full breadth and depth of FAO’s technical knowledge and expertise across agrifood systems domains at the service of UN country teams allows for the development of coherent, systems-based solutions tailored to each unique country context and the identification of transformative entry points for both individual agency and collective action.

**Figure 5: Link between Programme Priority Areas and country results in the CPFs**



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

34. FAO's monitoring system stresses the importance of organizational learning and includes a set of robust quantitative and qualitative measures to steer and improve performance. Monitoring and reporting serves two main purposes:

- First, to ensure accountability to Members in reporting results achieved through the use of the funds entrusted to the Organization, taking into consideration the different accountabilities for the different levels of results. This provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global levels.
- Second, to strengthen a culture of managing for results by informing on progress, alerting of need for in-course correction and promoting organizational learning from monitoring and evaluation. The expected benefits are enhanced organizational learning and improved delivery of results in support of the 2030 Agenda.

35. Anchoring the FAO Strategic Framework 2022-31 and FAO's overall theory of change around the 2030 Agenda for Sustainable Development enhances the quality and meaningfulness of results monitoring and reporting, in addition to ensuring FAO's efforts are closely integrated in, and linked to, the global development agenda. It allows FAO to use a common language and to articulate its mandated targets and achievements in terms of contribution to the SDGs at all Organizational levels and in its interaction with partners and other stakeholders.

36. As further detailed in the FAO results framework presented in *Annex 1*, PPA formulations include SDG indicators for measuring impact and outcome-level changes, while the Organization's performance in delivering outputs is measured through bespoke indicators harmonized across the PPAs, with baselines and milestones. In addition, *Annex 1* specifies the Key Performance Indicators, baselines and targets to assess FAO's work in support of Objective 5, Functional Objectives, and Special Chapters.

37. As requested by FAO Council, the MTP 2026-29 and PWB 2026-27 introduce measures to reinforce accountability and better quantify FAO's contribution to the achievement of outcomes. This document introduces, for the first time, baselines and milestones for the 20 Programme Priority Area output indicators. These complement the key performance indicators (KPIs) with their indicators, baselines and targets for other areas of work of the Organization.

38. The accountability of FAO, Members and development partners at each level of results, and means of measuring progress, are set out in *Table 2*.



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

Result level	Accountability and measurement
<b>Impact</b>	<ul style="list-style-type: none"> <li>• High-level development impacts that represent FAO's aspirations and are captured by the <i>four betters</i>, to which the Organization contributes through the results it has committed to achieve, providing a clear line of sight to FAO's own programme of work.</li> <li>• FAO contributes to, but does not have control over these results which are long-term in nature: <i>no attribution of any one entity</i>, it is a collective accountability of a multitude of development actors.</li> <li>• SDG targets and indicators track global trends at this level and are monitored by FAO using international data sources.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Changes in the country, regional- or global enabling environment, such as legal and policy frameworks or institutional capacities and behaviour, needed to address the gap identified within the PPA and achieve the <i>four betters</i>. Defined within the Programme Priority Areas.</li> <li>• FAO influences and contributes to these changes but does not fully control the results: <i>shared attribution and accountability</i>. Achievement is the responsibility of FAO and partners, including Members and other development actors.</li> <li>• SDG indicators track these changes and may be complemented by additional indicators, as necessary, using international data sources to fill measurement gaps in specific areas of work.</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• FAO's direct contribution to the PPA Outcomes and associated SDG targets representing the tangible delivery of FAO's interventions at national, regional and global level, funded through Regular Budget and extrabudgetary resources. At country level, these contributions are agreed with counterparts through the national programming processes.</li> <li>• FAO produces, controls and is fully accountable for delivery: full attribution and accountability.</li> <li>• Bespoke indicators harmonized across the PPAs provide both quantitative and qualitative information on output delivery to assess the coverage and quality of FAO's outputs, as well as identify areas of improvement.</li> </ul>
<b>Organizational effectiveness</b>	<ul style="list-style-type: none"> <li>• Elements to focus, accelerate and ensure the delivery, quality and integrity of FAO's technical and normative work and the data and statistics, and in mainstreaming cross-cutting themes and accelerators; and in ensuring a robust, supportive enabling internal environment with efficient and effective business processes.</li> <li>• FAO produces, controls and is fully accountable for the processes, procedures, methods and tools put in place to improve its ways of working.</li> <li>• Key Performance Indicators track progress in creating an Organization that is fit-for-purpose and fit-for-future.</li> </ul>

***Strengthening results-based management in FAO***

39. To promote a culture of managing for results, the Organization relies on: (i) a monitoring and evaluation system that stresses the importance of organizational learning and includes a set of robust quantitative and qualitative measures to steer and improve performance; (ii) an improved accountability framework that empowers and holds accountable all staff for delivering results, strengthening the enabling environment and managing resources, while also encouraging thoughtful risk management and in-course correction; and (iii) initiatives toward needs assessment, awareness raising and capacity development. Together these activities and systems support and enable managers and staff in embracing and practicing managing for results.



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

### The four betters



40. Twenty Programme Priority Areas (PPAs) guide the programmes that FAO will implement under the *four betters* in order to fill critical gaps and put in place the conditions needed to drive the changes that will ultimately contribute to the achievement of the selected SDG targets. The PPAs respond directly to the issues and challenges emanating from the Corporate Strategic Foresight Exercise, the Regional Conferences, the Technical Committees, and other formal and informal consultation processes. They represent FAO's comparative advantage as a UN specialized agency in contributing to the 2030 Agenda, bringing together FAO's breadth and depth of technical expertise and knowledge.

41. *Table 3* outlines the 20 Programme Priority Areas of the Medium Term Plan 2026-29, their outcome statements, SDG targets in focus and key thematic components. *Annex 1* provides a more detailed presentation of the PPAs and their results frameworks, including the main gaps being addressed, how these relate to SDG targets and indicators, how FAO will leverage the accelerators to fast-track progress, principal thematic components, including normative aspects and those relating to FAO's core functions, output indicators and key risks and trade-offs.

42. In line with the dynamic nature of the Medium Term Plan, FAO conducted a comprehensive process to update its results framework formulations and areas of programmatic emphasis, to identify opportunities for scaling up work and increasing impact, leveraging FAO's comparative advantages and taking into account strategic foresight insights on future trends and challenges.

43. This document includes a number of updates in *Annex 1* which reflect: (i) those described in the Council document *Reviewed Strategic Framework 2022-31 and outline of Medium Term Plan 2026-29*;<sup>5</sup> (ii) feedback received from FAO Regional Conferences and Technical Committees ;


<sup>5</sup> CL 176/3

(iii) the evolution of global trends, challenges and developments in the global agenda, and the outcomes of major processes, such as the 2024 Climate Change Conference (COP 29) and the COP on Biological Diversity (COP 16); (iv) recommendations of recent evaluations, in particular the Evaluation of FAO's One Health Approach (PPA BP3) and the Evaluation of FAO's Work on Food Loss and Waste Reduction (PPA BN4); (v) bottom-up country planning and FAO's ongoing engagement in the evolving UN joint programming processes; and (vi) the most recently developed normative and standard-setting work.


44. FAO strengthened its performance management framework and the Organization's overall accountability under the *four betters* by introducing baselines and milestones for the PPA output indicators. The PPA results frameworks for 2026-29 presented in *Annex 1* demonstrate how FAO has positioned itself through the *four betters* and the 20 PPAs, while *Annex 3* details FAO's contributions to each of the SDGs and their targets across the *four betters* and PPAs.

45. In parallel with the strategic thinking process to adjust programmatic priorities under the *four betters* and 20 PPAs, FAO identified priorities for increased emphasis to strengthen key services and better enable headquarters technical units, regions and Country Offices to deliver more effectively, including mainstreaming of the accelerators and cross cutting themes. A number of Key Performance Indicators (KPIs) for assessing FAO's work in support of Objective 5, Functional Objectives and Special Chapters were also updated or further refined, including: (i) incorporating information on actual performance in the last biennium against the KPIs, following Council guidance; (ii) conducting technical and editorial amendments to KPIs to clarify, refine and harmonize monitoring and reporting; and (iii) introducing new KPIs to better quantify outcomes of the Ethics Office and Ombudsman Office, the timeliness of implementation of critical audit recommendations, and to provide a more comprehensive assessment of the management of financial resources.

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

Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
 <b>BETTER PRODUCTION</b>	<i>Ensure sustainable consumption and production patterns, through efficient and inclusive food and agriculture supply chains at local, regional and global level, ensuring resilient and sustainable agrifood systems in a changing climate and environment</i>	
<b>BP1: Innovation for Sustainable Agriculture Production</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Innovation for more sustainable, productive and inclusive agricultural production systems, including agricultural practices and inputs.</li> <li>· Sustainable transformation support through integration, demonstration, validation, dissemination and up-scaling of innovations, focusing on pro-poor value chain actor support.</li> <li>· Sustainable policies for an enabling environment: policy formulation and enabling environments for implementation of sustainable agriculture innovation.</li> <li>· Enhance crop production and protection systems (e.g. tropical, drylands and urban/peri-urban agriculture) with high quality, productivity, efficiency and diversity through sustainable innovation and technologies.</li> <li>· Improve resource use efficiency in livestock (including insect) production and health through sustainable agricultural innovations.</li> </ul>	2.3, 2.4 6.4 9.5, 15.2


Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
	<ul style="list-style-type: none"> <li>· Optimize the sustainable use of forests for agricultural productivity and income generation.</li> <li>· Efficient and sustainable use of land, soil and water resources for climate-resilient and inclusive agrifood systems.</li> </ul>	
<b>BP2: Blue Transformation</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Support a growing contribution of sustainable aquaculture to global food security and poverty eradication.</li> <li>· 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.</li> <li>· 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.</li> </ul>	2.1, 2.2 14.2, 14.4, 14.6, 14.7, 14.b, 14.c
<b>BP3: One Health</b>	<p>National, regional and global animal, aquaculture, plant, forest and ecosystem health enhanced through improved systems-based One Health approaches and capacities for pest and disease prevention, early warning, and management of national and global health threats, including chemicals, pesticides, invasive alien species, AMR, and other threats to biodiversity.</p> <ul style="list-style-type: none"> <li>· 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.</li> <li>· Enhance capacity for prevention, preparedness and response to future pandemic threats and other health challenges to agrifood systems.</li> <li>· Strengthen AMR management.</li> <li>· Enhance country-level One Health implementation, capacities and policies to support global health and food security.</li> <li>· Mainstream environmental considerations – including biodiversity, pollution control, agrochemical management, soil and water health, wildlife management and ecosystem health – into the One Health approach.</li> </ul>	1.5 3.d 15.8
<b>BP4: Small-Scale Producers' Equitable Access to Resources</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Promote secure tenure rights and facilitate equitable access to natural resources, with emphasis on land, water bodies, genetic resources, fish, forests and grazing lands.</li> <li>· Promote equitable access to and sustainable management of productive resources, including ownership and governance over resources, services and infrastructure for production and commercialization.</li> </ul>	1.3, 1.4 2.3, 6.b 9.3, 14.b

Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
	<ul style="list-style-type: none"> <li>· 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.</li> <li>· 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.</li> <li>· 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.</li> <li>· 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.</li> <li>· Respect and promote Indigenous Peoples' agrifood systems.</li> <li>· 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.</li> </ul>	
<b>BP5: Digital Agriculture</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Increase the access, amount, timeliness and quality of digital solutions (data, information, knowledge and technology) available to the poor.</li> <li>· Promote digital learning, which itself enhances technology adoption among farmers.</li> <li>· Increase the transformative and innovative use of digital technologies to facilitate access to financial services and increase resilience.</li> <li>· Develop a comprehensive taxonomy and a shared framework for innovation in digital agriculture, utilizing data and technology to create a digital agriculture platform.</li> <li>· Increase investments in early-stage digital agriculture projects and innovations.</li> <li>· Invest in building and supporting local digital innovation ecosystems.</li> </ul>	1.4, 5.b 9.c, 17.8
 <b>BETTER NUTRITION</b>		
<i>End hunger, achieve food security and improved nutrition in all its forms including promoting nutritious food and increasing access to healthy diets</i>		
<b>BN1: Healthy Diets for All</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· 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.</li> <li>· Influence consumer desire for healthy diets.</li> <li>· Engage food system actors, in particular the private sector, to produce, process, label and market nutritious foods sustainably.</li> </ul>	1.3 2.1 2.2, 3.4 12.8

Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
	<ul style="list-style-type: none"> <li>· Shape the policies, strategies and legislations, and support institutional coordination and programmes to mainstream nutrition and healthy diets across sector policies.</li> <li>· Support the education, information, capacities and awareness-raising of stakeholders and consumers.</li> </ul>	
<b>BN2: Nutrition for the Most Vulnerable</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· 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.</li> <li>· 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.</li> <li>· 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).</li> <li>· 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.</li> </ul>	1.3 2.1, 2.2 3.1, 3.2
<b>BN3: Safe Food for Everyone</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· 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.</li> <li>· 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.</li> <li>· 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.</li> <li>· 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 value-chain operators for future food-safety challenges through continuous education and innovation.</li> </ul>	2.1, 2.2 3.2


Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
<b>BN4: Reducing Food Loss and Waste</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· 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.</li> <li>· 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.</li> <li>· 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.</li> <li>· 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.</li> <li>· 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.</li> <li>· Global coordination and partnerships: Foster collaboration and information sharing globally, support coalitions such as the UN Forum on Sustainability Standards (UNFSS) Food is Never Waste Coalition, strengthen networks and facilitate partnerships.</li> </ul>	2.1, 2.2 12.3
<b>BN5: Transparent Markets and Trade</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Provide up-to-date and neutral information and analyses – as global public goods – to enhance food market transparency and inform policy responses to crises.</li> <li>· Establish market intelligence and early warning systems at country and regional levels to collect and analyse market and trade data.</li> <li>· Assist countries in developing human capital and institutional capacities for formulating, negotiating and implementing multilateral and regional trade agreements.</li> <li>· Support innovative policy and technical approaches, and novel business models promoting and facilitating the integration of small-scale actors into markets and value chains.</li> </ul>	2.b, 2.c 10.a 17.11



Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
	<ul style="list-style-type: none"> <li>· 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.</li> <li>· 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.</li> </ul>	
 <b>BETTER ENVIRONMENT</b>	<i>Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agrifood systems</i>	
<b>BE1: Climate Change Mitigating and Adapted Agrifood Systems</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Enhance policy support for the consideration and implementation of agrifood solutions for climate action.</li> <li>· Enhance evidence and science-based analysis and assessments in support of climate policies and practices.</li> <li>· Facilitate access to climate finance targeting agrifood systems.</li> <li>· Strengthen the coordination and delivery of FAO's work on climate change action and finance.</li> </ul>	2.4, 6.4 13.2, 13.a, 13.b, 14.3
<b>BE2: Bioeconomy for Sustainable Food and Agriculture</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Enhance access to data, information and knowledge to help address the size, trade-offs and potential of bioeconomy for sustainable agrifood systems.</li> <li>· 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.</li> <li>· Enhance policy coherence and integrate bioeconomy in national development agendas.</li> <li>· Deploy bioeconomy innovations on the ground through innovative financial mechanisms 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.</li> </ul>	8.4, 12.2, 12.4, 12.5
<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Maintain and restore biodiversity for food and agriculture.</li> <li>· Ensure the sustainable use and conservation of natural resources for food and livelihoods.</li> <li>· Transform agrifood systems to prevent further loss of biodiversity and degradation of ecosystems.</li> </ul>	2.5, 6.6 14.4 15.1, 15.3, 15.4, 15.5, 15.6

Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
	<ul style="list-style-type: none"> <li>· Restore degraded marine and terrestrial ecosystems to increase food and agricultural productivity and enhance rural livelihoods.</li> <li>· Support countries' efforts to mobilize finance to mainstream biodiversity and ecosystem restoration in national planning and implementation, aligned with the Global Biodiversity Framework and the principles of the United Nations Decade on Ecosystem Restoration.</li> <li>· Develop guidance and enhance advocacy and action on biodiversity mainstreaming and ecosystem restoration, including engagement of small-scale producers, Indigenous Peoples and local communities.</li> </ul>	
<b>BE4: Achieving Sustainable Urban Food Systems</b>	<p>More efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, food insecurity and malnutrition, unhealthy diets and climate change 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.</p> <ul style="list-style-type: none"> <li>· Support better understanding of the drivers and structure of urban agrifood systems including inequality in access to food; food environment and food supply chain; rural–urban linkages and territorial dimensions; and risks and vulnerabilities to shocks and stresses.</li> <li>· 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.</li> <li>· Facilitate the establishment of food and nutrition governance and coordination mechanisms (such as Food Policy Councils).</li> <li>· 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.</li> <li>· Support the development of infrastructure for South–South and triangular cooperation and learning between local governments and between local and national governments.</li> </ul>	1.1 2.1, 11.a 12.1



Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
 <p><b>BETTER LIFE</b></p> <p><i>Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women)</i></p>		
<p><b>BL1: Gender equality and rural women's empowerment</b></p>	<p>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.</p> <ul style="list-style-type: none"> <li>· Strengthen women's voice and decision-making power.</li> <li>· Ensure equal rights over natural and productive resources.</li> <li>· Facilitate rural women's access to market services and employment.</li> <li>· Promote policies, approaches and technologies to reduce and address women's work burden and unpaid care and domestic work.</li> <li>· Promote the uptake and scale-up of gender-transformative approaches in agrifood systems.</li> </ul>	<p>2.3, 5.4 5.a, 5.c</p>
<p><b>BL2: Inclusive rural transformation</b></p>	<p>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.</p> <ul style="list-style-type: none"> <li>· Strengthen countries' capacities to design and implement rural and territorial development policies and programmes.</li> <li>· 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.</li> <li>· Support the recognition of rural people's bundle of rights.</li> <li>· Increase access of rural people, particularly women and youth, to natural resources, tenure rights and socioeconomic assets and services.</li> <li>· Facilitate income diversification and decent work.</li> <li>· Promote more inclusive and sustainable agrifood value chains and investments.</li> <li>· Strengthen and expand awareness of and access to social protection.</li> </ul>	<p>1.1 8.3, 8.5, 10.1, 10.2, 10.7</p>
<p><b>BL3: Agriculture and food emergencies</b></p>	<p>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.</p> <ul style="list-style-type: none"> <li>· Enhance integrated multihazards monitoring, forecasting and early warning systems.</li> <li>· Develop preparedness plans, measures and tools to better manage the impact of context-relevant shocks and stresses.</li> <li>· Inclusive and equitable anticipatory action built on forecasting information to mitigate the imminent impacts of context-relevant shocks and stresses.</li> <li>· 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.</li> </ul>	<p>1.5, 2.1, 2.2, 2.3, 16.1</p>

Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
	<ul style="list-style-type: none"> <li>· Conflict-sensitive approaches contributing to sustained peace and conflict prevention at local level in humanitarian contexts.</li> <li>· 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.</li> </ul>	
<b>BL4: Resilient agrifood systems</b>	<p>Resilience of agrifood systems and livelihoods of the most vulnerable to socioeconomic and environmental shocks and stresses strengthened through improved multirisk management capacities at the micro-, meso- and macroeconomic levels.</p> <ul style="list-style-type: none"> <li>· 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.</li> <li>· Assess, design and promote risk and vulnerability reduction measures that contribute to enhanced resilience within and across sectors throughout agrifood systems.</li> <li>· Enhance the development and operationalization of multirisk governance frameworks, policies, strategies plans, budgets and coordination mechanisms</li> </ul>	1.3, 1.5 2.4
<b>BL5: Hand-in-Hand (HIH) Initiative</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Development of country typologies, including stochastic profitability frontier analysis and technical governance analysis.</li> <li>· Donor/partner mapping to accelerate learning, improve transparency and ensure complementarity.</li> <li>· HIH Member Nation-led Executive Round Tables to improve inclusive decision-making based on the HIH suite of tools and approaches.</li> <li>· 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.</li> <li>· A HIH Programme Investment Plan Note developed by Member Governments with HIH support to guide multipartner collaboration, risk sharing and engagements.</li> <li>· A robust HIH programme dashboard regularly updated to facilitate partner coordination and communication.</li> <li>· Mobilization of “whole of FAO” as a method for improving programme development and integration.</li> <li>· Promoting the use of HIH for supporting Member Government prioritization of overall national investments (public and private).</li> </ul>	1.1 1.2, 2.1, 2.2, 2.a 10.1, 10.2

Programme Priority Area	Outcome Statement and Key Thematic Components	SDG Targets
<b>BL6: Scaling up investment</b>	<p>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.</p> <ul style="list-style-type: none"> <li>· Support strategic investment planning and policy through analytical work, policy and sector studies, and contributions to agricultural strategies and policy dialogue.</li> <li>· Support public investment through technical assistance for the design and implementation of investment projects.</li> <li>· Support private investment through sector reviews, investment opportunity studies, investment sourcing, portfolio development, public–private policy dialogue, and promotion of an enabling environment.</li> <li>· Support innovative finance through advisory services and the provision of innovative solutions.</li> <li>· Support innovation and knowledge for investment through evidence-based findings, studies, analysis, guidelines and recommendations.</li> <li>· Support capacity for better agrifood investment decision making through learning and mentoring activities, educational resources and tools.</li> </ul>	<p>1.b 2.a, 8.10 10.1, 10.2, 10.b,17.3 17.5</p>

## E. FAO's contribution to the Sustainable Development Goals (SDGs)

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

47. The SDGs are central in FAO's overall theory of change, where key SDGs and their indicators are used to promote focus, track progress and express aspirations at the level of outcome and impact.

48. FAO is uniquely placed to directly contribute to the achievement of a number of SDGs through delivery of Programme Priority Areas (PPAs)

organized under FAO's *four betters*—*better production, better nutrition, a better environment and a better life*.

49. The 20 Programme Priority Areas of the results framework make contributions across all 17 Sustainable Development Goals, with those SDG targets in primary focus under the PPA results frameworks encompassing a total of 66 distinct targets and 85 associated indicators. All 26 indicators under 21 targets for which the Organization has custodianship or contributing agency responsibility for measurement are included. The breakdown of the contributions in primary focus by *better* is shown in *Table 4*.

50. These contributions reflect targeted refinements made for this Medium Term Plan 2026-29 as described in *Section D*, in particular to improve resource efficiency in consumption and production to decouple economic growth from environmental degradation; to strengthen social protection systems; and to strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services and mobilize additional financial resources for developing countries.

### SUSTAINABLE DEVELOPMENT GOALS



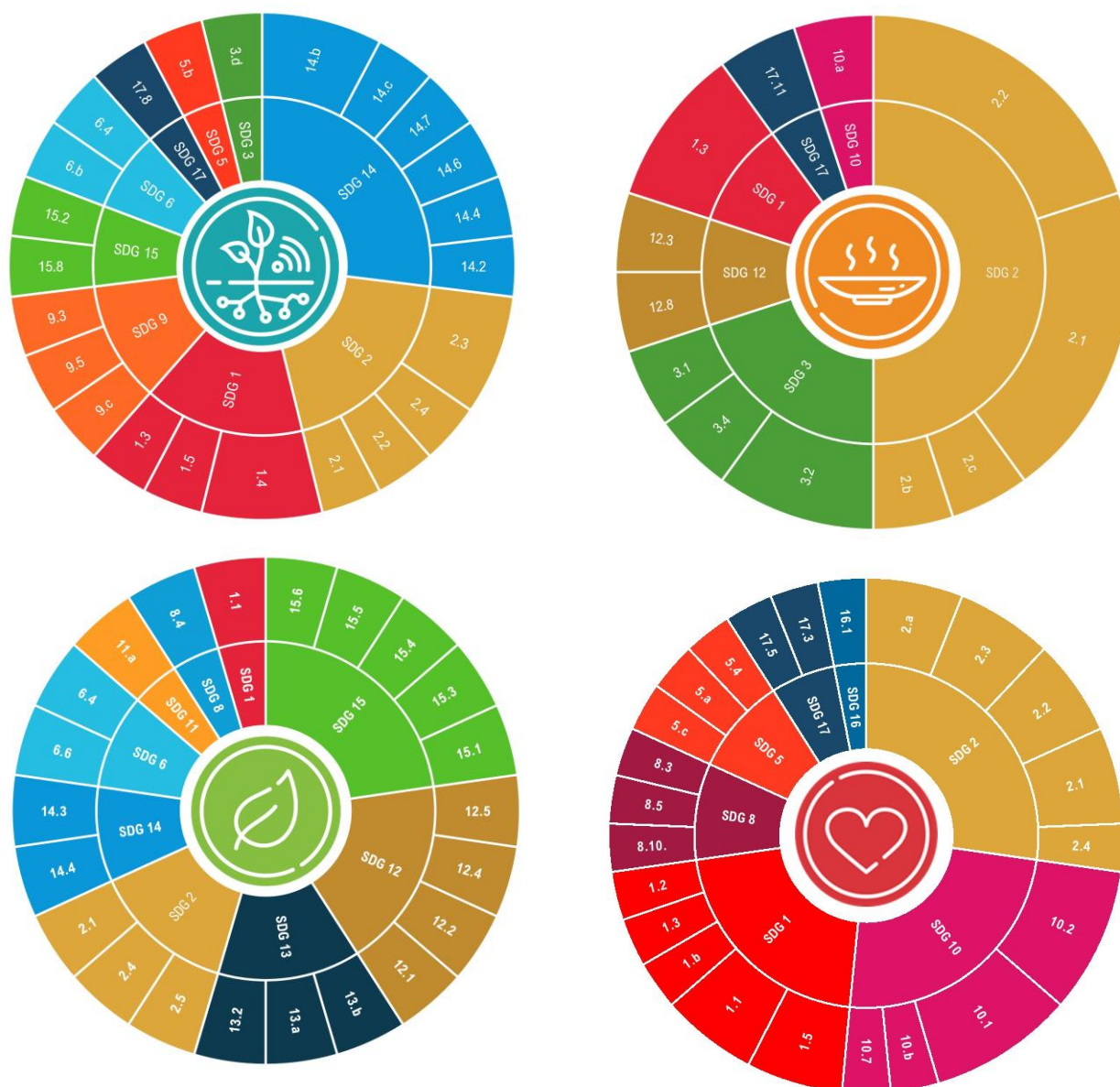
**Table 4: SDG targets and indicators in primary focus –summary by better\***

	SDG Targets	SDG Indicators	Custodian/(Contributing) Indicators	SDGs in focus
<b>Better production</b>	23	27	11 (2)	1, 2, 3, 5, 6 9, 14, 15, 17
<b>Better nutrition</b>	12	16	4	1, 2, 3, 10 12, 17
<b>Better environment</b>	22	29	10 (2)	1, 2, 6, 8, 11,12, 13 14, 15
<b>Better life</b>	23	30	7 (1)	1, 2, 5, 8, 10, 16, 17

\*As a number of PPAs share common targets, e.g. SDG 2.1 "End Hunger", the totals exceed the distinct targets and indicators cited in the preceding paragraph.

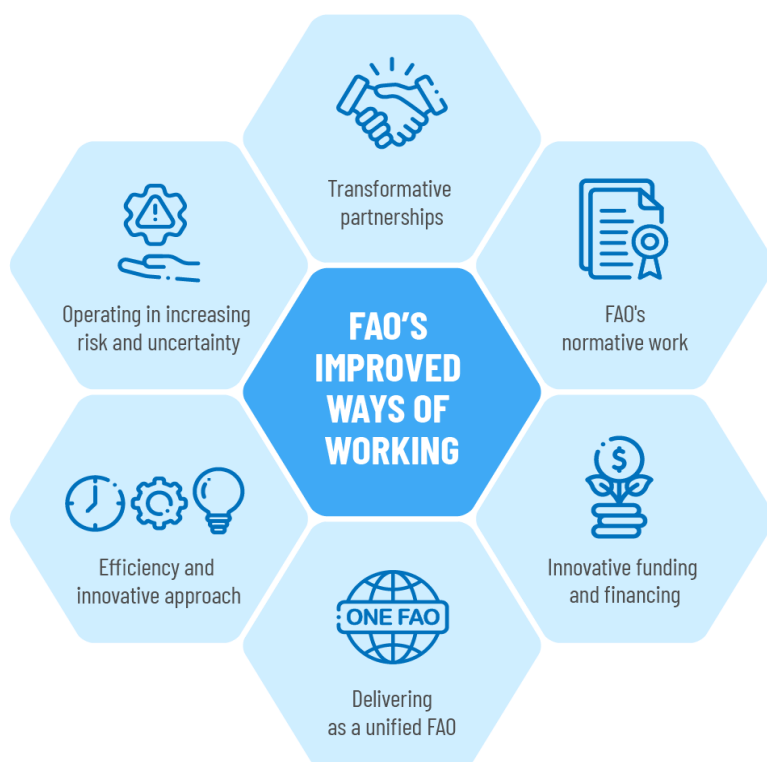
51. *Table 4 and Figure 6 illustrate the interconnected nature of the 2030 Agenda, with some SDGs (e.g. SDGs 1 and 2), spanning across all four betters, and others spanning several betters. Certain SDGs are in particular focus in the different betters. For instance, the concentration of contributions under better production is under SDGs 1, 2, 6, 14 and 15, evidencing the importance of the entire agrifood systems sector; for better nutrition, SDGs 2, 3 and 12 have particular relevance, drawing clearly the link between nutrition, sustainable production and consumption and health; for better environment, the prominence of SDGs 2, 6, 12, 13, 14 and 15 highlights the need for sustainability and resilience to climate change in agrifood systems and natural resource, including aquatic systems, management, conservation and use. Better life illustrates its integrative nature, and consequent position at the core of the betters through a varied set of SDG contributions, including focus on SDGs 1, 2, 5, 8 and 10.*

**Figure 6: The four betters' contribution to the SDGs**



52. *Annex 3 further describes FAO's contribution to the SDGs through the Programme Priority Areas under the four betters, and provides a comprehensive overview of primary or "anchor" PPA contributions depicted in the results framework of Annex 1 (and summarized above), as well as additional SDG contributions, recognizing the interconnected nature of the SDGs.*

## F. FAO's improved ways of working



53. In an increasingly complex global landscape, the challenges of the 2030 Agenda demand not only clear goals and priorities but also a paradigm shift in how we work to better align to the transformative nature of the Agenda goals. Hence, achieving impactful results requires an explicit focus on both “doing things right” and “doing the right things.” FAO’s improved ways of working emphasize leveraging its unique strengths – global knowledge, neutral status, and convening authority – to catalyse systemic change, and to support Members achieve lasting impact at scale. This approach ensures that FAO’s efforts remain targeted, evidence-based, and responsive to the diverse needs of its stakeholders.

54. To achieve this, FAO emphasizes transformative approaches that capitalize on its comparative strengths, acting coherently across all Organizational layers as OneFAO. By fostering inclusive partnerships, leveraging normative work to set global standards, and adopting/promoting innovative funding mechanisms, FAO seeks to activate the priority triggers for transformational change. This approach is further strengthened by embracing innovation, including digitalization, ensuring that all sectors and stakeholders benefit equitably from emerging opportunities. At the same time, FAO prioritizes managing risks and uncertainties to build organizational resilience and adaptability in a rapidly changing world.

55. The following sections elaborate on FAO’s improved ways of working, which collectively represent a holistic framework to maximize the Organization’s value proposition.

### ***Working together as OneFAO***

56. Central to FAO's improved ways of working is the ability to deliver as one coherent Organization across all levels. With the SDGs at the centre of the FAO Strategic Framework 2022-31, FAO is guided by an integrated results framework that enables it to work seamlessly across technical, geographical and organizational boundaries while strengthening its contribution to UN system-wide efforts.

57. FAO is deepening its programmatic approach through enhanced engagement in United Nations Development System coordination mechanisms, bringing its unique technical, policy and investment expertise to support transformative change at country level. By strategically positioning FAO as key thought leader in the agrifood systems transition within Common Country Analyses (UN CCA) and UN Sustainable Development Cooperation Framework (UNSDCF) processes, FAO ensures its comparative advantages directly contribute to national priorities within the context of UN joint programming.



58. FAO's Country Programming Frameworks, derived from UNSDCFs, provide the operational mechanism to deliver unified support, while the Programme Priority Areas bring FAO's global knowledge and technical capacities to bear on national priorities, ensuring coherent contributions to the SDGs across all levels of the Organization. FAO will continue to facilitate coordination among technical areas to channel analytical support to Decentralized Offices. Mechanisms to ensure policy coherence and address trade-offs have been reinforced through integrated virtual networks and technical platforms. This includes leveraging integrated data and analytical tools in the Hand-in-Hand Geospatial Platform to facilitate FAO country offices' access to data and analytics.

### **Transformative partnerships**

59. Partnerships are central to reaching the goals of the 2030 Agenda; they are highlighted as one of the 'five Ps'<sup>7</sup> for sustainable development and are encapsulated in SDG 17, which calls upon all actors to work in alliance towards the SDGs. While partnership is not an end in itself, it is an essential means to address the complex challenges ahead.

60. FAO recognizes the critical need to move beyond the traditional partnership model which often treated partnerships as an "add on" and move towards a transformative model that better harness the resources, expertise and innovative potential that all sectors of society possess, in order to achieve systemic and transformational impacts. Transformative partnerships require strategic collaboration that goes beyond traditional resource-sharing or project-based cooperation to create fundamental, systemic change. This requires a focus on addressing root causes rather than symptoms, by integrating diverse resources and expertise from multiple stakeholders, breaking down traditional silos and fostering collaboration, driving structural changes across policies, institutions, and systems.

### ***Building on FAO's normative strengths***

61. FAO's normative work stands as a key comparative advantage, positioning the Organization as an indispensable global knowledge hub in agrifood systems and sustainable management of natural resources. Thanks to the Organization's multidisciplinary technical expertise and unique capacity to integrate this with evidence-based policymaking, FAO addresses the interlinked complexities of these systems, and serves as a cohesive and universally recognized platform to support Members.

62. FAO's support towards the development and implementation of normative and standard setting instruments is a core function of the Organization, interdependent with and integral to the other core functions. As such, FAO's normative and programmatic work are mutually reinforcing. As a centre of technical excellence, FAO generates and provides high-quality norms, data, statistics and expertise to inform policies, programmes, investments and also FAO's programmatic work in the field. At the same time, FAO's normative work is constantly informed and reinforced by lessons learned in the field.

### ***Innovative funding and financing***

63. Integral to FAO's improved ways of working are innovative financing mechanisms and sources to complement its traditional funding modalities. To-date, FAO's resource mobilization has had a strong focus on operations at a decentralized level, mirroring a trend by most main resource partners who have largely decentralized their funding decisions. FAO's global activities include leading resource mobilization for: major global programmes, humanitarian funding, interaction with the private sector, and for International Financial Institutions (IFIs) and vertical funds such as the Global Environment Facility (GEF) and the Green Climate Fund (GCF).

64. FAO has been increasingly providing technical and operational assistance to Members to mobilize resources for their development needs, leveraging the expanding scale and scope of

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<sup>7</sup> United Nations Sustainable Development Group. The five Ps – People, Planet, Prosperity, Peace, Partnership

vertical funds and international financial institutions. This process of ‘recipient led funding and financing’ is the logical transition of countries progressing to middle-income status, where they are no longer eligible for traditional grant mechanisms, except short-term humanitarian interventions.

65. It is estimated that getting on track towards meeting SDG Targets 2.1<sup>8</sup> and 2.2<sup>9</sup> requires additional resources from now until 2030 ranging from USD 175 billion to USD 4.0 trillion to eradicate undernourishment, exceeding by orders of magnitude the current ODA amounts of approximately USD 224 billion per year. Bridging this significant financing gap will require scaling up investment to levels far in excess of the capacity of public funding alone, making it essential to steer and incentivize existing and new private and public investments towards sustainable, SDG-aligned priorities.

66. FAO, through its Investment Centre which harnesses and leverages the vast wealth of the Organization’s technical expertise, and the Programme Priority Area dedicated to Scaling up Investment (BL6), provides Members policy and planning support, public and private investment promotion and de-risking strategies. Partnering with development finance institutions, FAO contributes to the expansion and improvement of agrifood systems financing, ensuring greater access to finance for agriculture small and medium enterprises and smallholder farmers. This includes technical assistance for investment de-risking, risk management, agri-lending, investment opportunity identification. Additionally, FAO’s work facilitates the deployment of financial instruments, such as guarantee schemes and blended finance funds, while supporting local financial institutions to adopt innovative technologies and processes, such as fintech solutions, streamlined credit assessments, reduced transaction costs, and enhanced access to finance.

67. FAO’s work around blended finance with the European Union on AgrIntel, is generating sustainable private agrifood investments that have a strong development impact for smallholder farmers. This cooperation is being extended, and work on innovative finance is being enhanced with European Development Finance Institutions and new impact investing partners.

### ***Efficiency and innovative approaches***

68. As articulated in the FAO Science and Innovation Strategy, FAO aspires to become an Organization that leverages science, technology and innovation to accelerate progress toward achieving the SDGs through agrifood systems transformation. FAO is strengthening its role as a knowledge hub that brings together multidisciplinary expertise while promoting innovative approaches aligned with the Strategy. FAO will continue to advance digital solutions and emerging technologies to enhance its contributions across the *four betters*, while ensuring these innovations are inclusive and leave no one behind. FAO aims to fully embrace digital transformation and innovation across all aspects of its work.

69. FAO is committed to continual enhancement of organizational efficiency and effectiveness through modern ways of working, including leveraging digital solutions and process optimization across administrative, financial and operational functions, while ensuring robust internal controls and risk management. The Organization is implementing innovative digital platforms and tools across its programme of work, from knowledge management and technical delivery to partnerships and programming. FAO has established governance and reporting mechanisms to ensure a coordinated approach to efficiency initiatives covering all efficiency areas, going beyond the UN efficiency agenda.

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<sup>8</sup> Target 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

<sup>9</sup> Target 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



***Operating in the context of increasing risk and uncertainty***

70. FAO is committed to strong Enterprise Risk Management throughout the Organization. Comprehensive risk management policies and procedures are in place, integrating risk considerations in planning, programme implementation and process design. Risk management is embedded at all stages of the organizational management processes, from strategic thinking to detailed workplans.

71. The key risks affecting FAO's work are addressed through various mitigating actions, including strengthening data and early warning systems, enhancing policy frameworks and institutional mechanisms, expanding partnerships and resource mobilization efforts, and building capacities at all levels for improved agrifood systems resilience.



# PROGRAMME OF WORK AND BUDGET 2026-27

## A. Main Features

### Approach

72. The Programme of Work and Budget 2026-27 builds on the key foundational elements presented in the reviewed Strategic Framework 2022-31 and the Medium Term Plan 2026-29 including the vision around the *four betters* and the results framework with its 20 Programme Priority Areas anchored in the SDGs.

73. The PWB 2026-27 presents a quantification of costs under all sources of funds (net appropriation and extrabudgetary resources) across the budgetary chapters and organizational structure. It also includes a calculation of cost increases, an overview of long-term liabilities and reserve funds, and a draft Conference resolution for approval of the biennial programme of work and the budgetary appropriations.

74. The PWB 2026-27 has been developed around the following principles:

- a) present a budgetary appropriations resolution at the same nominal level in US dollars as 2024-25;
- b) maintain the organizational structure currently in place to accelerate the delivery of effective and demonstrable results;
- c) cover the required cost increases and priority re-allocations through the strategic review of vacant posts, while continuing efficient delivery of the programme of work;
- d) continue to demonstrate FAO's commitment to value-for-money and operational efficiency;
- e) identify areas of programmatic emphasis, de-emphasis and realignment, based on developments and guidance received; and
- f) present areas of high potential impact that could significantly accelerate progress toward agrifood systems transformation, should additional resources become available.

75. Most of the tables and the annexes are presented before cost increases and before the adjustment to the new Euro/USD budget rate of exchange<sup>10</sup> to allow for a programmatic comparison between 2024-25 and 2026-27. The draft budgetary appropriations resolution for 2026-27 includes the adjustment for cost increases and for the 2026-27 budget rate of exchange.

### Programmatic and budgetary highlights

76. The PWB presents an integrated view of total resource requirements to carry out the Programme of Work comprising two distinct sources of funding. One source of funding is the assessed contributions by Members financing the net appropriation voted by the Conference in the Budgetary Appropriations Resolution. The other main source stems from extrabudgetary contributions provided by Members and other partners on a voluntary basis through direct support to the Organization, or through technical and emergency assistance to governments for clearly defined purposes within the Strategic Framework and MTP.

77. FAO's results-based approach provides Members an integrated work programme, with a unified view of how resources from all sources of funds are directed towards the achievement of the results approved in the Strategic Framework and MTP. The extrabudgetary contributions, therefore, are subject to the same planning and oversight arrangements within a unified work programme. The Council recommends the results frameworks and the level of assessed budget and provides an estimate of extrabudgetary funding to the Conference. The Conference votes the net appropriation to be financed by assessed contributions, and in addition encourages Members to provide the

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<sup>10</sup> Indicated in the tables by "at 2024-25 rates".

estimated extrabudgetary voluntary contributions to facilitate implementation of the unified programme of work.

### **Budget level and reallocations**

78. *Table 5* presents the cumulative funding requirements. For the net budgetary appropriation, the starting point is the 2024-25 budget level of USD 1 021.7 million. In order to cover anticipated cost increases and priority reallocations, while maintaining the budgetary appropriation at the same nominal USD level as in 2024-25, a real reduction of USD 29.0 million is required. This reduction is achieved through the abolition of vacant posts, as further described in the posts overview section.

79. The priority reallocations of USD 5.0 million shown in *Table 5* include USD 1 million for FAO's work on scientific advice and standard setting, as described further below; USD 1.6 million for strengthening technical areas in the *Plant Production and Protection Division (NSP)* and the *Food and Nutrition Division (ESN)*; and – funded by additional forecasted support cost recovery – USD 1.5 million to strengthen the audit and investigation functions and USD 0.9 million to strengthen work of the Appeals Committee and legal support.

80. With these changes, and before the addition of cost increases and the change in budget rate, the net appropriation proposed for 2026-27 is USD 995.3 million. As noted earlier, the majority of the tables and the annexes in the document are presented with this figure to allow for a programmatic comparison between 2024-25 and 2026-27.

**Table 5: Cumulative funding requirements in 2026-27 for the Programme of Work**

<i>Programme of Work</i>	<i>(USD million)</i>
<b>Requirements under the net appropriation</b>	
Budgetary requirements at 2024-25 cost levels	1 021.7
Real reduction - net impact of vacant post abolitions	(29.0)
Forecasted incremental support cost recovery	(2.4)
Priority re-allocations	5.0
<i>Net budgetary appropriation for 2026-27 at 2024-25 cost levels</i>	<i>995.3</i>
Incremental requirements – cost increases	50.8
<i>Net budgetary appropriation at 2026-27 cost levels and 2024-25 budget rate</i>	<i>1 046.1</i>
Impact of adjustment to 2026-27 Euro/USD budget rate of exchange	(24.4)
<b>Net budgetary appropriation at 2026-27 cost levels and budget rate</b>	<b>1 021.7</b>
<b>Total estimated voluntary contributions</b>	<b>3 264.3</b>
<b>Total integrated Programme of Work in 2026-27</b>	<b>4 286.0</b>

81. The incremental requirements for 2026-27 to cover estimated cost increases are USD 50.8 million (further outlined in *Section C* and *Annex 13*). The adjustment to the 2026-27 Euro/USD budget rate of exchange brings the net appropriation budget expressed in US dollars to the 2024-25 nominal level of USD 1 021.7 million (further described in *Section C*). The draft budgetary appropriations resolution for 2026-27 includes the adjustment for cost increases and for the 2026-27 budget rate of exchange.

82. Extrabudgetary contributions are estimated at USD 3.3 billion as further outlined in this section.

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

83. FAO's funding commitments for various conventions, treaty bodies and intergovernmental arrangements are managed by the head of the relevant technical unit in conjunction with the concerned Secretariat.

84. The resources for these funding commitments have been protected from any reduction in the 2026-27 budget. Furthermore, given the critical importance of FAO's work on scientific advice and standard setting and as requested by Council, resources for FAO's work on the International Plant Protection Convention (IPPC) and on the Joint FAO/WHO food safety scientific advice (CODEX) programme are increased by USD 0.5 million each. The additional resources will contribute to key areas of emphasis for these critical work areas. In the case of IPPC, FAO will strengthen support for implementation of the ePhyto Solution, scale up the Africa Phytosanitary Programme and enhance efforts to prevent and manage plant pests through improved early warning systems and strengthened phytosanitary capacities at regional and national levels. In the case of CODEX, FAO will strengthen provision of timely and sound scientific advice to address increasingly complex food safety issues, promote the increased use of CODEX texts in regional and national regulatory frameworks and national food control systems, and enhance processes and information systems to support effective and efficient development of standards and Members' access and active participation.

85. With these changes, the resources for conventions, treaty bodies and intergovernmental arrangements total USD 25.3 million, as follows:


- Codex Alimentarius Commission – USD 7.1 million
- Joint FAO/WHO food safety scientific advice programme – USD 3.1 million (from USD 2.6 million)
- International Plant Protection Convention – USD 7.4 million (from USD 6.9 million)
- Rotterdam Convention – USD 1.5 million
- International Treaty on Plant Genetic Resources for Food and Agriculture – USD 2.0 million
- Committee on World Food Security – USD 1.3 million
- UN-Nutrition – USD 1.0 million
- Article XIV Bodies – USD 1.9 million


86. The PWB 2026-27 also includes the budgeted contribution of USD 14.1 million to UN cost sharing arrangements, including the FAO contribution to the UN Resident Coordinator System. The funding for work on gender has been maintained at USD 21.8 million.

***Programmatic emphasis and de-emphasis in 2026-27***


87. In order to effectively support the delivery of the four betters, areas of emphasis, de-emphasis and re-alignment, within existing resources, are described in *Table 6*. These shifts arise from increased or reduced demand for some technical areas of work or services and to ensure that the highest priority areas of work under the Programme Priority Areas are emphasized.


**Table 6: Areas of increased emphasis and de-emphasis**

 <b>BETTER PRODUCTION</b>		
	<b>Areas of increased emphasis</b>	<b>Areas of de-emphasis</b>
<b>BP1: Innovation for Sustainable Agriculture Production</b>	Foster inclusive public-private partnerships to expand small-scale farmers' access to transformative technologies, such as precision farming and regenerative practices. Scale up sustainable agricultural practices that 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. Shift away from narrow technical interventions that do not integrate policy work with innovation implementation.
<b>BP2: Blue Transformation</b>	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.	Modeling the potential impacts of climate change on fisheries and aquaculture resources has been an emphasis in previous years. Although certain levels of uncertainty exist, enough information is available to inform policies and adaptation strategies and so this area of work can be de-emphasized. Information to support regional/local, specific species responses will be continued.
<b>BP3: One Health</b>	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 training programmes and extensive policy reviews in favour of leveraging existing tools and materials and focusing on actionable programmes. Reduce investment plans lacking multisectoral approaches.

Areas of increased emphasis		Areas of de-emphasis
<b>BP4: Small-Scale Producers' Equitable Access to Resources</b>	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). Move away from isolated activities, in favour of building on successful pilots and towards coherent, initiatives that can be scaled and aligned with regional strategies and systemic change goals.
<b>BP5: Digital Agriculture</b>	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.	Shift from broad digital agriculture upskilling to targeted technical expert training. Reduce solutions lacking proven impact potential in favour of evidence-based initiatives with clear scaling pathways.
 <b>BETTER NUTRITION</b>		
<b>BN1: Healthy Diets for All</b>	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 environments through sustainable production practices adapted to local contexts.	Reduce production of standalone guidelines and normative documents in favour of implementing existing frameworks and practical tools for country-level application. De-prioritize initiatives lacking sufficient data or evidence base, without clear impact pathways.
<b>BN2: Nutrition for the Most Vulnerable</b>	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.	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.
<b>BN3: Safe Food for Everyone</b>	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 of its dimensions, with the support of enhanced digital technology while improving	Reduce activities that are conducted without considering broader agrifood system linkages. Prioritize initiatives that integrate food safety within comprehensive approaches addressing production systems, market dynamics,



	Areas of increased emphasis	Areas of de-emphasis
	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.	and public health outcomes. Move away from fragmented capacity development efforts toward comprehensive programmes that strengthen entire national food control systems.
<b>BN4: Reducing Food Loss and Waste</b>	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.	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.
<b>BN5: Transparent Markets and Trade</b>	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 lacking clear policy impact in favour of more focused trade facilitation activities that improve market access and nutritional outcomes. De-prioritize fragmented trade facilitation activities at decentralized level that have not demonstrated sufficient impact; however, consider maintaining or expanding regional-level trade facilitation activities where they can still provide value and have an impact.
 <b>BETTER ENVIRONMENT</b>		
<b>BE1: Climate Change Mitigating and Adapted Agrifood Systems</b>	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 to targeted science-based knowledge and tools that directly supports decision-making and the implementation of climate-related commitments and plans.
<b>BE2: Bioeconomy for Sustainable Food and Agriculture</b>	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 global narratives on bioeconomy to developing harmonized metrics and co-developing tailored context specific bioeconomy approaches through participatory processes.

Areas of increased emphasis		Areas of de-emphasis
<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	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.
<b>BE4: Achieving Sustainable Urban Food Systems</b>	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 in favour of systematic approaches that integrate urban food initiatives into national frameworks and deliver transformative impact on the urban-rural continuum.
 <b>BETTER LIFE</b>		
<b>BL1: Gender equality and rural women's empowerment</b>	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 intersection socioeconomic factors, reinforce partnerships for evidence-based advocacy. Expand work on women's land rights and status in agrifood systems.	Work on gender-based violence prevention and response in Africa should be reduced as other organizations like United Nations Population Fund and UN Women have greater expertise in this area. This will not cause significant disruption as it has not been a major focus of FAO's work in Africa. FAO will continue to adhere to safeguarding principles and work with specialized partners for gender-based violence prevention and response.
<b>BL2: Inclusive rural transformation</b>	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	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; and participation in climate change with broader component on collective action in rural communities; as well as territorial develop and rural development.

	Areas of increased emphasis	Areas of de-emphasis
	civil society organizations, and strengthen social protection systems to enhance resilience.	
<b>BL3: Agriculture and food emergencies</b>	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.	Scale back COVID-19 specific responses to focus resources on the 30 countries facing acute food crises. Reduce stand-alone short-term interventions in favour of integrated approaches that build long-term resilience.
<b>BL4: Resilient agrifood systems</b>	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 favour 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.
<b>BL5: Hand-in-Hand (HIH) Initiative</b>	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 conceptualization to supporting member governments' implementation efforts. Reduce emphasis on developing new tools in favour of operationalizing existing platforms.
<b>BL6: Scaling up investment</b>	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.	Reduce low-value partnerships and investments with limited scale and impact in favour of initiatives that can leverage higher levels of investment and replicability. Scale back investments with low environmental and social sustainability potential to better align with strategic objectives, as well as policy and knowledge work with little concrete investment end-product.

### **Normative areas**

88. FAO's normative functions form essential pillars of the Organization's global mandate, providing international public goods that enable evidence-based decision making for policies, programmes and investments, promote uptake of sustainable approaches and set international standards that facilitate trade and ensure food safety. This normative work is an integral part of the four betters and 20 PPAs, as detailed in *Annex 1*.

89. Given the cross-cutting nature of FAO's statistical work, special attention has been given to identifying areas requiring particular emphasis for 2026-27. These include strengthening efforts to better support evidence-based decision-making and measurement of agrifood systems transformation, by promoting improved response rates to FAO questionnaires, enhancing data quality, and increasing reporting of SDG indicators under FAO custodianship; scaling up statistical innovation through enhanced methodologies for agriculture statistics based on Earth Observation data and alternative data sources; improving access to and dissemination of microdata and disaggregated data, particularly for gender, youth and urban/rural dimensions; and modernizing FAO's statistical processes and infrastructure through progressive migration of databases to integrated platforms. Further information on statistics is found in *Annex 1*.

### **Areas for transformational impact**

90. FAO Regular Programme resources are increasingly stretched, challenging FAO's capacity to maintain essential normative functions. At the same time, FAO has achieved record levels of voluntary contributions in recent years which has allowed for growing and impactful results on the ground. At present, however, over 95 percent of the extrabudgetary contributions managed by FAO are fully earmarked at the project level. While earmarked funding can effectively support critical Strategic Framework priorities, it can also limit flexibility to direct funds to areas identified as having high transformative potential towards the achievement of the *four betters* and SDGs or underfunded priorities.

91. In this context, FAO undertook a comprehensive Organization-wide process to identify areas of high potential impact, that could significantly accelerate progress toward agrifood systems transformation, should additional resources become available.

92. The identified areas share several key characteristics that position them as potential game-changers as they:

- a) are designed to activate the key triggers for transformation (i) institutions and governance; (ii) consumer and citizen awareness; (iii) income and wealth distribution; and (iv) innovative technologies and approaches, identified in FAO's Corporate Strategic Foresight Exercise;
- b) build on FAO's comparative advantages while pushing boundaries to address systemic barriers to change;
- c) emphasize FAO's catalytic and enabling role in mobilizing broader systemic transformation;
- d) leverage the four accelerators (technology, innovation, data and "complements") to enhance impact and scale – recognizing that achieving transformational impact requires not only technical solutions, but also addressing underlying governance, institutional and human capital dimensions; and
- e) incorporate transformative methodologies including behavioral science and scaling mechanisms to enable sustained change.

93. As the identified work areas represent either significant expansion of existing, or development of substantially new workstreams requiring additional funding, they are not fully reflected in the revised PPA results frameworks presented in *Annex 1*. Instead, they flag key impact opportunities to Members for potential targeted resource mobilization. The specific programmatic interventions and indicative resource requirements for each PPA are summarized in *Annex 12*.

### Budgetary chapter allocations

94. Table 7 presents the proposal for the PWB 2026-27 at the budgetary chapter level.<sup>11</sup> The proposed net appropriation of USD 995.3 million reflects the impact of the reductions to cover the required cost increases and the proposed re-allocations to priority areas as set out in this document.

**Table 7: Comparison of net appropriation between the 2024-25 biennium and the proposed PWB 2026-27 (USD thousand - at 2024-25 rates)**

	Budgetary Chapter	Adj. PWB 2024-25	Change	PWB 2026-27
1	Better Production	160 308	(4 137)	156 171
2	Better Nutrition	132 720	(3 431)	129 289
3	Better Environment	120 392	(3 269)	117 123
4	Better Life	126 904	(4 258)	122 646
5	Technical quality, statistics, cross-cutting themes and accelerators	72 668	(2 358)	70 310
6	Technical Cooperation Programme	143 133	0	143 133
7	Outreach	71 922	371	72 293
8	Information Technology and Digitalization	35 384	(1 682)	33 702
9	FAO governance, oversight and direction	59 415	(4 624)	54 791
10	Efficient and effective administration	62 137	(2 811)	59 326
11	Contingencies	600	0	600
12	Capital Expenditure	14 000	0	14 000
13	Security Expenditure	22 112	(214)	21 898
<b>Total Appropriation (Net)</b>		<b>1 021 696</b>	<b>(26 414)</b>	<b>995 282</b>

95. The net appropriation is reduced by USD 26.4 million (2.6 percent) to cover increased costs while maintaining the budgetary appropriation at the same nominal USD level as in 2024-25.

96. The *four betters* (Chapters 1-4) were reduced by 2.8 percent (57 percent of the total reduction), with *better production* (Chapter 1) and *better life* (Chapter 4) experiencing the most significant adjustments of USD 4.1 million and USD 4.3 million respectively. *Technical quality, statistics, cross-cutting themes and accelerators* (Chapter 5) is reduced by USD 2.4 million (3.2 percent), while the functional objectives (Chapters 7-10) show a consolidated reduction of USD 8.7 million (3.8 percent).<sup>12</sup>

97. The Technical Cooperation Programme (Chapter 6) is protected from any resource reduction and is maintained at 14 percent of the net budgetary appropriation, in line with Conference Resolution 9/89 and the recommendation of Conference at its 39th Session.

98. The Special Chapters (11 through 13) are largely maintained at 2024-25 levels, with Chapter 13 (Security Expenditure) showing a minor reduction due to the abolition of vacant security posts at headquarters.

<sup>11</sup> Figures are before cost increases and at the 2024- 25 budget rate.

<sup>12</sup> The office of SDGs has been shifted from Chapter 9 (Governance) to Chapter 7 (Outreach) to better reflect its role in advocacy, knowledge management, and UN reporting, resulting in a budget neutral shift of USD 3.1 million between these two Chapters.

99. The impact of vacant post abolitions is USD 29 million and affects all budgetary chapters. Priority re-allocations of USD 2.6 million partially mitigate this impact through strategic investments in the *four betters*: USD 0.5 million each (Chapters 1-3) for Joint FAO/WHO food safety scientific advice and for the International Plant Protection Convention, building on the USD 1 million increases provided to each area in 2020-21,<sup>13</sup> and USD 1.6 million (Chapters 1-4) to strengthen technical capacity through targeted investments in the Plant Production and Protection Division (NSP) and the Food and Nutrition Division (ESN).

100. Priority areas funded by a forecasted small increase in support cost recovery of USD 2.4 million under Chapter 9 include USD 1.5 million to strengthen audit and investigation functions and USD 0.9 million to enhance appeals committee work and legal support.

101. *Annex 5* presents the net appropriation budget by budgetary chapter and region, *Annex 6* by budgetary chapter and organizational unit, and *Annex 7* presents the budget proposal by organizational unit.

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

102. The PWB proposes a biennial Programme of Work funded from the assessed contributions by Members and an estimate of extrabudgetary voluntary contributions. *Table 8* provides a summary of the overall resource proposal for 2026-27 by budgetary Chapter and source of funding, i.e. net appropriation funded from assessed contributions by Members and an estimate of extrabudgetary resources.

**Table 8: 2026-27 Budget proposal by chapter and funding source (USD thousand)**

Budgetary Chapter		2026-27 integrated budget proposal		
		Net appropriation (at 2024-25 rates)	Extra-budgetary	Total
1	Better Production	156 171	669 054	825 225
2	Better Nutrition	129 289	195 910	325 199
3	Better Environment	117 123	705 900	823 023
4	Better Life	122 646	1 640 223	1 762 869
5	Technical quality, statistics, cross cutting themes and accelerators	70 310	24 859	95 169
6	Technical Cooperation Programme	143 133	0	143 133
7	Outreach	72 293	4 858	77 151
8	Information Technology and Digitalization	33 702	306	34 008
9	FAO governance, oversight and direction	54 791	8 566	63 357
10	Efficient and effective administration	59 326	14 658	73 984
11	Contingencies	600	0	600
12	Capital Expenditure	14 000	0	14 000
13	Security Expenditure	21 898	0	21 898
	<b>Total</b>	<b>995 282</b>	<b>3 264 334</b>	<b>4 259 616</b>

103. The net appropriation of USD 995.3 million reflects the proposed budget, before cost increases, to be funded from assessed contributions by Members.

104. The extrabudgetary resources included in the Programme of Work and Budget 2026-27 reflect the preliminary estimates for expenditures from voluntary contributions in 2026-27, comprising 77 percent (USD 3 264 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.

<sup>13</sup> Adjustments to the PWB 2020-21 (CL 163/3), paragraph 30

105. As a significant amount of the extrabudgetary resources estimate refers to projects which have already been approved, it is only partially impacted by resources expected to be mobilized in the biennium 2026-27. The forecasts are overall substantially in line with the 2024 actual project delivery and are impacted by the historically high levels of voluntary contribution mobilization over the 2020-23 period.

106. Vertical funds, including the Global Environment Facility (GEF), the Green Climate Fund (GCF) and the Pandemic Fund represent a large and growing share of extrabudgetary resources. GEF is a financial mechanism aiming to conserve and sustainably utilize biodiversity, mitigate and adapt to climate change, combat desertification and remove hazardous agricultural chemicals; the GCF is the primary financial mechanism of the Paris Agreement and aims to support Members face the challenges of climate change; while the Pandemic Fund brings dedicated resources for pandemic prevention, preparedness and response. These partnerships are fully aligned with the priorities in the Strategic Framework.,

107. Around 40 percent of the overall forecasted extrabudgetary resources relates to funding of emergency and rehabilitation interventions, to build the resilience of people's livelihoods against a growing number of threats and crises. The forecasted expenditures in 2026-27 include funding mechanisms such as Central Emergency Response Fund (CERF) as well as bilateral contributions, and have been estimated based on trends.

108. In order to encourage a programmatic approach and reduce transaction costs, FAO currently makes available to resource partners specialized pooled and funding mechanisms, including the FAO Flexible Voluntary Contributions (FVC), the Special Fund for Emergency and Rehabilitation Activities (SFERA), the Special Fund for Development Finance Activities (SDFFA) and the Africa Solidarity Trust Fund (ASTF). 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.

109. Forecasts are affected by future events and are therefore by definition uncertain, all the more so in the current volatile global environment. Developments will therefore be monitored carefully, and forecasts adjusted accordingly as necessary, in particular in connection with the Adjustments to the PWB 2026-27 which will be presented to the Programme and Finance Committees and the Council in November-December 2025. 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.

### ***Adjustments to the PWB 2026-27***

110. The MTP and PWB provide a solid foundation for FAO's programme of work in the 2026-27 biennium. Nonetheless, given that this document has been prepared one year before the start of the biennium, adjustments are foreseen as part of the established process. Foreseen adjustments include the need to reflect relevant decisions and guidance received from the Governing Bodies during the first half of 2025. Furthermore, after Conference-approval of the budget, the more detailed work planning process that will occur across the Organization in the second half of 2025 may necessitate further fine-tuning to ensure coherence in FAO's work from country to global level for improved outcomes and impact. Refinements stemming from the most efficient and effective use of resources, in particular for operations and logistics, would also be incorporated.



## Regional dimensions

111. FAO organizes its work in the regions through Regional Priorities which support countries in achieving the SDGs, as further detailed in *Annex 10*. These Priorities are based on region-specific challenges and opportunities to implement the FAO Strategic Framework 2022-31 towards *better production, better nutrition, a better environment and a better life*, leaving no one behind.

112. Since 2023, Regional Foresight Exercises are systematically undertaken to inform the Regional Conferences' deliberations. The 2024 Regional Conferences continued to support the implementation of the FAO Strategic Framework 2022-31 through the 20 Programme Priority Areas (PPAs), fully utilizing the four cross-cutting accelerators of technology, innovation, data and complements, and embedding the cross-cutting themes of gender, youth and inclusion across FAO's work.

113. Common priorities arising from the 2024 Regional Conferences emphasized the importance of continued delivery of normative and knowledge products and services, evidence-based policy dialogue, and strategic foresight for country-level planning, alongside strengthening partnerships through South-South and Triangular Cooperation.

114. Key priorities included: mobilizing resources and financing to achieve food security and transform agrifood systems, with focus on climate finance and innovative financing mechanisms; providing technical assistance and capacity building for climate change adaptation, disaster risk reduction, and sustainable production practices; strengthening resilience in agrifood systems through anticipatory action and early warning systems; promoting gender equality and women's empowerment in agriculture through gender-responsive policies and programmes; supporting small-scale producers and vulnerable rural populations by facilitating access to resources and markets; implementing corporate initiatives, such as the Hand-in-Hand Initiative and the Science and Innovation Strategy tailored to regional contexts; and delivering data, analytical and standard-setting work through flagship reports while communicating results from emergency assistance to technical support activities.

115. All Regional Priorities endorsed by the Regional Conferences are fully aligned with the PPAs, as presented in *Table 9*, which also summarizes more specific priorities emanating from the Regional Conferences. More extensive summaries are found in the relevant Regional Conference reports.<sup>14</sup>

**Table 9: Regional Priorities endorsed by the 2024 Regional Conferences**

37th Session of the Regional Conference for Asia and the Pacific
<p><b>Regional Priorities</b></p> <ul style="list-style-type: none"> <li>▪ Transforming agrifood systems for sustainable production and healthy diets</li> <li>▪ Accelerating sustainable natural resources management for biodiversity conservation and climate action</li> <li>▪ Supporting inclusive rural transformation for sustainable agrifood systems and equitable rural societies</li> <li>▪ Building sustainable and resilient agrifood systems in the Pacific Small Island Developing States (SIDS)</li> </ul> <p><b>Priority Areas</b></p> <p>Priority areas include addressing illegal, unreported and unregulated fishing, antimicrobial resistance and invasive pests; ensuring access to nutritious diets; establishing innovation hubs; supporting integrated water resources management; and promoting gender equality and youth involvement. Special emphasis is placed on building sustainable and resilient agrifood systems in Pacific SIDS through improved access to climate finance and implementation of the Blue Transformation Roadmap.</p>

<sup>14</sup> [APRC/24/REP](#); [NERC/24/REP](#); [LARC/24/REP](#); [ARC/24/REP](#); [ERC/24/REP](#)

### 37th Session of the Regional Conference for the Near East

#### Regional Priorities

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

#### Priority Areas

The Region emphasized innovative approaches, such as data analytics and capacity development in transforming agrifood systems, and furthering analytical work through regional and subregional observatories on food security and nutrition. Focus areas include addressing water scarcity and climate action, while building resilience to multiple shocks.

### 38th Session of the Regional Conference for Latin America and the Caribbean

#### Regional Priorities

- Efficient, inclusive and sustainable production
- End hunger and achieve food security and nutrition
- Sustainable management of natural resources and adaptation to climate change
- Reduction of inequalities, poverty and promotion of resilience

#### Priority Areas

Priority areas include combating illegal, unreported and unregulated fishing; promoting sustainable technologies across sectors; supporting the bioeconomy and sustainable aquaculture particularly in the Caribbean; enhancing frameworks for food loss and waste; and strengthening early warning systems. The Conference emphasized reducing inequalities and bolstering resilience among vulnerable rural groups.

### 33rd Session of the Regional Conference for Africa

#### Regional Priorities

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

#### Priority Areas

Priority focus continues to be on sustainable agrifood production systems, efficient and equitable food and nutrition systems, climate action and natural resource management, and building resilience while ending poverty. Key emphasis is placed on sustainable increase in productivity of crops, livestock, fisheries and aquaculture; promoting science, technology and innovation; addressing food security and nutrition through efficient value chains; and supporting integrated responses to climate change and natural resource management. Special attention is given to strengthening resilience and expanding social protection, particularly for poor and vulnerable households in rural areas.

### 34th Session of the Regional Conference for Europe

#### Regional Priorities

- Ensuring food security and addressing all forms of malnutrition (overarching priority)
- Formulating effective policies, promoting digital innovation and facilitating sustainable rural transformation, with emphasis on smallholders and youth
- Promoting food systems transformation, including nutrition-sensitive value chains and healthy diets, through the alignment of trade, food safety and sanitary and phytosanitary policies and facilitating One Health

#### Priority Areas

Priority focus continues to be on sustainable rural transformation and food systems, with food security and nutrition an overarching priority as well as emerging challenges including the impacts of conflicts and climate change on food security.

### 8th Informal North America Regional Conference

#### Priority Areas

The Informal Regional Conference discussed priority areas, including climate change and biodiversity action, trade and supply chains, science and innovation, FAO's work on the ground including in emergency contexts, and gender and youth in agrifood systems. The Conference emphasized the importance of FAO with regards to data, analytical and standard-setting work, and strong governance systems.

## B. Improved delivery

116. The Director-General is committed to creating an inclusive and agile Organization that is efficient, transparent, innovative, effective and impactful in serving its Members to achieve the *four betters*. These priorities are embedded in FAO's improved ways of working introduced in the FAO Strategic Framework and described in *Section F* of the MTP. This model supports the theory of change and results frameworks and promotes an improved programmatic approach.

117. FAO aims to be a continuously learning and adaptive knowledge Organization that is operationally prepared to address future challenges and deliver an expanding portfolio of programmes and projects while leveraging innovative funding and partnerships for large-scale impact. Key elements supporting FAO's delivery under the Strategic Framework are described below.

### Organizational and management structure

#### **Organizational structure**

118. To ensure FAO remains modern, inclusive and agile, while preserving its technical capacity to address complex challenges, the Director-General has introduced programmatic, managerial, and structural adjustments. The modular and flexible organizational structure continues to underpin this transformation.

119. The headquarters structure consists of three components: (i) *Offices*, which have a cross-cutting function within the Organization; (ii) *Centres*, which have a strong collaboration function with other UN agencies, International Financial Institutions and other international partners; and (iii) *Divisions*, which house the specific technical and professional expertise of FAO. The organizational chart for 2024-25 remains unchanged (*Annex 11*).

#### **Management structure**

120. The unified core leadership team with the three Deputy Directors-General, the Chief Economist, the Chief Scientist, and the Director of Cabinet supports the Director-General through close communication, transparent exchange, and collegial and well-informed decision-making on issues and initiatives of corporate relevance.

121. The "A" and "B" co-oversight reporting line at headquarters enhances senior managers' supervisory capacity, strengthens internal controls, and ensures cohesive leadership across divisions, centres, and offices. At regional level, the Regional Leadership Teams, comprised of the ADG/Regional Representative, Deputy Regional Representatives, and senior staff members, work in close collaboration with headquarters and country offices to support regional programmes under the Programme Priority Areas and other key priorities of the Strategic Framework.

#### **Country office network – way forward**

122. Following the alignment of Regional and Subregional Office structures with the headquarters model, a significant review of the Country Office structures is currently underway, to ensure a modern and efficient FAO Decentralized Offices Network which supports countries in reaching their SDG targets.

123. The Country Office adjustments are guided by five overarching principles: (i) tailoring approaches and resource allocations to countries' evolution, specificities, capacities and needs; (ii) embedding flexibility, improved agility, and strengthened capacity into office structures; (iii) ensuring modern ways of operating and delivering, with an improved balance between staff and other personnel resources and due attention to internal controls; (iv) implementing changes progressively taking into account current staffing; and (v) safeguarding regional budgetary allocations to the FAO Representation Network.

124. As discussed during the 2024 Regional Conferences and subsequent Council sessions, Members supported the proposed measures and models and welcomed the overarching principles. The June 2024 Council<sup>15</sup> emphasized the importance of inclusive, transparent, and iterative consultations with Member Nations, including host countries, to establish clear modernization criteria and ensure effective implementation. Consultations are currently moving forward in a progressive manner, with resource neutrality within the regional Country Office network budget maintained.

125. Regional Offices are leading country-level consultations based on the proposed models, with the staffing structure for each office under review to ensure consistency with regional priorities and organizational objectives. The consultation process follows a modular approach with three implementation groups. Group 1 – comprising 45 percent of the total number of Country Offices, and Group 2 (32 percent) have begun their consultation and implementation processes in 2024 and 2025, respectively. Group 3 – accounting for the remaining 23 percent – is scheduled to begin in 2026 or 2027. Host government support and ownership are actively mobilized, considering each country's capacities and classifications to ensure tailored and effective engagement.

### ***Transparency and accountability***

126. FAO is committed to transparency as an important tool for strengthening accountability, ensure good governance and allow informed decision making. As part of the ongoing efforts to enhance transparency on the organization's financial, operational and programming data, the transformation to a digital FAO continues to be a priority. A wealth of information is now shared online, including detailed information on all projects through the new FAO Transparency Portal and through the International Aid Transparency Initiative which is a global initiative to improve the transparency of development and humanitarian resources and their results to address poverty and crises. Furthermore, all FAO Country Programming Frameworks are available through the FAO Members' Gateway. Full openness also underpins FAO staff and management collaboration with all internal and external reviews, such as the Joint Inspection Unit management and administration review of FAO and external audits. As part of further strengthening transparency and trust, FAO continues to welcome ideas for additional information sharing from external and internal stakeholders.

### ***Technical capacity assessment***

127. The Organization is currently undertaking a corporate assessment of its technical capacity with the goal of strategically identifying strengths, gaps and transitional pathways to better equip FAO with the required capacities to deliver its strategic commitments in the next decade. The review is in line with the 40th Session of the FAO Conference's request to Management to undertake monitoring of its technical capacity on a regular basis,<sup>16</sup> and is being supported by external consultancy services. This forward-looking review is being implemented through a two-phased approach.

128. The ongoing phase one review in the first half of 2025, aims to map out the landscape of FAO's technical capacity in terms of strengths and gaps taking into consideration external challenges and increasing future demands. The review is closely aligned to the FAO corporate results architecture, by using the Programme Priority Areas and FAO's core functions as the primary targets of analysis to capture both thematic and functional technical capacities. The methodology combines internal and external surveys, interviews, and structured workshops to engage technical entities across the Organization in a cross-cutting manner.

129. The second half of 2025 foresees phase two, which will focus on designing a transitional action plan to address the identified gaps gradually throughout the years to come.

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<sup>15</sup> CL 175/13

<sup>16</sup> C 2017/REP, paragraph 79.f)

### Posts overview

130. The evolution of budgeted posts by location and category is summarized in *Table 10*. The post count by *grade group* and organizational unit is shown in *Annex 8* and as requested by Council,<sup>17</sup> an additional table by *grade* and organizational unit is provided (*Annex 9*). Post changes arise from the budgetary reductions and reallocations described further below.

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

	Adj. PWB 2024-25	Change	PWB 2026-27
<b>Headquarters</b>			
Director and above	89	(1)	88
Professional	899	(42)	857
General Service	540	(45)	495
<i>Total Headquarters</i>	<i>1 528</i>	<i>(88)</i>	<i>1 440</i>
<b>Decentralized</b>			
Director and above	51	0	51
Professional	608	(36)	572
General Service	823	(53)	770
<i>Total Decentralized</i>	<i>1 482</i>	<i>(89)</i>	<i>1 393</i>
<b>All Locations</b>			
Director and above	140	(1)	139
Professional	1 507	(78)	1 429
General Service	1 363	(98)	1 265
<b>Total All Locations</b>	<b>3 010</b>	<b>(177)</b>	<b>2 833</b>
<i>Notes: Professional counts in the decentralized offices include 32 officers outposted from headquarters: 21 investment officers, 5 finance officers, 2 legal officers, and 4 field security officers. The 25 junior professional posts are included in the headquarters count.</i>			

131. The 177 net post reductions reflected in *Table 10* include 188 abolitions and the establishment of 11 new professional posts through priority reallocations, as described further below.

132. In order to identify resources for the required cost increases and priority reallocations, a comprehensive review of all vacant posts was undertaken, with a focus on safeguarding core competencies, protecting delivery at country level, and minimizing disruption to priority workstreams. Country and Liaison Offices, as well as smaller-sized headquarters Offices and Centres were excluded from post reductions, and in some cases, such as the Office of the Inspector General, were strengthened. The net impact of the exercise is a reduction of 79 professional and above posts and 98 General Service posts.

133. While the majority of the required resources were identified through post abolitions, a limited number of units, including the FAO Investment Centre (CFI) and the Digital FAO and Agro-informatics Division (CSI), identified the reductions through non-staff savings (USD 2.9 million).

134. To partially mitigate the operational impact of these post reductions, non-post resources equivalent to approximately 40 percent of the cost of the abolished posts are reallocated to the relevant units. This approach allows FAO to minimize the loss of critical expertise by selectively engaging short-term contractual arrangements, including the use of affiliate personnel. Further detail on the post abolitions is provided below.

<sup>17</sup> CL 175/REP, paragraph 25.f)

135. The post abolitions include a total of 62 technical professional posts (*Table 11*), with 35 at headquarters and 27 in Regional or Subregional Offices.

**Table 11: Abolished technical professional/above posts by technical area and location**

Area	Headquarters	Region/Subregion	Total
Agrifood Economics	2	3	5
Animal Production and Health	3	4	7
Climate Change, Biodiversity and Environment	0	1	1
Fisheries and Aquaculture	8	2	10
Food and Nutrition	4	3	7
Forestry	4	0	4
Land and Water	2	1	3
Markets and Trade	4	0	4
Plant Production and Protection	3	5	8
Policy	1	7	8
Rural Transformation and Gender Equality	3	0	3
Statistics	1	1	2
<b>Total</b>	<b>35</b>	<b>27</b>	<b>62</b>

136. The technical post abolitions target vacant posts, in particular long-standing vacant posts where feasible, where alternative modalities for delivering the programme of work are available, including through short-term expertise and re-organization of professional areas of focus. Further mitigating actions include continuing to ensure all remaining posts are filled competitively and efficiently, thereby maximizing technical competence and expertise in the core areas of the Organization. In the second half of 2025, after Conference approval of the net appropriation budget, more detailed work planning will be undertaken with efficiency and risk mitigation measures put in place to manage the impact of these reductions.

137. *Table 12* describes the abolition of 28 professional posts in the functional or enabling areas, 19 abolitions at headquarters and nine in Regional Offices. These functions will need to continue to provide the required support services, including in the areas of financial, human resources, and operational support, which are essential for sustaining FAO's technical work, and will need to be fully met through efficiency savings.

**Table 12: Abolished professional posts in enabling areas by location**

Area	Headquarters	Region/Subregion	Total
Communications	7	2	9
Digital FAO and Agro-informatics	3	0	3
Finance	1	0	1
Governing Bodies Servicing	2	0	2
Human Resources	2	0	2
Partnerships and UN Collaboration	3	1	4
Programme Support	0	3	3
Project Support	1	0	1
Shared Services	0	1	1
South-South and Triangular Cooperation	0	2	2
<b>Total</b>	<b>19</b>	<b>9</b>	<b>28</b>



138. Risk mitigation approaches are being put in place to enhance the Organization's ability to adapt to the evolving challenges and deliver efficiently and effectively with reduced administrative and operational support, as outlined in the section on savings and efficiency measures.

139. *Table 13* shows the abolition of the 98 General Service posts, with 45 abolished at headquarters and 53 in Regional Offices, spanning both technical and enabling areas.

**Table 13: General Service posts abolished by location and technical/enabling area**

Stream/Region	Technical area	Enabling area	Total
Headquarters Offices	0	3	3
Economic and Social Development	6	0	6
Natural Resources and Sustainable Production	13	0	13
Partnerships and Outreach	0	2	2
Corporate Logistics and Operational Support	0	17	17
Programme support	0	4	4
<i>Subtotal Headquarters</i>	<i>19</i>	<i>26</i>	<i>45</i>
Corporate Logistics and Operational Support	0	9	9
Liaison Offices	0	1	1
Africa Region	3	5	8
Asia and the Pacific Region	2	8	10
Europe and Central Asia Region	5	3	8
Latin America and the Caribbean Region	2	7	9
Near East and North Africa Region	3	5	8
<i>Subtotal Regional/Subregional</i>	<i>15</i>	<i>38</i>	<i>53</i>
<b>Total</b>	<b>34</b>	<b>64</b>	<b>98</b>

140. The General Service post reductions are distributed across the streams and regions with enabling areas more impacted, including Corporate Logistics and Operational Support. In technical areas, cuts were made in the Natural Resources and Sustainable Production stream (13 posts), the Economic and Social Development stream (6 posts), and Regional and Subregional Offices (15 posts).

141. Robust efficiency measures will be put in place to mitigate the impact of the reduction in this area and ensure the continued essential support functions that underpin delivery, including logistics, administrative coordination, and programme and project operations.

142. Offsetting the 90 Professional abolitions reported above, FAO has established eleven new professional positions to address emerging needs and priorities. These include:

- four posts in the Office of the Inspector General (OIG) – three investigators and one auditor – reinforcing FAO's oversight and compliance functions;
- two new procurement posts to enhance a strategic and risk-based procurement function, and one post to strengthen Appeals Committee work; and
- three new technical posts in the Plant Production and Protection Division (NSP), enhancing capacity in locust control, sustainable agriculture, and farming innovations, and one new post in the Food and Nutrition Division (ESN), focusing on nutrition-sensitive policies and programmes.

### Savings and efficiency measures

143. FAO remains steadfast in its commitment to value-for-money and operational efficiency. In recent years, the Organization has further strengthened its approach to managing, planning, and reporting on efficiency gains and savings, in line with the request of the FAO Conference in July 2023. Following a comprehensive efficiency review, FAO has adopted a structured reporting format as further outlined below.

144. In line with the definitions developed in the context of the Secretary-General's UN Reform and its Efficiency Agenda, FAO reports on three main forms of efficiencies:

- a) Cost savings – reducing the level of financial resources disbursed to achieve a given outcome. These comprise: (i) cost reductions aimed at lowering current spending and (ii) cost avoidance, which avert future price or cost increases.
- b) Time savings – reducing the overall effort to achieve a given task, freeing up time for other productive activities.
- c) Effectiveness improvements – initiatives that result in qualitative improvements, such as reduced risk or better quality of service.

#### **Efficiency gains and savings since 2012**

145. FAO has consistently reported on its efficiency gains and savings over the years. Between 2012 and 2022, approximately USD 185 million in efficiencies gains and savings were achieved, including through reduced staff costs and personnel savings in administrative and other units, outsourcing of printing services, the restructuring of the Shared Services Centre, reduced costs of consultants, travel, procurement, and improvements to support cost recoveries.<sup>18</sup>

146. More recently, in 2023, FAO achieved significant efficiencies totaling USD 13.8 million across various functions including administration, finance, human resources, information technology, logistics, procurement, and project cycle management. *Table 14* provides an overview of cost and time savings in 2023, including the cost of one-time investment required related to the initiative indicated.

**Table 14: Cost and time savings in 2023 (USD thousand)**

Service Line	Cost savings		Time savings	One-time cost of investment
	Cost reduced	Cost avoided		
Administration including common Facilities/Premises	50	200	235	565
Finance	135	210	4 900	665
Human Resources	690	105	440	180
ICT	80	0	0	230
Procurement	140	0	80	315
Project cycle streamlining (including TCP)	0	4 745	1 765	0
<b>Total</b>	<b>1 095</b>	<b>5 260</b>	<b>7 420</b>	<b>1 955</b>

147. Noteworthy accomplishments include *cost reductions* achieved through procedural changes, through transferring HR functions to the Shared Services Centre, and with the automation of administrative tasks. *Cost avoidance* initiatives focused on project cycle streamlining, and implementing improved policies and tools for grants and voucher programmes. This approach led to more efficient, risk-aware methods, reduced staff and management costs, and minimized project delays, while fostering stronger partnerships.

<sup>18</sup> C 2019/3, paragraphs 106-108.

148. Key *time savings* resulted from adoption of digital banking tools, which enhanced financial management efficiency and freed up staff time, particularly in Decentralized Offices. Streamlining approval and administrative procedures under the Technical Cooperation Programme also contributed significantly.

149. In addition to cost and time efficiencies, *qualitative improvements* were made in areas such as compliance, risk management, process optimization, and staff well-being.

150. FAO's engagement in the United Nations efficiency agenda also yielded substantial efficiency gains. At the country level, FAO participates in 128 UN Business Operations Strategies, which resulted in a total of USD 7 million in cost efficiencies/cost avoidance realized in 2023. Since 2019, FAO has generated a five-year total of USD 22 million in efficiencies, mainly in terms of cost avoidance across business operations, i.e. procurement, information technology, human resources, logistics, administration and finance.

#### *Planned initiatives for 2026-27*

151. Looking ahead to 2026-27, focus will be on ensuring that the proposed reductions of USD 29.0 million are managed efficiently through cost savings, time savings, and effectiveness improvements, to the extent possible. Following Conference-approval of the budget, the more detailed work planning process that will occur across the Organization in the second half of 2025 will include further elaboration of the management of the reduction and any refinements stemming from the most efficient and effective use of resources. Efficiency measures already planned or underway are described below.

152. FAO will continue driving efficiency gains across enabling services, including administration, finance, human resources, information management and technology, logistics, procurement, TCP/project cycle management, and the Shared Services Centre. The upcoming initiatives will prioritize innovations in automation, process optimization, selective outsourcing of functions, and enhanced coordination between headquarters and Decentralized Offices.

153. Careful risk analyses will guide the implementation of initiatives to ensure that disruptions are minimized and essential services are maintained, in particular as these corporate services units would be operating with reduced resources under the budget proposal. Measures will include identifying and prioritizing services with highest added value, allowing longer lead times for essential but less time-sensitive services, capitalizing on emerging technologies to further automate routine tasks and reducing monitoring and support in less sensitive lower risk areas.

154. The adoption of technical innovations, including exploring the use of artificial intelligence tools such as chat bots, as well as upgrades of information systems will allow FAO to further streamline processes and enhance communication within and across teams. To facilitate smooth transitions, preserve critical knowledge and safeguard workflows, phased approaches will be adopted where needed to ensure that documentation systems are strengthened, knowledge repositories created, and alternative solutions are in place and functioning properly. Cross-training will equip staff to handle multiple roles, ensuring continuity across the functions and mitigating risk of resource reductions to internal controls and service levels for critical processes.

155. At the strategic level, collaboration with external partners will be rationalized to maintain technical functions cost-effectively and to prioritize high-impact partnerships, including strengthened collaboration with peer technical organizations and centres, academia and research institutions, and regional and international organizations.

156. Furthermore, coordination and alignment of efficiency initiatives across FAO will be enhanced, supported by capacity-building for staff in all locations. Efficiency reporting will be strengthened, including by tracking the revised Functional Objective (10.3) key performance indicators.

157. FAO will also expand its participation in the UN Efficiency Agenda, aligning efforts with the UN Sustainable Development Group 2025-2028 Efficiency Roadmap. A key focus will be on expanding the use of Global Shared Services, where available, leveraging UN interagency agreements.

158. FAO's Corporate Environmental Responsibility Strategy 2020-2030 will serve as a roadmap to achieve a 45 percent reduction in greenhouse gas emissions from its facilities and operations. This goal will be supported through improved waste management practices, enhanced water-use efficiency and promotion of sustainable energy solutions.

## C. Financial and budgetary dimensions

### Overview of anticipated cost increases

159. The cost increase estimates cover the recosting of Regular Programme inputs from 2024-25 to 2026-27 levels to deliver the Programme of Work, namely for personnel, goods and services, and the lapse factor. The methodology, assumptions, and the detailed breakdown of the costs are provided in *Annex 13*.

160. The cost increase estimates are developed on a biennial basis from actual cost adjustments that are occurring during the course of the current biennium (*biennialization*), and forecasted adjustments to unit costs that will take effect in the next biennium (*inflation*).

#### **Personnel, goods and services**

161. Personnel services comprise all staff costs, including salaries, pension fund contributions, dependency allowances, social security, other staff-related entitlements, and after-service benefits for both the Professional and General Service staff categories. The changes in personnel services costs are derived from the decisions regarding the United Nations common system, as reviewed and determined by the International Civil Service Commission and the United Nations General Assembly, independent verification, and other external factors.

162. Goods and services include other affiliate human resources (e.g. consultants), travel, general operating expenses, contracts and other (e.g. furniture and equipment).

163. The total cost increases for personnel services in 2026-27 is estimated at USD 43.1 million equivalent to a 5.7 percent increase in the biennium, consisting of USD 13.4 million under biennialization, USD 26.5 million for inflation, and USD 3.3 million under the lapse factor and new post adjustment.

164. The inflation for total goods and services is estimated at USD 7.7 million to cover *inter alia* the rising costs of utility bills and travel despite the ongoing efforts to reduce costs building on past and current efficiency and innovative approaches.

165. The evolution of the estimated cost increases for 2026-27 is summarized by input category in *Table 15* and explained below.

**Table 15: Summary of cost increases under the net appropriation in 2026-27 (USD million)**

	Proposed Net Appropriation at 2024-25 Cost	Biennialization	Inflation/ Other	Total Change	Proposed Net Appropriation at 2026-27 Costs	Percent Cost Increase (Biennial)
<b>Personnel Services</b>						
Salaries, Pension Fund Contributions and Allowances	698.0	13.4	26.5	39.8	737.8	5.7%
After-service Benefits	73.0	0.0	0.0	0.0	73.0	0.0%
Lapse Factor/New Post Adjustment	(10.3)		3.3	3.3	(7.0)	(31.8%)
<b>Total Personnel Services</b>	<b>760.7</b>	<b>13.4</b>	<b>29.8</b>	<b>43.1</b>	<b>803.8</b>	<b>5.7%</b>
<b>Total Goods and Services</b>	<b>460.0</b>		<b>7.7</b>	<b>7.7</b>	<b>467.7</b>	<b>1.7%</b>
<b>Corporate and Other Income</b>	<b>(225.4)</b>			<b>0.0</b>	<b>(225.4)</b>	<b>0.0%</b>
<b>Budget Level Net Appropriation</b>	<b>995.3</b>	<b>13.4</b>	<b>37.5</b>	<b>50.8</b>	<b>1 046.1</b>	<b>5.1%</b>

166. The biennialization increase of USD 13.4 million reflects different factors, including the increase in the pension contributions for professional staff and the 24-month effect of increases occurring in 2024-25.

167. The inflation estimates of USD 26.5 million for salaries, pension fund contributions and allowances are based on the recent Economist Intelligence Unit (EIU) Consumer Price Index (CPI) forecasts in the region or country where FAO has large offices. The lapse factor and new post adjustment of USD 3.3 million is elaborated in the next section.

168. Staff costs are difficult to predict despite the refined information systems used to analyse current cost patterns and quantify trends, which may lead to variances from the budgetary estimates prepared in advance for the budget implementation.

### **Lapse factor**

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

170. The 2026-27 lapse factor is 1.44 percent for Professional (was 1.61 in 2024-25) and 1.88 percent for General Service costs (was 1.78 in 2024-25). The impact of the lapse factor adjustment in 2026-27 is a decrease of USD 9.5 million to budgeted staff costs when applied to all locations.<sup>19</sup> The net impact of the new lapse factor moving from 2024-25 to 2026-27 is an increase of staff costs of USD 0.8 million.

171. In accordance with the lapse factor methodology, several new posts have been costed in the programme budget for only part of the next biennium, where the expected incumbency period is less than the full biennium. This adjustment generated a USD 0.3 million reduction in budgeted staff costs in 2026-27. The net effect, after adjusting for the new posts from 2024-25, is an increase of staff costs of USD 2.5 million.

172. Therefore, the combined lapse factor adjustment, including for new posts, in 2026-27 is a decrease of USD 7.0 million to budgeted staff costs. The net impact of the new lapse factor moving from 2024-25 to 2026-27 is an increase of staff costs of USD 3.3 million, as shown in *Table 15*.

173. *Annex 13* elaborates further on the forecasted cost increases and provides information on the distribution of the budget by category and item of expenditure.<sup>20</sup>

174. It is also noted that the budgetary proposal presented in this document would result in a decrease of the Professional vacancy rate from approximately 23 percent to 18 percent.<sup>21</sup>

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<sup>19</sup> For country and liaison offices, the Conference approved in 2009 the removal of the lapse factor adjustment

<sup>20</sup> CL 175/REP, paragraph 25 f)

<sup>21</sup> Excluding FAOR posts

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

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

175. The financial health of the Organization can be appraised in relation to three components of the General and Related Funds as follows:

- a) the **General Fund** – reflects the accumulated historical result of all assessments on Members, miscellaneous and other income, offset by cumulative expenditures to execute the Programme of Work;
- b) the **Working Capital Fund (WCF)** – in accordance with Financial Regulation 6.2, the primary purpose of the WCF is to advance monies to the General Fund to finance expenditures pending receipt of assessed contributions to the budget. The WCF can also be used to finance emergency activities not contemplated in the budget;
- c) the **Special Reserve Account (SRA)** – established by Conference Resolution 27/77 in 1977 and expanded by Conference Resolutions 13/81 and 17/89 and further guidance from Conference in 2005,<sup>22</sup> the SRA protects the Programme of Work against the effects of unbudgeted extra costs arising from adverse currency fluctuations and unbudgeted inflationary trends. The SRA can also advance monies on a reimbursement basis to the General Fund.

176. The balances on General and Related Funds as at 31 December 2023<sup>23</sup> are summarized in *Table 16*.

**Table 16: Balances on General and Related Funds as at 31 December 2023**

	USD million
General Fund (deficit)	(877.4)
Working Capital Fund	25.7
Special Reserve Account	46.2
<b>Total General and Related Funds (deficit) at 31 December 2023</b>	<b>(805.5)</b>

177. The main factors which have contributed to the deficit balance on the General and Related Funds at 31 December 2023 are summarized below.

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

178. Since 1997 the Organization has progressively recorded an increased value of the past service liability associated with the After-service Medical Coverage (ASMC) plan and the Termination Payments Fund (TPF) as determined by the external actuarial valuations. The total unfunded charges associated with staff-related schemes at 31 December 2023 amounted to USD 999.1 million, of which USD 899.5 million related to ASMC, and USD 99.6 million related to TPF. These amounts represent the cumulative unfunded past service costs from 1997 to 2023.

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

<sup>23</sup> FC 199/2



### **Unbudgeted expenditures**

179. In the period since 1998, unbudgeted expenditures totalling USD 59.3 million have not been matched with funding and have contributed to a deterioration of the total General and Related Fund deficit:

- a) Conference Resolutions 7/97 and 3/99 authorized the Director-General to meet redeployment and separation costs over and above the net budgetary appropriations approved for 1998-99 and 2000-01 respectively. The related costs of USD 10.6 million<sup>24</sup> and USD 8.4 million<sup>25</sup> were charged to the General Fund;
- b) Payments in excess of the amounts determined by the actuarial valuation for the Termination Payments Fund (TPF) amounting to USD 9.4 million<sup>26</sup> in 2002-03; USD 2.9 million in 2004-05;<sup>27</sup> and USD 8.2 million in 2006-07<sup>28</sup> were charged to the General Fund without matching funding;
- c) Unbudgeted current service costs of USD 13.4 million (*C 2009/5A footnote 6*) for ASMC were charged to the General Fund without matching funding in 2006-07; and
- d) A charge of USD 6.4 million (*C 2009/5A footnote 6*) was made against the Special Reserve Account in 2006-07 for a portion of the unforeseen headquarters general service salary increase.

### **Requirements to stabilize the General Fund deficit**

180. As reported in previous biennia, unless significant measures are adopted by the governing bodies to address unfunded liabilities, the accumulated deficit under the General Fund will continue to deteriorate.

### **Status of past service liabilities**

181. Over the past two decades, the value of the Organization's unfunded liability associated with the After-service Medical Coverage (ASMC) plan and the Termination Payments Fund (TPF) has ranged between USD 374 million and USD 952 million as determined by the external actuarial valuations. While actuarial valuations can change significantly from year to year due to changes in demographic assumptions (e.g. mortality rates/estimates, rates of staff member turnover, claim rates under medical plans, etc.) and financial assumptions (e.g. discount rate, future salaries and benefits, future medical costs, etc.), the general trend over the past 20 years has been a net increase in expected liabilities. The total liabilities reported at 31 December 2023 amounted to USD 982.3 million, of which USD 608.1 million of funding was available in long-term investments. The remaining unfunded amount includes USD 307.5 million related to ASMC and USD 66.7 million related to TPF, representing the most recent value of the liabilities that will require to be settled from 2024 into the future,<sup>29</sup> net of available funding.

### **After-service Medical Coverage past service liability**

182. The ASMC past service liability represents the Organization's share of the cost of medical insurance claims that it is required to pay on behalf of retirees over their expected remaining lifetimes based on their past services with FAO.

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

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

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

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

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

<sup>29</sup> The cumulative historical liabilities for ASMC (USD 899.5 million) and TPF (USD 99.6 million) presented in paragraph 149 represent total unfunded expenses since 1997, while paragraph 152 highlights the forecasted unfunded portions as of the reporting date.

183. FAO's ASMC past service liability has never been met from the budgetary appropriations or the Programme of Work. Whilst the PWB provides funding for the current service costs (i.e. the amounts which will be earned by staff members during the current biennium), there is currently no funding mechanism to fund that part of the liability earned by staff members in prior periods (i.e. the past service liability).<sup>30</sup>

184. In its regular review of this matter, the Finance Committee has consistently highlighted that the underfunding of After-service Medical Coverage liabilities was an issue facing all United Nations system organizations and has emphasized the importance of adopting a common approach to address it amongst the members of the United Nations Common System. Most recently, at its 202nd session,<sup>31</sup> the Finance Committee requested Management to propose viable options at the November 2025 session of the Finance Committee to address the underfunding of the After-service Medical Coverage liabilities without the requirement of a special assessment. FAO continues to analyse options to address this matter, including through review of best practices followed by other entities of the United Nations Common System and through studies commissioned with FAO's actuaries.

#### ***Termination Payments Fund past service liability***

185. Termination payments are the end of service payments, including accrued annual leave, repatriation grant, termination indemnities and cost of repatriation travel that will arise when staff members separate from the Organization. The liability at any point of time reflects an actuarial estimate of amounts earned by existing Staff Members. The total unfunded Termination Payments Fund (TPF) liability reported at 31 December 2023 amounted to USD 66.7 million.

186. Whilst the PWB provides funding for the current service costs (i.e. the amounts which will be earned by staff members during the current biennium), there is no funding mechanism to fund that part of the liability earned by staff members in prior periods (i.e. the past service liability). This unfunded past service liability has never been met from the budgetary appropriations or the Programme of Work. Focus to date has been on identifying measures to address the more significant unfunded past service liability for After-service Medical Coverage, as described above.

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<sup>30</sup> Between the 2004-05 biennium and 2016-17 biennium, the Conference approved separate additional assessments on Members towards funding the ASMC past service liability.

<sup>31</sup> CL 176/10, paragraph 8.c

### Summary requirements

187. This section provides an overall view of the funding requirements to execute the 2026-27 Programme of Work under all sources of funds and how the funding requirements for the Programme of Work would impact on future financial commitment of Members.

#### **Funding requirements for the Programme of Work**

188. The PWB presents an integrated view of total resource requirements to carry out the Programme of Work, in the form of assessed contributions to fund the net budgetary appropriation and estimated extrabudgetary resources from voluntary contributions, as summarized in *Table 17*.

189. For the *net budgetary appropriation*, the starting point is the 2024-25 level of USD 1 021.7 million. As explained in PWB *Section A*, in order to cover anticipated cost increases and priority reallocations, while maintaining the budgetary appropriation at the same nominal USD level as in 2024-25, a net reduction of USD 26.4 million is required. In addition, forecasted cost increases are added, resulting in a net appropriation level of USD 1 046.1 million at the 2024-25 budget rate of exchange.

190. The above budget figures are calculated at the budget rate of exchange of the 2024-25 biennium, i.e. Euro 1 = USD 1.12. The proposed budget rate of exchange for the 2026-27 biennium is set at Euro 1 = USD 1.06, based on the average UN operational rates from October 2024 to February 2025. The adjustment to the 2026-27 Euro/USD budget rate of exchange brings the net appropriation budget expressed in US dollars to USD 1 021.7 million.

191. The level of voluntary contributions reflects the delivery estimates of USD 3.3 billion in 2026-27, bringing the total integrated Programme of Work in 2026-27 to USD 4.3 billion.

**Table 17: Cumulative funding requirements in 2026-27 for the Programme of Work**

Programme of Work	(USD million)
<b>Requirements under the net appropriation</b>	
Budgetary requirements at 2024-25 cost levels	1 021.7
Net reduction	(26.4)
Incremental requirements - cost increases	50.8
<i>Net budgetary appropriation for 2026-27 at 2024-25 budget rate</i>	<i>1 046.1</i>
Impact of adjustment to 2026-27 Euro/USD budget rate of exchange	(24.4)
<i>Net budgetary appropriation at 2026-27 cost levels and budget rate</i>	<i>1 021.7</i>
<i>Total estimate under voluntary contributions</i>	<i>3 264.3</i>
<b>Total integrated Programme of Work in 2026-27</b>	<b>4 286.0</b>

#### **Impact on assessments of funding requirement under the programme of work**

192. Under the split assessment methodology adopted by Conference Resolution 11/2003,<sup>32</sup> contributions to the budget shall be assessed partly in US dollars and partly in Euro, in accordance with the estimated expenditures in each of these currencies. The split assessment methodology was put in place to reduce the operational currency risk to the Organization by matching contributions to the two main currencies of expenditure, thereby shielding the Organization from exchange rate fluctuations.

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

193. As explained above, the proposed budget rate of exchange for the 2026-27 biennium is set at Euro 1 = USD 1.06, which results in a net appropriation for implementing the programme of work of USD 1 021.7 million, when expressed in the Organization's functional currency, the US dollar. It is recalled that the assessed split contributions in Euros and US dollars do not vary under different exchange rate conditions, as shown in *Table 18*.

**Table 18: Impact of the change in the budget rate of exchange under split assessments**  
(USD/Euro million)

	<b>Euro 1 = USD 1.12</b>	<b>Euro 1 = USD 1.06</b>
Assessments due in US dollars for 2026-27 programme of work	USD 590.5	USD 590.5
Assessments due in Euro for 2026-27 programme of work	EUR 406.8	EUR 406.8
Assessed contributions due in US dollars	USD 590.5	USD 590.5
Assessed contributions due in Euro and expressed in USD dollars	USD 455.6	USD 431.2
<b>Total expressed in US dollars</b>	<b>USD 1 046.1</b>	<b>USD 1 021.7</b>

194. In calculating Members' assessed contribution, Financial Regulation 5.2(a) foresees that the resolution on the Budgetary Appropriation should include a deduction for estimated Miscellaneous Income. The Miscellaneous Income estimate for 2026-27 is set at the same level as in 2024-25, USD 5.0 million.

*DRAFT RESOLUTION FOR ADOPTION BY THE CONFERENCE  
RESOLUTION \_/2025*

**Draft budgetary appropriations 2026-27**

**THE CONFERENCE,**

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

**Having considered** the proposed total net appropriation of USD 1 046 104 000 for the financial period 2026-27 at the 2024-25 rate of EUR 1 = USD 1.12, which assumes US dollar and Euro expenditure equal to USD 590 489 000 and EUR 406 799 000;

**Having considered** that the above net appropriation is equivalent to USD 1 021 696 000 at the budget rate of EUR 1 = USD 1.06 established for 2026-27 after translation of the EUR portion;

1. **Approves** the Programme of Work proposed by the Director-General for 2026-27 as follows:

a) Appropriations are voted at a rate of EUR 1 = USD 1.06 for the following purposes:

	<b>USD</b>
Chapter 1: Better Production	161 997 000
Chapter 2: Better Nutrition	133 553 000
Chapter 3: Better Environment	120 957 000
Chapter 4: Better Life	126 782 000
Chapter 5: Technical quality, statistics, cross-cutting themes and accelerators	71 422 000
Chapter 6: Technical Cooperation Programme	143 133 000
Chapter 7: Outreach	73 865 000
Chapter 8: Information Technology and Digitalization	34 171 000
Chapter 9: FAO governance, oversight and direction	56 254 000
Chapter 10: Efficient and effective administration	63 336 000
Chapter 11: Contingencies	600 000
Chapter 12: Capital Expenditure	14 242 000
Chapter 13: Security Expenditure	21 384 000
<b>Total Appropriation (Net)</b>	<b>1 021 696 000</b>
Chapter 14: Transfer to Tax Equalization Fund	129 753 000
<b>Total Appropriation (Gross)</b>	<b>1 151 449 000</b>

b) The appropriations (net) voted in paragraph (a) above minus estimated Miscellaneous Income in the amount of USD 5 000 000 shall be financed by assessed contributions from Member Nations of USD 1 016 696 000 to implement the Programme of Work. Such contributions shall be established in US dollars and Euro and shall consist of USD 585 489 000 and EUR 406 799 000. This takes into account a split of 58 percent US dollars and 42 percent Euro for the appropriations (net) and of 100 percent US dollars for Miscellaneous Income.

- c) In establishing the actual amounts of contributions to be paid by individual Member Nations, a further amount shall be charged through the Tax Equalization Fund for any Member Nation that levies taxes on the salaries, emoluments and indemnities received by staff members from FAO and which are reimbursed to the staff members by the Organization. An estimate of USD 6 000 000 has been foreseen for this purpose.
2. **Encourages** Members to provide voluntary contributions in support of the implementation of the FAO Strategic Framework 2022-31 through the integrated Programme of Work.




















(Adopted on \_\_\_\_\_ 2025)

## 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*



<b>SDG Indicators of Impact</b>	<p>2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size</p> <p>2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture</p> <p>6.4.1 (custodian) Change in water-use efficiency over time</p> <p>6.4.2 (custodian) Level of water stress: freshwater withdrawal as a proportion of available freshwater resources</p> <p>14.6.1 (custodian) Degree of implementation of international instruments aiming to combat illegal, unreported and unregulated (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>
<b>BP1: Innovation for Sustainable Agriculture Production</b>	   
<b>BP2: Blue Transformation</b>	 
<b>BP3: One Health</b>	  
<b>BP4: Small-Scale Producers' Equitable Access to Resources</b>	    
<b>BP5: Digital Agriculture</b>	    





**BP1: Innovation for Sustainable Agriculture Production**

<b>Gap</b>	Global agricultural production, 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.
<b>Outcome</b>	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>
 <b>Accelerators</b>	<p><b>🔧 Technology:</b> 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><b>⚙️ Innovation:</b> 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><b>📊 Data:</b> 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><b>🔗 Complements:</b> 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>









<b>BP1: Innovation for Sustainable Agriculture Production</b>	
 <b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Innovation for more sustainable, productive and inclusive agricultural production systems, including agricultural practices and inputs</li> <li>• Sustainable transformation support through integration, demonstration, validation, dissemination and up-scaling of innovations, focusing on pro-poor value chain actor support</li> <li>• Sustainable policies for an enabling environment: policy formulation and enabling environments for implementation of sustainable agriculture innovation</li> <li>• Enhance crop production and protection systems (e.g. tropical, drylands and urban/peri-urban agriculture) with high quality, productivity, efficiency and diversity through sustainable innovation and technologies</li> <li>• Improve resource use efficiency in livestock (including insect) production and health through sustainable agricultural innovations</li> <li>• Optimize the sustainable use of forests for agricultural productivity and income generation</li> <li>• Efficient and sustainable use of land, soil and water resources for climate-resilient and inclusive agrifood systems</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Second Global Plan of Action (Second GPA) for Plant Genetic Resources for Food and Agriculture (PGRFA)</li> <li>• Global Programme on Sustainable Dryland Agriculture</li> <li>• World Information and Early Warning System (WIEWS) on Plant Genetic Resources for Food and Agriculture (PGRFA) and the Domestic Animal Diversity Information System (DAD-IS)</li> <li>• International Plant Protection Convention (IPPC)</li> <li>• Global Action for Fall Armyworm Control</li> <li>• Global assessment of the contribution of livestock to food security, sustainable agrifood systems, nutrition and healthy diets</li> <li>• Secretariat of the Advisory Committee on Sustainable Forest-based Industries</li> <li>• Value-added impact areas:             <ul style="list-style-type: none"> <li>- Global Action on Green Development of Special Agricultural Products: “One Country One Priority Product” (OCOP)</li> <li>- Farmers as Agricultural Innovators for Resilient Ecosystems (FAIRE) – an action plan to re-imagine and modernize Farmer Field Schools (FFS)</li> </ul> </li> <li>• International Code of Conduct on pesticide management</li> <li>• International Code of Conduct on sustainable use and management of fertilizers</li> <li>• International Commission on Poplars and Other Fast-Growing Trees Sustaining People</li> <li>• Global Framework on Water Scarcity in Agriculture (WASAG)</li> <li>• Global Soil Partnership (GSP)</li> <li>• Mapping Irrigation Potential and Needs Initiative (IRMA)</li> <li>• Integrated Drought Risk Management Programme</li> <li>• Hand-in-Hand Initiative (HIH)</li> <li>• Achieving SDG 2 without breaching the 1.5°C threshold: A global roadmap</li> </ul>






<b>BP1: Innovation for Sustainable Agriculture Production</b>	
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Transforming data and intelligence systems, including statistics and data collection on agricultural production, land and water use and tenure, resource use, and rural/urban household livelihood profiles, as well as their linkage to the HiH Platform for advanced modelling and analytics</li> <li>• 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)</li> <li>• Creating an enabling environment and scaling up sustainable agricultural innovations through governance and policy dialogue as well as supporting rigorous evidence-based policies</li> <li>• Capacity development for scaling up sustainable production practices and integrated approaches</li> <li>• Partnerships and catalysing coalitions to put sustainable agricultural innovations and strategies in practice for improved productivity</li> <li>• Sustainable practices and technologies tailored to smallholders, including digital tools</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported fostering innovation, technologies and an enabling environment including policies and strategies that address 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</li> <li>2. Proportion of stakeholders satisfied with FAO's work on innovation for sustainable agriculture production (%) Baseline: 88 Milestone: 88</li> </ol>
 <b>Trade-Offs</b>	<p>Depending on the target ecosystem (e.g. tropical, dryland and urban/peri-urban agriculture), production systems (e.g. crop, livestock and forestry) and geography, potential trade-offs exist between short-term economic profitability and social and/or environmental sustainability</p>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Limited market demand and economic incentive for the uptake of sustainable technologies, due to misalignments in food and agricultural incentives and subsidies</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Identify and engage relevant stakeholders at all stages to ensure inclusive buy-in and capacity development, and support business risk management</li> <li>2. Strengthen evidence-based approaches to understand stakeholder preferences, identify adoption drivers and barriers, address them before implementing interventions, and evaluate their implementation impact</li> <li>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.</li> </ol>



BP2: Blue Transformation	
<b>Gap</b>	Transformed aquatic food systems can provide humanity with a significant proportion of the nutritious food and resilient livelihoods required to meet the 2030 Agenda for Sustainable Development, but their potential is either underdeveloped (such as the aquaculture production subsector as well as the post-harvest value chain) or threatened (such as for sustainable fisheries).
<b>Outcome</b>	More efficient, inclusive, resilient and sustainable aquatic food systems promoted through improved policies and programmes for integrated science-based management, technological innovation and private-sector engagement.
<b>SDG targets</b>	<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</p> <p>14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics</p> <p>14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation</p> <p>14.7 By 2030, increase the economic benefits to small island developing States (SIDS) and least developed countries (LDCs) from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism</p> <p>14.b Provide access for small-scale artisanal fishers to marine resources and markets</p> <p>14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS,<sup>33</sup> which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want</p>
<b>SDG Indicators</b>	<p>2.1.1 (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p> <p>2.2.2 Prevalence of malnutrition among children under 5 years of age by type (wasting and overweight)</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 international law, as reflected in the United Nation Convention on the Law of the Sea, for the conservation and sustainable use of the oceans and their resources</p>

<sup>33</sup> United Nations Convention on the Law of the Sea (UNCLOS)

BP2: Blue Transformation	
 <b>Accelerators</b>	<p><b>Technology:</b> 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><b>Innovation:</b> 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><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Support a growing contribution of sustainable aquaculture to global food security and poverty eradication</li> <li>• 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</li> <li>• 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</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Blue Transformation Roadmap 2022–2030 and its umbrella programme</li> <li>• Code of Conduct for Responsible Fisheries and related technical guidelines</li> <li>• Guidelines for Sustainable Aquaculture (GSA)</li> <li>• Agreement on Port State Measures (PSMA)</li> <li>• UN Fish Stocks Agreement</li> <li>• The Agreement to Promote Compliance with International Conservation and Management Measures by Fishing Vessels on the High Seas (The Compliance Agreement)</li> <li>• Agreement on Marine Biodiversity of Areas beyond National Jurisdiction (BBNJ Agreement)</li> <li>• WTO Agreement on Fisheries Subsidies</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)</li> <li>• Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• Voluntary Guidelines for Catch Documentation Schemes (VGCDs)</li> <li>• Ecosystem Approach to Fisheries (EAF) and Aquaculture (EAA)</li> <li>• FAO Strategy on Biodiversity Mainstreaming across Agricultural Sectors</li> <li>• Vision and Strategy for FAO's Work in Nutrition</li> <li>• Addressing the Climate Change and Poverty Nexus</li> <li>• UN Decade on Ecosystem Restoration; UN Decade of Ocean Science</li> <li>• Regional fisheries management organizations/arrangements (RFMO/As) and regional fishery bodies (RFBs)</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul>




BP2: Blue Transformation	
	<ul style="list-style-type: none"> <li>• 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</li> <li>• Establish partnerships and catalyse coalitions, including with civil society, the private sector and investment partners to escalate transformation</li> <li>• Advocacy that highlights and promotes the role of aquatic food systems in healthy diets and climate resilient livelihoods</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported improved policies and programmes for integrated science-based management, technological innovation and private-sector engagement that address SDG targets to promote more efficient, inclusive, resilient and sustainable aquatic food systems. Baseline: 59 Milestone: 66</li> <li>2. Proportion of stakeholders satisfied with FAO's work on Blue Transformation (%) Baseline: 80 Milestone: 80</li> </ol>
 <p><b>Trade-Offs</b></p>	<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>
 <p><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Expectations for global aquaculture growth overestimate potential and inputs cannot keep up with production demand, which may lead to insufficient biosecurity and disease control</li> <li>2. Climate change impacts and ecosystem degradation restrict production capacity; climate change impacts reduce the sustainability of stocks; ecosystem restoration and targeted protection fails to improve ecosystem status</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Support regulatory frameworks and monitoring programmes as well as the development of capacity-feasible technologies specific to country realities through implementation of GSA</li> <li>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.</li> </ol>

BP3: One Health	
<b>Gap</b>	Increasing losses to production and adverse health effects are caused by the spread of biological threats, including zoonotic infections of pandemic potential and antimicrobial resistance (AMR) in the crop, animal and aquaculture sectors, with risks of further exacerbation due to the disruption of supply chains; improper management of agrochemicals and agricultural waste; and capacity gaps in animal, aquaculture, plant and forest health services to anticipate, prevent, and manage biological threats and protect ecosystems from invasive pests and diseases.
<b>Outcome</b>	National, regional and global animal, aquaculture, plant, forest and ecosystem health enhanced through improved systems-based One Health approaches and capacities for pest and disease prevention, early warning, and management of national and global health threats, including chemicals, pesticides, invasive alien species, AMR, and other threats to biodiversity.
<b>SDG targets</b>	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters 3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks 15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
<b>SDG Indicators</b>	1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies 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
<b>Additional complementary indicator</b>	Level of implementation of National Action Plans (NAPs) in countries where FAO provides AMR support in the agrifood sectors (%)
 <b>Accelerators</b>	<ul style="list-style-type: none"> <li> <b>Technology:</b> Accelerate the uptake of technical innovations and biosecurity guidance to curb pest and disease losses</li> <li> <b>Innovation:</b> Promote innovative, digital solutions for expansive scaling-up of engagement, addressing inequalities in health systems through an integrated One Health approach</li> <li> <b>Data:</b> Strengthen multisource surveillance and monitoring information systems at the country level, integrated with the FAO Agroinformatics platform to better target actions and support user-level decisions</li> <li> <b>Complements:</b> 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</li> </ul>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Enhance capacity for prevention, preparedness and response to future pandemic threats and other health challenges to agrifood systems</li> <li>• Strengthen AMR management</li> <li>• Enhance country-level One Health implementation, capacities and policies to support global health and food security</li> <li>• Mainstream environmental considerations – including biodiversity, pollution control, agrochemical management, soil and water health, wildlife management and ecosystem health – into the One Health approach</li> </ul>

<b>BP3: One Health</b>	
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• Joint FAO–WHO–WOAH<sup>34</sup> Global Early Warning System for health threats and emerging risks at the human–animal–ecosystems interface (GLEWS+)</li> <li>• FAO Desert Locust Information Service (DLIS)</li> <li>• FAO–WHO International Food Safety Authorities Network (INFOSAN)</li> <li>• 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, 2<sup>nd</sup> Edition.</li> <li>• Rotterdam Convention; International Code of Conduct on Pesticide Management</li> <li>• International Plant Protection Convention (IPPC)</li> <li>• Codex Alimentarius (“Food Code” for food safety)</li> <li>• Global Action Plan on Antimicrobial Resistance, and Tripartite Zoonoses Guide</li> <li>• FAO–WOAH Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs)</li> <li>• Quadripartite One Health Joint Plan of Action</li> <li>• Global Health Security Agenda</li> <li>• FAO Good Emergency Management Practices (GEMP); Progressive Pathway for Emergency Preparedness (PPEP)</li> <li>• Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases, Global Animal Disease Information System – EMPRES-i+</li> <li>• Food Contaminant and Residue Information System (FCRIS)</li> <li>• International Database on Insect Disinfestation and Sterilization (IDIDAS)</li> <li>• FAO Action Plan on Antimicrobial Resistance (2021–2025); International FAO Antimicrobial Resistance Monitoring data platform (InFARM); and Reduce the Need for Antimicrobials on Farms for Sustainable Agrifood Systems Transformation (RENOFARM)</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Support norms and standards development in SPS areas, biosecurity and health security systems (with SPS performance, including plant health)</li> <li>• 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)</li> <li>• 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</li> <li>• 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 pests and diseases, such as Highly Pathogenic Avian Influenza (HPAI), <i>Peste des Petits Ruminants</i> (PPR), Mpox, fall armyworm and locust infestations</li> <li>• Lead policy dialogues and processes with FAO Members and regional organizations, the private sector and civil society</li> </ul>



<sup>34</sup> World Health Organization (WHO); World Organisation for Animal Health (WOAH);







BP3: One Health	
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>Number of CPFs/countries where FAO has supported SDG targets to achieve enhanced national, regional and global animal, aquaculture, plant, forest and ecosystem health through improved systems-based One Health approaches and capacities for pest and disease prevention, early warning, and management of national and global health threats, including chemicals, pesticides, invasive alien species, AMR, and other threats to biodiversity. Baseline: 55 Milestone: 95</li> <li>Proportion of stakeholders satisfied with FAO's work on One Health (%) Baseline: 88 Milestone: 88</li> </ol>
 <p><b>Trade-Offs</b></p>	<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>
 <p><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>Reduced public expenditures on prevention due to the impact of COVID-19 and the global food crisis on budgets and priorities may reduce manageability and increase the impact of APPDs and invasive alien species</li> <li>United Nations system programming priorities at national level do not include agricultural biosecurity</li> <li>National disaster risk reduction planning does not consistently address biological hazards</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>Focus on all-hazards and systems-based approaches within FAO programming and support resilience building from small farmer to producer level through advocacy and policy change</li> <li>Extend the One Health approach to embrace all sectors (including APPDs and AMR under biosecurity programmes, environmental health and biodiversity considerations)</li> </ol>





<b>BP4: Small-Scale Producers' Equitable Access to Resources</b>	
<b>Gap</b>	Small-scale producers are responsible for a large share of food production and are custodians of natural resource and biodiversity management; yet 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.
<b>Outcome</b>	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.
<b>SDG targets</b>	<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>
<b>SDG Indicators</b>	<p>1.3.1. Proportion of population covered by social protection floors/ systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable</p> <p>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>





<b>BP4: Small-Scale Producers' Equitable Access to Resources</b>	
 <b>Accelerators</b>	<p><b>Technology:</b> 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><b>Innovation:</b> 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><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Promote secure tenure rights and facilitate equitable access to natural resources, with emphasis on land, water bodies, genetic resources, fish, forests and grazing lands</li> <li>• Promote equitable access to and sustainable management of productive resources, including ownership and governance over resources, services and infrastructure for production and commercialization</li> <li>• 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.</li> <li>• 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.</li> <li>• 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</li> <li>• 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</li> <li>• Respect and promote Indigenous Peoples' agrifood systems</li> <li>• 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</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Transforming Food and Agriculture to Achieve the SDGs</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests</li> <li>• Improving Governance of Pastoral Lands</li> <li>• Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• FAO Policy on Gender Equality</li> <li>• FAO's Framework on Rural Extreme Poverty; FAO's Social Protection Framework</li> <li>• The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI)</li> <li>• Addressing the Climate Change and Poverty Nexus</li> <li>• United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas</li> <li>• United Nations Decade of Family Farming 2019–2028 Global Action Plan</li> <li>• FAO Policy on Indigenous and Tribal Peoples (2015)</li> </ul>

### BP4: Small-Scale Producers' Equitable Access to Resources

 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Development and strengthening of national small-scale producers' registries and their interoperability with social registries.</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• Establishing partnerships and catalysing coalitions, including South–South and Triangular Cooperation, to agree on a common vision</li> <li>• Engaging with development banks and the private sector to mobilize investment in small-scale producer programmes</li> <li>• Inclusive policy dialogue and processes strengthening cross-ministerial linkages to consider benefits and trade-offs, including rural–urban linkages and supporting the implementation of normative work and standard-setting</li> <li>• 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</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported policies, strategies and programmes that address SDG targets to ensure enhanced equitable access of small-scale producers 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</li> <li>2. Proportion of stakeholders satisfied with FAO's work on producers' equitable access to resources (%). Baseline: 87 Milestone: 87</li> </ol>
 <p><b>Trade-Offs</b></p>	<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>
 <p><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Increasing pressure on already scarce natural and economic resources, exacerbated by the impacts of climate change, the COVID-19 pandemic and new unexpected shocks; these shocks further exacerbate existing vulnerabilities and inequalities</li> <li>2. Exclusion of extreme poor and most vulnerable groups</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Coordinate activities within FAO and with external partners to increase the resilience of production systems and value chains</li> <li>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</li> <li>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</li> </ol>

BP5: Digital Agriculture	
<b>Gap</b>	Affordable access to digital networks and digital public goods are paramount to unleashing the potential of rural communities and reaping the dividends of the digital economy, thus contributing to the 2030 Agenda for Sustainable Development
<b>Outcome</b>	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.
<b>SDG targets</b>	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance 5.b Enhance the use of enabling technology, in particular ICT to promote the empowerment of women 9.c Significantly increase access to ICT and strive to provide universal and affordable access to the Internet in least developed countries 17.8 Fully operationalize the technology bank and science, technology and innovation capacity building mechanism and enhance the use of enabling technology, in particular ICT
<b>SDG Indicators</b>	1.4.1 Proportion of population living in households with access to basic services 5.b.1 Proportion of individuals who own a mobile telephone, by sex 9.c.1 Proportion of population covered by a mobile network, by technology 17.8.1 Proportion of individuals using the Internet
 <b>Accelerators</b>	<ul style="list-style-type: none"> <li>🔧 <b>Technology:</b> Promote the use of digital innovations for <i>better production</i>, post-harvest operations and integration in shortened and global value chains</li> <li>🚀 <b>Innovation:</b> Accelerate the uptake of innovative policies and best practices, including digital solutions for increased production and transparent value chains</li> <li>📊 <b>Data:</b> 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</li> <li>🤝 <b>Complements:</b> Identify and develop strategies for overcoming institutional, human capital and political economy constraints on inclusive digital agriculture; introduce and build support for appropriate standards of ownership, privacy and security; and address scale-neutrality and access issues</li> </ul>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Increase the access, amount, timeliness and quality of digital solutions (data, information, knowledge and technology) available to the poor</li> <li>• Promote digital learning, which itself enhances technology adoption among farmers</li> <li>• Increase the transformative and innovative use of digital technologies to facilitate access to financial services and increase resilience</li> <li>• Develop a comprehensive taxonomy and a shared framework for innovation in digital agriculture, utilizing data and technology to create a digital agriculture platform</li> <li>• Increase investments in early-stage digital agriculture projects and innovations</li> <li>• Invest in building and supporting local digital innovation ecosystems</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• International Platform for Digital Food and Agriculture</li> <li>• Rome Call for AI<sup>35</sup> Ethics</li> <li>• Principles for Digital Development</li> <li>• United Nations Secretary-General's Roadmap for Digital Cooperation</li> <li>• E-agriculture Strategy Guide</li> <li>• Pact for the Future, Global Digital Compact and Declaration on Future Generations</li> <li>• Open Data Licensing for Statistical Databases Policy (fao.org)</li> <li>• FAO's Rural Youth Action Plan (RYAP)</li> </ul>















<sup>35</sup> Artificial Intelligence (AI)

<b>BP5: Digital Agriculture</b>	
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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)</li> <li>• Lead policy dialogues and processes with FAO Members, international organizations, the private sector and civil society to implement or develop knowledge and best practices, create cross-cutting data privacy and blockchain usage policies (including for product labelling for consumer protection and awareness) under the guidance of the FAO-led International Platform for Digital Food and Agriculture and in close collaboration with the Broadband Commission for Sustainable Development and the Rome Call for AI Ethics</li> <li>• 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</li> <li>• Establish partnerships and catalyse coalitions, including with civil society, the private sector and investment partners to escalate digital transformation in food and agriculture</li> <li>• 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</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets that ensure integration of accessible digital information and communications technologies (ICT) to enhance market opportunities, productivity and resilience into agrifood systems policies and programmes, with particular focus on ensuring affordable and equitable access of poor and vulnerable rural communities            Baseline: 54            Milestone: 82</li> <li>2. Proportion of stakeholders satisfied with FAO's work on digital agriculture (%)            Baseline: 83            Milestone: 83</li> </ol>
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b>          Issues relating to digital technologies, including data ownership and use, distorting effects on markets and potential increase of the digital divide affect digital technology adoption and impact</p> <p><b>🌈 Mitigation:</b>          Promote collaboration between all stakeholders and contribute to further development of the regulatory framework for digital technology for food and agriculture; 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)*





<b>SDG Indicators of Impact</b>	<p>2.1.1 (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p> <p>2.2.1 Prevalence of stunting 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.c.1 (custodian) Indicator of food price anomalies</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> <p>3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease</p> <p>12.3.1 (custodian) (a) Food loss index and (b) food waste index</p>
<b>BN1: Healthy Diets for All</b>	   
<b>BN2: Nutrition for the Most Vulnerable</b>	  
<b>BN3: Safe Food for Everyone</b>	 
<b>BN4: Reducing Food Loss and Waste</b>	 
<b>BN5: Transparent Markets and Trade</b>	  

**BN1: Healthy Diets for All**

<b>Gap</b>	Lack of availability and accessibility of affordable 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.
<b>Outcome</b>	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	
<b>SDG targets</b>	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development</p>
<b>SDG Indicators</b>	<p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable</p> <p>2.1.1 (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, 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>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>
 <b>Accelerators</b>	<p><b>Technology:</b> Use of available state-of-the-art technology to improve data collection and analysis, the sustainability of agrifood systems and access to, affordability of and practice of healthy diets also in light of unprecedented global challenges</p> <p><b>Innovation:</b> Innovation on knowledge sharing and on policy instruments and advice to increase access to, 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><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Influence consumer desire for healthy diets</li> <li>• Engage food system actors, in particular the private sector, to produce, process, label and market nutritious foods sustainably</li> <li>• Shape the policies, strategies and legislations, and support institutional coordination and programmes to mainstream nutrition and healthy diets across sector policies</li> <li>• Support the education, information, capacities and awareness-raising of stakeholders and consumers</li> </ul>



BN1: Healthy Diets for All	
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• SOCO, SOFA, SOFI<sup>36</sup></li> <li>• Committees on World Food Security (CFS); on Agriculture (COAG); on Commodity Problems (CCP); on Fisheries (COFI); on Forestry (COFO)</li> <li>• Products from economic, sociopolitical and legal analysis</li> <li>• FAO/WHO Global Individual Food Consumption Data Tool (GIFT), Codex Alimentarius Commission guidelines and standards</li> <li>• Food-systems based dietary guidelines and school-based food and nutrition education</li> <li>• Voluntary Guidelines on Food Systems and Nutrition (VGSFN)</li> <li>• Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)</li> <li>• Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (Right to Food Voluntary Guidelines)</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Further develop and implement dietary guidelines with a food systems approach and nutrition standards</li> <li>• 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,<sup>37</sup> and the follow-up process for the UN Food Systems Summit</li> <li>• 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</li> <li>• 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</li> <li>• Promote nutrition-sensitive, climate-smart and inclusive value chains for healthy diets</li> <li>• 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</li> <li>• Implement a more strategic approach to ensuring that efforts are synergic, bring value and reach the intended audience</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported integrated institutional, policy and legal environments that ensure and incentivize the engagement of actors across agrifood systems – with special emphasis on consumers and the private sector – to address SDG targets for establishing the right to adequate food and transitioning of agrifood systems towards healthy diets for national populations and towards sustainability.            Baseline: 73            Milestone: 81</li> <li>2. Proportion of stakeholders satisfied with FAO's work on healthy diets for all (%)            Baseline: 86            Milestone: 86</li> </ol>
 <b>Trade-Offs</b>	<p>Focusing on nutritious foods could lead to trade-offs in sustainability and the cost of diet; however, benefits to a reduction in hunger, malnutrition and non-communicable diseases will offset costs in the long run. Through improved data availability and analysis this programme area plans to identify and minimize trade-offs, focusing on evidence-based policy and governance, policy coherence and dialogue to negotiate trade-offs.</p>

<sup>36</sup> The State of Agricultural Commodity Markets (SOCO); The State of Food and Agriculture (SOFA); The State of Food Security and Nutrition in the World (SOFI).

<sup>37</sup> 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 Voluntary Guidelines)












**BN1: Healthy Diets for All****Risk/mitigation****⚠ Risks:**

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.

**🌈 Mitigation:**

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	
<b>Gap</b>	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.
<b>Outcome</b>	Identifying and ending food insecurity and malnutrition for the individuals with most vulnerability in all contexts made the specific focus of targeted policies, strategies and programmes developed and implemented by countries
<b>SDG targets</b>	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100 000 live births</p> <p>3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births</p>
<b>SDG Indicators</b>	<p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable</p> <p>2.1.1 (custodian) Prevalence of undernourishment</p> <p>2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, 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>3.1.1 Maternal mortality ratio</p> <p>3.2.1 Under-five mortality rate</p> <p>3.2.2 Neonatal mortality rate</p>
 <b>Accelerators</b>	<p> <b>Technology:</b> Geographic Information Systems (GIS) and mobile technologies to map and monitor the vulnerable and reach the remotest of places for data collection and actions, including near real-time monitoring to identify and respond to sudden-onset, compounding and complex crises</p> <p> <b>Innovation:</b> Innovation combined with technology for creative and flexible solutions to identify the most vulnerable, their needs and leave no one behind</p> <p> <b>Data:</b> Geo-localized and digital technology will be used to identify and map vulnerable populations and collect data for groups where data are non-existent</p> <p> <b>Complements:</b> Build national analytical and institutional capacities, including data systems and policy frameworks to track and support action to prevent food insecurity and malnutrition with a focus on the poor and vulnerable</p>

BN2: Nutrition for the Most Vulnerable	
 <b>Key thematic components</b>	<ul style="list-style-type: none"> <li>Enhance <b>nutrition in emergency and resilience agriculture responses</b> to prevent child wasting in food crises contexts as part of FAO's commitment to the UN joint Global Action Plan on Child Wasting.</li> <li>Scale up implementation of <b>school food and nutrition approaches</b> 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.</li> <li>Enhance <b>nutrition impact of social protection instruments</b> 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).</li> <li>Support the design of agrifood system <b>pathways to enable access and consumption of healthier diets among individuals in greatest vulnerability</b>, including developing contextually appropriate, age-specific dietary recommendations to address their nutritional requirements.</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>The State of Food Security and Nutrition in the World (SOFI)</li> <li>Global Report on Food Crises, Global Nutrition Report</li> <li>Impact of Disasters and Crises on Agriculture and Food Security report</li> <li>Integrated Food Security Phase Classification (IPC) work</li> <li>Inter-agency Social Protection Assessment – Food Security and Nutrition (ISPA–FSN)</li> <li>The Committee on World Food Security (CFS) policy products</li> <li>Codex Alimentarius Commission guidelines and standards</li> <li>Other reports (and guidance) on fragile, conflict and disaster-affected states</li> </ul>
 <b>Core function strategy</b>	<p>Monitoring and improving access to data and evidence is a critical core function and allows to:</p> <ul style="list-style-type: none"> <li>Ensure that the individuals with most vulnerability and their needs, risks, drivers and potential solutions to ensure food security and nutrition are identified</li> <li>Inform how we build partnerships and coalitions for collective action that reaches the individuals with most vulnerability</li> <li>Focus normative work on guidance to support specific needs of the individuals with the most vulnerability in any context</li> <li>Advocate for those needs and the use of normative products</li> <li>Develop and strengthen capacities for evidence-informed responses</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>Number of CPFs/countries where FAO has supported targeted policies, strategies and programmes to address SDG targets focused on identifying and ending food insecurity and malnutrition for the individuals with most vulnerability in all contexts            Baseline: 65            Milestone: 73</li> <li>Proportion of stakeholders satisfied with FAO's work on nutrition for the most vulnerable (%)            Baseline: 85            Milestone: 85</li> </ol>

### BN2: Nutrition for the Most Vulnerable



#### Trade-Offs

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)




#### Risk/mitigation





##### ⚠ Risks:

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

##### 🌈 Mitigation:

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	
<b>Gap</b>	Each year worldwide, unsafe food causes 600 million cases of food-borne diseases and 420 000 deaths (of which 143 000 are children under five years of age)
<b>Outcome</b>	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
<b>SDG targets</b>	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons 3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births
<b>SDG Indicators</b>	2.1.1 (custodian) Prevalence of undernourishment 2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) 2.2.1 Prevalence of stunting 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) 3.2.1 Under-five mortality rate 3.2.2 Neonatal mortality rate
 <b>Accelerators</b>	<p><b>Technology:</b> 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><b>Innovation:</b> 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><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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</li> <li>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 value-chain operators for future food-safety challenges through continuous education and innovation</li> </ul>

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




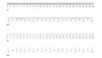
1. Insufficient capacity at national and regional levels risks hindering the effective implementation of food safety strategies, potentially delaying SDG progress and weakening food safety enforcement
2. A disconnect between scientific research and practical application risks undermining policy effectiveness, 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	
<b>Gap</b>	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).
<b>Outcome</b>	Clear, specific and contextualized roadmaps to prompt and enable all actors in the food supply chain, the food environment and at consumer level to reduce FLW put in place and implemented by governments and intergovernmental organizations.
<b>SDG targets</b>	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
<b>SDG Indicators</b>	2.1.1 (custodian) Prevalence of undernourishment 2.1.2 (custodian) Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) 2.2.1 Prevalence of stunting 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) 12.3.1 (custodian) (a) Food loss index and (b) food waste index
 <b>Accelerators</b>	<p> <b>Technology:</b> 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> <b>Innovation:</b> 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> <b>Data:</b> Collect disaggregated FLW data for all stages of value chains within countries to inform policy, programme and individual decisions for reducing FLW</p> <p> <b>Complements:</b> Capacity development and training to scale up action by improving human capital and institutions dealing with FLW; FAO knowledge also comes in the form of normative guidance in support of policy, programme and personal decisions</p>



BN4: Reducing Food Loss and Waste	
 <p><b>Key thematic components</b></p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• Global coordination and partnerships: Foster collaboration and information sharing globally, support coalitions such as the UN Forum on Sustainability Standards (UNFSS) Food is Never Waste Coalition, strengthen networks and facilitate partnerships</li> </ul>
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• Voluntary Code of Conduct for FLW Reduction</li> <li>• The State of Food and Agriculture (SOFA) 2019 – ‘Moving forward on FLW reduction’</li> <li>• FAO Technical Platform on the Measurement and Reduction of FLW</li> <li>• The Committee on World Food Security (CFS) Principles of Responsible Investments in Agriculture and Food Systems</li> <li>• CFS Voluntary Guidelines on Food Systems and Nutrition</li> <li>• FAO Policy on Gender Equality 2020–2030; FAO Rural Youth Action Plan; FAO Policy on Indigenous and Tribal Peoples</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Inform policy and decision-making by providing data on FLW through FAO’s custodianship of SDG indicator 12.3.1</li> <li>• Capacity development of country-led institutions for FLW data management methodologies and data collection systems</li> <li>• Establish partnerships and coalitions with country-led institutions in support of Members’ efforts to reduce FLW, and support partnerships at regional and global levels</li> <li>• Provide normative guidance on regulatory frameworks through analysis of strategies for FLW reduction and modalities for targeting resources for Members to achieve SDG target 12.3</li> <li>• Advocacy and communication that highlights and promotes FLW reduction, including preparing material for information campaigns, education and training</li> </ul>
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has assisted governments and intergovernmental organizations to put in place and implement clear, specific and contextualized roadmaps in support of SDG targets to prompt and enable all actors in the food supply chain, the food environment and at consumer level to reduce FLW. Baseline: 29 Milestone: 37</li> <li>2. Proportion of stakeholders satisfied with FAO’s work on reducing food loss and waste (%) Baseline: 85 Milestone: 85</li> </ol>

#### 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	
<b>Gap</b>	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.
<b>Outcome</b>	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.
<b>SDG targets</b>	2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round 2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility 10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements 17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
<b>SDG Indicators</b>	2.b.1 Agricultural export subsidies 2.c.1 (custodian) Indicator of food price anomalies 10.a.1 Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff 17.11.1 Developing countries' and least developed countries' share of global exports
 <b>Accelerators</b>	<p> <b>Technology:</b> Promote wide uptake of FAO systems and tools through leveraging new technology and innovation</p> <p> <b>Innovation:</b> Innovative technical and policy solutions to support digitalization in agricultural markets and trade, promotion of countries' digital preparedness and adoption of best practices in harnessing information and communications technologies (ICTs)</p> <p> <b>Data:</b> Timely and credible data on markets and prices to enhance market transparency and inform policy decisions; harmonized trade data in nutrient equivalents; and sex-disaggregated data on value chain participation</p> <p> <b>Complements:</b> Leverage AMIS,<sup>38</sup> CCP<sup>39</sup> and the IGGs<sup>40</sup> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Provide up-to-date and neutral information and analyses – as global public goods – to enhance food market transparency and inform policy responses to crises</li> <li>• Establish market intelligence and early warning systems at country and regional levels to collect and analyse market and trade data</li> <li>• Assist countries in developing human capital and institutional capacities for formulating, negotiating and implementing multilateral and regional trade agreements</li> <li>• Support innovative policy and technical approaches, and novel business models promoting and facilitating the integration of small-scale actors into markets and value chains</li> <li>• Strengthen 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</li> <li>• 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</li> </ul>

<sup>38</sup> Agricultural Market Information System (AMIS)

<sup>39</sup> FAO Committee on Commodity Problems (CCP)

<sup>40</sup> FAO Intergovernmental Groups (IGGs), which are subsidiary bodies of the CCP

BN5: Transparent Markets and Trade	
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• The State of Agricultural Commodity Markets (SOCO); The State of World Fisheries and Aquaculture (SOFIA); The State of the World's Forests (SOFO)</li> <li>• Products of the Global Information and Early Warning System (GIEWS) and AMIS</li> <li>• OECD<sup>41</sup>–FAO Agricultural Outlook</li> <li>• OECD–FAO Business Handbook on Deforestation and Due Diligence in Agricultural Supply Chains</li> <li>• OECD–FAO Guidance for Responsible Agricultural Supply Chains</li> <li>• International standards, guidelines and recommendations developed under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC)</li> <li>• Guidance for implementation of risk-based food control measures</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Establish knowledge and evidence on policies affecting agricultural markets, trade and negotiations for evidence-based policy recommendations and promote knowledge sharing</li> <li>• Capacity development and technical assistance: strengthen human and institutional capacities for negotiating and implementing multilateral and regional trade agreements; improve adoption of digital solutions that simplify trade processes, facilitate market integration, and enhance inclusivity and trade benefits for consumers and small-scale actors</li> <li>• Productive capacity development to promote adoption of innovative business models that facilitate the integration of small-scale farmers and actors into markets and value chains</li> <li>• 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</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported information analysis, policy coordination and human and institutional capacities for evidence-based decision making to address SDG targets for improved market transparency and equitable participation in markets, global value chains and international trade Baseline: 31 Milestone: 36</li> <li>2. Proportion of stakeholders satisfied with FAO's work on transparent markets and trade (%) Baseline: 76 Milestone: 76</li> </ol>
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Developing countries participation in markets is not increased</li> <li>2. Policies that lead to non-distorted and properly functioning markets are not implemented</li> <li>3. Novel technologies and innovative approaches are not adopted</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Prioritize partnerships and support to multisectoral food security and nutrition governance, linking programmes within FAO, so that synergies are developed</li> <li>2. Promote regional collaboration, support the creation of international coalitions, facilitate multistakeholder and multisectoral dialogues at the national and international levels</li> <li>3. Partner with other organizations working on similar technical areas, pooling resources and investments to achieve impacts at scale and sustain the benefits</li> </ol>

<sup>41</sup> Organisation for Economic Co-operation and Development (OECD)

Chapter 3: Better Environment





**BETTER ENVIRONMENT**





*Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agrifood systems*

<b>SDG Indicators of Impact</b>	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 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 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 13.2.2 Total greenhouse gas emissions per year 14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations 14.4.1 (custodian) Proportion of fish stocks within biologically sustainable levels 15.1.1 (custodian) Forest area as a proportion of total land area 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type 15.3.1 (contributing) Proportion of land that is degraded over total land area 15.4.2 (custodian) (a) Mountain Green Cover Index and (b) proportion of degraded mountain land
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<b>BE1: Climate Change Mitigating and Adapted Agrifood Systems</b>	
<b>BE2: Bioeconomy for Sustainable Food and Agriculture</b>	
<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	
<b>BE4: Achieving Sustainable Urban Food Systems</b>	

	<b>BE1: Climate Change Mitigating and Adapted Agrifood Systems</b>
<b>Gap</b>	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.
<b>Outcome</b>	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	
<b>SDG targets</b>	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>13.2 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>
<b>SDG Indicators</b>	<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>
 <b>Accelerators</b>	<p><b>Technology:</b> Promotion of most appropriate climate technologies and local knowledge that contribute to increasing the efficiency and climate-resilience of agrifood systems, including to help identify risks such as water scarcity and promote efficient irrigation</p> <p><b>Innovation:</b> Innovative practices, tools and digital innovations in agrifood systems for climate change mitigation, adaptation and resilience</p> <p><b>Data:</b> 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><b>Complements:</b> 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>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Enhance policy support for the consideration and implementation of agrifood solutions for climate action</li> <li>• Enhance evidence and science-based analysis and assessments in support of climate policies and practices</li> <li>• Facilitate access to climate finance targeting agrifood systems</li> <li>• Strengthen the coordination and delivery of FAO's work on climate change action and finance</li> </ul>
	<ul style="list-style-type: none"> <li>• Agriculture-related decisions, initiatives, programmes and processes under the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement</li> </ul>

BE1: Climate Change Mitigating and Adapted Agrifood Systems	
<b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• FAO Strategy on Climate Change 2022–31 and the FAO Science and Innovation Strategy</li> <li>• FAO sectoral climate strategies and plans (forestry, fisheries, land, soils, etc.)</li> <li>• Link to climate issues in other Rio Conventions – Convention on Biological Diversity (CBD) and United Nations Convention to Combat Desertification (UNCCD)</li> </ul>
 <b>Core function strategy</b>	<p>Most FAO core functions are applicable and will be considered under the programme; a functional mix achieving the best catalytic effect and scale-up for impact includes:</p> <ul style="list-style-type: none"> <li>• Ensuring FAO’s global visibility and leadership in climate action, including engagement in policy dialogue and country support</li> <li>• Contributing to the identification, implementation and uptake of knowledge, technologies and best climate practices</li> <li>• Supporting access to climate data, finance and tools to strengthen countries’ capacities and actions</li> <li>• Supporting initiatives, coalitions, networks and partnerships related to the agriculture–food–climate–finance nexus</li> <li>• Advancing outreach and communication to disseminate knowledge to wider audiences and increase impacts</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported the implementation of agricultural practices, policies and programmes aimed at strengthened climate resilience, adaptation and mitigation and addressing climate-related loss and damage to address SDG targets that enable a sustainable and just transformation of agrifood systems Baseline: 119 Milestone: 125</li> <li>2. Proportion of stakeholders satisfied with FAO’s work on climate change mitigating and adapted agrifood systems (%) Baseline: 85 Milestone: 85</li> </ol>
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Low priority of climate action in the country programming due to economic crises and a lack of understanding of the urgency</li> <li>2. Reduced momentum on agrifood systems in the climate agenda, in particular the UNFCCC</li> <li>3. Shift in climate-finance priorities from agrifood systems to other topics</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Strengthened policy support at national level for the elaboration of ambitious climate commitments and their implementation in a coordinated and integrated manner</li> <li>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</li> <li>3. Engage with bilateral donors and investors to raise the profile of food security and agriculture while addressing sustainability issues</li> </ol>



BE2: Bioeconomy for Sustainable Food and Agriculture	
<b>Gap</b>	Agrifood 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 agrifood systems, making them more efficient, equitable, resilient and sustainable.
<b>Outcome</b>	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.
<b>SDG targets</b>	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
<b>SDG Indicators</b>	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
 <b>Accelerators</b>	<p><b>Technology:</b> 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><b>Innovation:</b> 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><b>Data:</b> 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><b>Complements:</b> Strengthen institutions and capacities for assessing and deploying bioeconomy policies, practices and innovations in agrifood systems; increase public and private investments; mobilize multi-stakeholder bioeconomy partnerships and networks; and promote inclusive participation of women, youth, Indigenous Peoples, and other vulnerable groups in bioeconomies</p>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>Enhance access to data, information and knowledge to help address the size, trade-offs and potential of bioeconomy for sustainable agrifood systems</li> <li>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</li> <li>Enhance policy coherence and integrate bioeconomy in national development agendas</li> <li>Deploy bioeconomy innovations on the ground through innovative financial mechanisms 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</li> </ul>









BE2: Bioeconomy for Sustainable Food and Agriculture	
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• United Nations Framework Convention on Climate Change (UNFCCC) and Paris Agreement</li> <li>• Convention on Biological Diversity and its Protocols (CBD) and the Kunming-Montreal Biodiversity Framework</li> <li>• United Nations Convention to Combat Desertification (UNCCD)</li> <li>• International Legally Binding Instrument on Plastic Pollution, including in the marine environment</li> <li>• International Code of Conduct on Pesticide Management</li> <li>• International Plant Protection Convention (IPPC)</li> <li>• International Code of Conduct for the Sustainable Use and Management of Fertilizers</li> <li>• Basel, Rotterdam and Stockholm Conventions in their relation to agrifood systems sustainability</li> <li>• Aspirational Principles and Criteria for Sustainable Bioeconomy</li> <li>• The bioeconomy toolbox: A guide to support the development of sustainable bioeconomy strategies and policies</li> <li>• Voluntary Code of Conduct on the Sustainable Use and Management of Plastics in Agriculture</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)</li> <li>• Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• FAO Livestock Environmental Assessment and Performance (LEAP) Partnership technical guidelines on environmental assessment of recovery options for animal residues and waste</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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 investments<sup>42</sup></li> <li>• 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</li> <li>• 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</li> <li>• Facilitate and support countries in the development and implementation of international agreements, codes of conduct and technical standards aimed at preventing and reducing point and non-point sources of pollution in air, soils, surface waters and oceans as an integral part of sustainable production and consumption priorities of bioeconomy policies, strategies and plans</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries 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 – to address SDG targets that promote a sustainable bioeconomy that balances economic value, social welfare, food security and nutrition with environmental sustainability. Baseline: 50 Milestone: 53</li> <li>2. Proportion of 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 Milestone: 84</li> </ol>


<sup>42</sup> [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	
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Lack of empirical evidence on economic, environmental and social impacts and trade-offs of bioeconomy lead to difficulties in mainstreaming benefits and trade-offs of bioeconomy policies and performance into strategies and programmes</li> <li>2. Weak market uptake, low consumer awareness and inadequate diffusion, transparency, and adoption of research and innovation, will hamper circular bioeconomy development</li> <li>3. Innovative bioeconomy practices are developed without due account of interests of the extreme poor and most vulnerable groups, who are further disadvantaged</li> <li>4. Limited and ad-hoc investment and funding and barriers for scaling up bioinnovations</li> <li>5. Fragmented national, regional, and global governance mechanisms for bioeconomy</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Generate a strong analytical case for bioeconomy and organize specific awareness and communication activities targeted at the governments of participating countries for dissemination</li> <li>2. Share with decision makers lessons learnt from other countries and business ventures to encourage potential models</li> <li>3. Ensure inclusive participation of women, youth, Indigenous Peoples and other vulnerable groups in bioeconomy development</li> <li>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>)</li> <li>5. Establish a global multi-stakeholder bioeconomy partnership for sustainable agrifood systems</li> </ol>

<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	
<b>Gap</b>	Healthy ecosystems and their biodiversity are essential for food production and rural livelihoods; yet biodiversity loss and ecosystem degradation caused by agricultural sectors continue, jeopardizing the achievement of Zero Hunger (SDG 2), the Agenda 2030 for Sustainable Development, and FAO Members' global goals.
<b>Outcome</b>	Biodiversity for food and agriculture maintained and sustainable use, conservation and restoration of marine, terrestrial and freshwater ecosystems, and their services, promoted through adoption of targeted policies and practices
<b>SDG targets</b>	<p>2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed</p> <p>6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p> <p>14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics</p> <p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p>15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world</p> <p>15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development</p> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p> <p>15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed</p>
<b>SDG Indicators</b>	<p>2.5.1 (custodian) Number of (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>


<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	
 <b>Accelerators</b>	<ul style="list-style-type: none"> <li><span style="color: red;">⚙️</span> <b>Technology:</b> Accelerate the use of geospatial information based on state-of-the-art technologies to monitor progress and interactive platforms for knowledge dissemination</li> <li><span style="color: green;">⚙️</span> <b>Innovation:</b> Promote innovation based on locally adapted biodiversity-friendly agricultural and other land management practices</li> <li><span style="color: orange;">⚙️</span> <b>Data:</b> 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</li> <li><span style="color: blue;">⚙️</span> <b>Complements:</b> 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</li> </ul>
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Maintain and restore biodiversity for food and agriculture</li> <li>• Ensure the sustainable use and conservation of natural resources for food and livelihoods</li> <li>• Transform agrifood systems to prevent further loss of biodiversity and degradation of ecosystems</li> <li>• Restore degraded marine and terrestrial ecosystems to increase food and agricultural productivity and enhance rural livelihoods</li> <li>• Support countries' efforts to mobilize finance to mainstream biodiversity and ecosystem restoration in national planning and implementation, aligned with the Global Biodiversity Framework and the principles of the United Nations Decade on Ecosystem Restoration</li> <li>• Develop guidance and enhance advocacy and action on biodiversity mainstreaming and ecosystem restoration, including engagement of small-scale producers, Indigenous Peoples and local communities</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• FAO Strategy on Mainstreaming Biodiversity Across Agricultural Sectors and its Action Plan</li> <li>• Kunming–Montreal Global Biodiversity Framework</li> <li>• United Nations Decade on Ecosystem Restoration</li> <li>• Global plans of action on genetic resources for food and agriculture</li> <li>• State/Status of the World reports on Biodiversity for Food and Agriculture; Forests; Fisheries and Aquaculture; Land and Water Resources; Soil Resources; and Food and Agriculture</li> <li>• Global Forest Resources Assessment (FRA)</li> <li>• Global Framework on Water Scarcity in Agriculture (WASAG)</li> <li>• Codes of Conduct, e.g. on pesticides; fertilizers; and responsible fisheries</li> <li>• Guidelines on sustainable management of forests, agriculture, fisheries, soil and water, and restoration of drylands</li> <li>• Commission on Genetic Resources for Food and Agriculture (CGRFA)</li> <li>• International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA); agreements concluded under Article 15</li> <li>• Convention on Biological Diversity (CBD) International Pollinators Initiative</li> <li>• CBD International Initiative for the Conservation and Sustainable Use of Soil Biodiversity</li> <li>• Good practices, methodologies and harmonized data under the Global Soil Laboratory Network (GLOSOLAN)</li> </ul>

<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Enhance data and information on the state of biodiversity in agrifood systems and on the extent of ecosystem degradation</li> <li>• Enhance data and information on the environmental and socioeconomic benefits of biodiversity and ecosystem restoration</li> <li>• Normative and standards setting: continue engagement with CBD and on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)</li> <li>• Governance and policy: further enhance the political will and commitments to improve the enabling environment for food and agricultural systems transformation to maintain biodiversity, promote the sustainable use of biodiversity, and prevent and reverse ecosystems degradation</li> <li>• Capacity development: provision of technical knowledge and guidance needed to scale up actions on the ground</li> <li>• Partnerships and coalitions: capitalize on and develop synergies between the three United Nations Decades on Ecosystem Restoration; Ocean Science for Sustainable Development; and Family Farming</li> <li>• 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)</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported the adoption of targeted policies and practices to address 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</li> <li>2. Proportion of stakeholders satisfied with FAO's work on biodiversity and ecosystem services for food and agriculture (%) Baseline: 89 Milestone: 89</li> </ol>
 <b>Trade-Offs</b>	<p>Trade-offs may occur between the need to increase agricultural productivity and safeguarding the environment. Efforts will be made for mainstreaming biodiversity 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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Insufficient political commitment at national level, and insufficient engagement of private companies, farmers, pastoralists, fishers and forest users</li> <li>2. Lack of secure tenure and good governance</li> <li>3. Lack of access to finance, investments, incentives and markets</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Collect evidence and create awareness and urgency through capacity development, communication and outreach of the environmental and economic benefits of ecosystem restoration and sustainable management of biodiversity</li> <li>2. Continue FAO's work to promote VGGT, and legal and sustainable agricultural value chains</li> <li>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</li> </ol>

BE4: Achieving Sustainable Urban Food Systems	
<b>Gap</b>	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.
<b>Outcome</b>	More efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, food insecurity and malnutrition, unhealthy diets and climate change 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.
<b>SDG targets</b>	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day</p> <p>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>
<b>SDG Indicators</b>	<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>
 <b>Accelerators</b>	<p><b>Technology:</b> 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><b>Innovation:</b> 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><b>Data:</b> 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><b>Complements:</b> 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>

<b>BE4: Achieving Sustainable Urban Food Systems</b>	
 <p><b>Key thematic components</b></p>	<ul style="list-style-type: none"> <li>• Support better understanding of the drivers and structure of urban agrifood systems including inequality in access to food; food environment and food supply chain; rural–urban linkages and territorial dimensions; and risks and vulnerabilities to shocks and stresses</li> <li>• 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</li> <li>• Facilitate the establishment of food and nutrition governance and coordination mechanisms (such as Food Policy Councils)</li> <li>• 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</li> <li>• Support the development of infrastructure for South–South and triangular cooperation and learning between local governments and between local and national governments</li> </ul>
 <p><b>Normative aspects</b></p>	<ul style="list-style-type: none"> <li>• FAO Green Cities Action Programme</li> <li>• FAO Sourcebook on Urban and Periurban Agriculture</li> <li>• FAO Guidelines on Urban and Periurban Forestry</li> <li>• Urban Forestry a Global Perspective</li> <li>• An introduction to Urban and Periurban Forestry (online training course)</li> <li>• FAO Framework for the Urban Food Agenda</li> <li>• Milan Urban Food Policy Pact (MUFPP) Indicator framework</li> <li>• Rapid Urban Food Systems Appraisal Tool (RUFSA)<sup>43</sup></li> <li>• City Region Food Systems Toolkit</li> <li>• <a href="#">Integrating Food into Urban Planning Book</a></li> <li>• FAO's Strategy for Private Sector Engagement CL 165/4 Rev.1 - FAO's Strategy for Private Sector Engagement 2021-2025</li> <li>• Mapping of territorial markets – Methodology and guidelines for participatory data collection</li> </ul>
 <p><b>Core function strategy</b></p>	<ul style="list-style-type: none"> <li>• Produce, analyse and disseminate data, indicators and information on urban agrifood systems (including proper disaggregation)</li> <li>• Advance inclusive policy dialogue for raising the voice of local governments and bridging the national and local governance gaps</li> <li>• Capacity development of stakeholders at subnational and national level to mainstream sustainable agrifood systems in local and national policies, programmes, plans and actions</li> <li>• 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</li> <li>• Promote the use of local government-friendly technologies (such as the urban agrifood systems geospatial platform)</li> <li>• Engage with development banks and the private sector to mobilize investment</li> <li>• Promote urban agrifood systems and the potential of urban and peri-urban action through coordinated advocacy and a variety of communication products</li> </ul>

<sup>43</sup> To be published



















<b>BE4: Achieving Sustainable Urban Food Systems</b>	
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has promoted the adoption of 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, food insecurity and malnutrition, unhealthy diets and climate change while creating employment and catalyses inclusive and sustainable rural transformation while safeguarding the underlying natural resources base. Baseline: 119 Milestone: 32</li> <li>2. Proportion of stakeholders satisfied with FAO's work on achieving urban agrifood systems transformation (%) Baseline: 85 Milestone: 85</li> </ol>
 <b>Trade-Offs</b>	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.
 <b>Risk/mitigation</b>	<p><b>▲ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Political instability and lack of capacity of local governments in managing the engagement of local actors, such as the private sector and civil society organizations, for the establishment of the food-governance mechanism</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Ensure early inclusion, dialogue and consensus-building among relevant national and local stakeholders in the programme design using strategic communication and choice of champions, and forming alliances with multiple actors</li> </ol>




## Chapter 4: Better Life





**BETTER LIFE**

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






<b>SDG Indicators of Impact</b>	<p>1.1.1 Proportion of 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>2.3.2 (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>
<b>BL1: Gender Equality and Rural Women's Empowerment</b>	 
<b>BL2: Inclusive Rural Transformation</b>	  
<b>BL3: Agriculture and Food Emergencies</b>	  
<b>BL4: Resilient Agrifood Systems</b>	 
<b>BL5: Hand-in-Hand (HIH) Initiative</b>	  
<b>BL6: Scaling up Investment</b>	    





	<b>BL1: Gender Equality and Rural Women's Empowerment</b>
<b>Gap</b>	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. Only a small portion of development interventions focus on gender equality and women's empowerment, underscoring the financing gaps at global level.
<b>Outcome</b>	Women's equal rights, access to and control over resources, services, technologies, institutions, economic opportunities and decision-making ensured, and discriminatory laws and practices eliminated, through gender-responsive and gender-transformative policies, strategies, programmes and legal frameworks.

BL1: Gender Equality and Rural Women's Empowerment	
SDG targets	<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, Indigenous Peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws</p> <p>5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p> <p>5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate</p>
SDG Indicators	<p>2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status</p> <p>5.4.1 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>
 <b>Accelerators</b>	<p><b>Technology:</b> 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><b>Innovation:</b> Foster institutional and social innovations for gender equality and women's empowerment, taking into account their specific needs, priorities and contexts.</p> <p><b>Data:</b> 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><b>Complements:</b> 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"> <li>• Strengthen women's voice and decision-making power</li> <li>• Ensure equal rights over natural and productive resources</li> <li>• Facilitate rural women's access to market services and employment</li> <li>• Promote policies, approaches and technologies to reduce and address women's work burden and unpaid care and domestic work</li> <li>• Promote the uptake and scale-up of gender-transformative approaches in agrifood systems</li> </ul>






BL1: Gender Equality and Rural Women's Empowerment	
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• CFS Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)</li> <li>• CFS Principles for Responsible Investment in Agriculture and Food Systems (RAI)</li> <li>• CFS Voluntary Guidelines on Gender Equality and Women's and Girls' Empowerment (VG-GEWGE)</li> <li>• CFS Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)</li> <li>• FAO Policy on Gender Equality 2020–2030</li> <li>• FAO Corporate Framework on Rural Extreme Poverty</li> <li>• FAO Rural Youth Action Plan (RYAP)</li> <li>• FAO Technical Guides for Gender-Sensitive Social Protection and Social Protection Framework</li> <li>• FAO Environmental and Social Management Guidelines</li> <li>• FAO Strategy on Climate Change 2022–2031</li> <li>• Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its General Recommendation 34 on the rights of rural women</li> <li>• Beijing Declaration and Platform for Action</li> <li>• UN System-wide Action Plan on Gender Equality and the Empowerment of Women</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Evidence, knowledge, and sex- and age-disaggregated data to identify gender gaps, inform policy and programmatic actions and measure results</li> <li>• Policy and technical support for gender-responsive and gender-transformative policy, legal and investment frameworks governing agrifood systems</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported gender-responsive and gender-transformative policies, strategies, programmes and legal frameworks to address SDG targets that ensure women's equal rights, access to and control over resources, services, technologies, institutions, economic opportunities and decision-making, and eliminate discriminatory laws and practices            Baseline: 38            Milestone: 61</li> <li>2. Proportion of stakeholders satisfied with FAO's work on gender equality and rural women's empowerment (%)            Baseline: 84            Milestone: 84</li> </ol>
 <b>Trade-Offs</b>	<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>

BL1: Gender Equality and Rural Women's Empowerment	
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Lack of political commitment to gender equality and weak national capacity and expertise on gender</li> <li>2. Women's economic empowerment may lead to gender-based violence</li> <li>3. Women are further marginalized due to shocks associated with economic fluctuations, climate change, natural disasters, pandemics or conflicts</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Advocate for gender equality with 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</li> <li>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</li> <li>3. Enhance capacities of decision-makers in addressing gender-based risks faced by women, introduce technologies and practices in support of climate resilience, adaptation and mitigation, and enhance women's involvement in recovery programmes and projects</li> </ol>

BL2: Inclusive Rural Transformation	
<b>Gap</b>	Rural people depend on agrifood systems for their livelihoods, yet they face stark inequality in educational and employment opportunities; access to assets, resources, and services; and participation and equal voice in policy and decision-making processes
<b>Outcome</b>	Inclusive transformation and revitalization of rural areas ensuring equal participation of and benefits to poor, vulnerable and marginalized groups accelerated through implementation of targeted policies, strategies and programmes
<b>SDG targets</b>	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day</p> <p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p>
<b>SDG Indicators</b>	<p>1.1.1 Proportion of 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>
 <b>Accelerators</b>	<p> <b>Technology:</b> Address the constraints in accessing and adopting technologies faced by poor, marginalized and vulnerable people to spur inclusive rural transformation</p> <p> <b>Innovation:</b> 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> <b>Data:</b> 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> <b>Complements:</b> Improve governance analysis and transparency (in institutions and political economy) to identify institutional reforms that enable agency, voice and participation of the poor and marginalized through individual and collective action; invest in human capital and skills; and ensure access to productive resources</p>



<b>BL2: Inclusive Rural Transformation</b>	
 <b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Strengthen countries' capacities to design and implement rural and territorial development policies and programmes</li> <li>• 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</li> <li>• Support the recognition of rural people's bundle of rights</li> <li>• Increase access of rural people, particularly women and youth, to natural resources, tenure rights and socioeconomic assets and services</li> <li>• Facilitate income diversification and decent work</li> <li>• Promote more inclusive and sustainable agrifood value chains and investments</li> <li>• Strengthen and expand awareness of and access to social protection</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI)</li> <li>• FAO Voluntary Guidelines (e.g. on the Responsible Governance of Tenure of Land, Fisheries and Forests; and on Securing Sustainable Small-Scale Fisheries); Code of Conduct for Responsible Fisheries</li> <li>• FAO Frameworks on Migration; Ending Child Labour in Agriculture; Rural Extreme Poverty; Social Protection; and Empowering Youth to Engage in Responsible Investment in Agriculture and Food Systems</li> <li>• FAO Policies on Gender Equality; and Indigenous and Tribal Peoples</li> <li>• FAO's Participatory and Negotiated Territorial Development (PNTD) approach</li> <li>• United Nations Decade of Family Farming 2019–2028 Global Action Plan</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Design and implement multisectoral antipoverty, antihunger and environmentally sustainable rural development policies, strategies, programmes and governance structures, and ensure participatory, multistakeholder policy dialogue</li> <li>• 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</li> <li>• 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</li> <li>• Bring stakeholders together through partnerships to achieve inclusive rural transformation, jointly and based on the specific context and needs</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported targeted policies, strategies and programmes to address SDG targets that accelerate inclusive transformation and revitalization of rural areas ensuring equal participation of and benefits to poor, vulnerable and marginalized groups Baseline: 84 Milestone: 78</li> <li>2. Proportion of stakeholders satisfied with FAO's work on inclusive rural transformation (%) Baseline: 88 Milestone: 88</li> </ol>




BL2: Inclusive Rural Transformation	
 <b>Trade-Offs</b>	<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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Unfavourable changes in government policy priorities, budget allocations and financial constraints, and a poor enabling environment for opportunities in agrifood value chains</li> <li>2. Slow buy-in of value chain stakeholders and investors</li> <li>3. Health-related pandemics, conflicts, ecosystem degradation, natural disasters/climate-change impacts</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Strengthen the collaboration and coordination between headquarters and Decentralized Offices to ensure aligned provision of technical assistance to countries</li> <li>3. 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</li> <li>4. Adopt risk reduction and mitigation plans, integrating climate change adaptation and mitigation measures including social protection</li> </ol>






BL3: Agriculture and Food Emergencies	
<b>Gap</b>	The acutely food-insecure proportion of the population has remained largely unchanged since 2020 and is persistently high at around 22 percent. More than 282 million people in 59 countries and territories faced crisis, emergency and catastrophe (IPC/CH <sup>44</sup> Phases 3–5) levels of acute food insecurity in 2023 (Food Security Information Network, FSIN, 2024). 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, paired with mid-to-long term solutions, to bolster their resilience and enable them to be self-reliant.
<b>Outcome</b>	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.
<b>SDG targets</b>	<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>
<b>SDG Indicators</b>	<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>2.3.2 (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>
<b>Accelerators</b> 	<p> <b>Technology:</b> Enhance the speed, quality and sustainability of the humanitarian response in food crisis contexts, including through digital technologies</p> <p> <b>Innovation:</b> 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> <b>Data:</b> 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 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> <b>Complements:</b> 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</p>

<sup>44</sup> Integrated Food Security Phase Classification (IPC) and Cadre Harmonisé (CH).



BL3: Agriculture and Food Emergencies	
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Enhance integrated <b>multihazards monitoring, forecasting and early warning</b> systems</li> <li>• Develop <b>preparedness</b> plans, measures and tools to better manage the impact of context-relevant shocks and stresses</li> <li>• Inclusive and equitable <b>anticipatory action</b> built on forecasting information to mitigate the imminent impacts of context-relevant shocks and stresses</li> <li>• Effective <b>emergency response and recovery</b> 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</li> <li>• <b>Conflict-sensitive approaches</b> contributing to <b>sustained peace and conflict prevention</b> at local level in humanitarian contexts</li> <li>• Strengthen <b>social protection systems</b> to deliver impact management and emergency assistance to at-risk and vulnerable populations before, during and after the impact of shocks and stresses</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Global Network Against Food Crises (GNAFC): Global Report on Food Crises (annual report)</li> <li>• Impact of Disasters on Agriculture and Food Security Report (biennial report)</li> <li>• Early warning analysis of acute food insecurity hotspots (FAO–WFP biannual publication)</li> <li>• Applying an inclusive and equitable approach to anticipatory action (FAO publication, 2020)</li> <li>• Guide to context analysis informing FAO decision making: Approaches to working in fragile and conflict-affected contexts (FAO publication, 2019)</li> <li>• The Programme Clinic: designing conflict-sensitive interventions (FAO publication, 2019)</li> <li>• Operationalizing Pathways to Sustaining Peace: A How-to Guide (FAO 2022)</li> <li>• Practitioner’s Guide for Seed Security Assessments (FAO publication, 2015)</li> <li>• Standards for supporting crop-related livelihoods in emergencies (SEADS; 2022)</li> <li>• Fisheries and aquaculture emergency response guidance (FAO publication, 2014)</li> <li>• Livestock Emergency Guidelines and Standards (FAO publication, 2015)</li> <li>• Social protection and resilience: supporting livelihoods in protracted crises and in fragile and humanitarian contexts (FAO position paper, 2017)</li> <li>• FAO and Cash+ How to maximize the impacts of cash transfers (FAO publication, 2018)</li> <li>• FAO Framework on Inclusion (forthcoming)</li> <li>• FAO Policy on Indigenous and Tribal Peoples (FAO 2015)</li> <li>• Free Prior and Informed Consent: An indigenous peoples’ right and a good practice for local communities (FAO 2016)</li> <li>• Managing Climate Risks through Social Protection – Reducing rural poverty and building resilient agricultural livelihoods (FAO 2019)</li> <li>• Social protection and anticipatory action to protect agricultural livelihoods (FAO 2023)</li> <li>• Technical guidance to improve nutrition through cash-based interventions (FAO 2020)</li> <li>• Sampling of agricultural soils and plants for radioactivity analysis (FAO 2022)</li> <li>• FAO assessment protocols</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Implement impact-management and emergency response and recovery interventions benefiting from and promoting the latest <b>knowledge, tools, technologies and good practices</b></li> <li>• Produce <b>data and information</b> on food crisis contexts to support evidence-based impact-management and emergency response and recovery interventions that are inclusive and conflict, risk, nutrition and gender-sensitive</li> <li>• <b>Advocate and communicate</b> food and agriculture needs within the context of the global food security cluster in support of humanitarian appeal processes and FAO’s emergency response</li> <li>• Facilitate <b>strategic partnerships</b> and develop local <b>capacities</b> 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</li> <li>• Foster <b>policy dialogue</b> at global, regional and country levels, including through the Global Network Against Food Crises to position agriculture as an essential sector in humanitarian action</li> <li>• Promote and further develop <b>technical norms, standards and flagship reports</b> for effective impact-management and emergency response and recovery interventions for agrifood-system-related livelihoods of the most vulnerable in food-crisis settings</li> </ul>

BL3: Agriculture and Food Emergencies	
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>Number of CPFs/countries where FAO has supported SDG targets through the provision of urgent livelihood, food security and nutrition assistance to populations facing or at risk of acute food insecurity and equipping these populations with capacities to better manage the impact of multiple shocks and stresses by means of implementing technical, durable solutions in line with the HDPN approach Baseline: 60 Milestone: 81</li> <li>Proportion of stakeholders satisfied with FAO's work on agriculture and food emergencies (%) Baseline: 83 Milestone: 83</li> </ol>
 <p><b>Trade-Offs</b></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"> <li>Promote response interventions that contribute to addressing underlying causes of risks and vulnerabilities</li> <li>Enhance localization, ensuring active engagement of local and national actors in coordination structures to improve the quality, coverage and sustainability of interventions</li> <li>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</li> </ul>
 <p><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>Increased competition for resources and lack of timely and stable finance in the medium- and long-term reduces capacity to scale up response</li> <li>Inability to access remote and hard-to-reach or insecure areas</li> <li>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</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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; 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</li> <li>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</li> <li>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</li> </ol>




BL4: Resilient Agrifood Systems	
<b>Gap</b>	Conflicts, economic shocks and weather extremes are the main drivers of the increase in both chronic and acute food insecurity (SOFI 2024, <sup>45</sup> FSIN 2024 <sup>46</sup> ). 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). <sup>47</sup> 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, <sup>48</sup> SOFI 2024).
<b>Outcome</b>	Resilience of agrifood systems and livelihoods of the most vulnerable to socioeconomic and environmental shocks and stresses strengthened through improved multirisk management capacities at the micro-, meso- and macroeconomic levels.
<b>SDG targets</b>	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
<b>SDG Indicators</b>	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
 <b>Accelerators</b>	<p> <b>Technology:</b> Co-design and promote 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</p> <p> <b>Innovation:</b> 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</p> <p> <b>Data:</b> 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</p> <p> <b>Complements:</b> Strengthen governance and institutional capacity for identifying risks, developing government-led policies, strategies and plans, and leveraging existing mechanisms to manage risks along sociopolitical, economic and environmental dimensions of agrifood systems</p>



<sup>45</sup> 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.






<sup>46</sup> Food Security Information Network (FSIN) 2024 Global Report on Food Crises.

<sup>47</sup> FAO (2023a). *Estimating global and country-level employment in agrifood systems*. FAO Statistics Working Paper Series, No. 23-34. Rome.



<sup>48</sup> 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	
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Assess, design and promote risk and vulnerability reduction measures that contribute to enhanced resilience within and across sectors throughout agrifood systems</li> <li>• Enhance the development and operationalization of multirisk governance frameworks, policies, strategies plans, budgets and coordination mechanisms</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• State of Food and Agriculture (SOFA) 2018, 2020 and 2021</li> <li>• State of Food Security and Nutrition in the World (SOFI) 2017–2024 (annual reports)</li> <li>• Food Security Information Network (FSIN) Global Report on Food Crises (annual report)</li> <li>• Impact of Disasters on Agriculture and Food Security (biennial reports)</li> <li>• Estimating global and country-level employment in agrifood systems (FAO Statistics Working Paper Series)</li> <li>• Governance challenges for disaster risk reduction and climate change adaptation convergence in agriculture - Guidance for analysis (2019)</li> <li>• Gender-responsive disaster risk reduction in the agriculture sector - Guidance for policymakers and practitioners (2016)</li> <li>• Consolidating community resilience by strengthening households' social, productive and financial capacities through an integrated approach</li> <li>• Programme Clinic: Designing Conflict-Sensitive Interventions (FAO Facilitation Guide, 2019)</li> <li>• FAO Corporate Framework to support sustainable peace in the context of Agenda 2030</li> <li>• Resilience Index Measurement and Analysis (RIMA II) and web-based application e-RIMA (previous Shiny RIMA)</li> <li>• Managing Climate Risks through Social Protection - Reducing Rural Poverty and Building Resilient Agricultural Livelihoods (2019)</li> <li>• Free, prior and informed consent: an Indigenous Peoples' right and a good practice for local communities</li> <li>• Compendium of indicators for Emergency and Resilience (including its annex)</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• <b>Data</b> collection and <b>information</b> generation in collaboration with country-led institutions and producers organizations to enhance multirisk understanding and resilience measurement, and inform multirisk governance and the implementation of multirisk management interventions to reduce agrifood system vulnerabilities and risks</li> <li>• <b>Capacity development</b> of all relevant stakeholders for the development and implementation of multirisk management interventions leveraging, when possible, government-led instruments such as social protection to better prevent, adapt and transform agrifood systems</li> <li>• Facilitate <b>partnership and coalitions</b> to bring together different actors across agrifood systems and sectors, fostering <b>policy dialogue</b> at all levels and supporting co-generation and uptake of risk management and resilience, building <b>knowledge, tools, technologies and good practices</b></li> <li>• <b>Normative guidance, standard setting and regulatory frameworks</b>, 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</li> <li>• <b>Advocacy and communication</b> on the importance of enhancing resilience of agrifood systems and related livelihoods to contribute to food security and nutrition</li> </ul>
 <b>Output Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets to promote improved multirisk management capacities at the micro-, meso- and macroeconomic levels for strengthened resilience of agrifood systems and livelihoods of the most vulnerable to socioeconomic and environmental shocks and stresses            Baseline: 91            Milestone: 109</li> <li>2. Proportion of stakeholder satisfied with FAO's work on resilient agrifood systems (%)            Baseline: 89            Milestone: 89</li> </ol>




BL4: Resilient Agrifood Systems	
 <b>Trade-Offs</b>	<p>Transformative resilience implies intervening in the medium term not only to protect but to actually promote 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 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>
 <b>Risk/mitigation</b>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. Lack of sequencing of complementary risk management interventions across levels and along the different nodes of agrifood systems</li> <li>2. Design and implementation of interventions that are not informed by a comprehensive context and risk analysis and which may cause harm</li> <li>3. An enabling environment, political will and multistakeholder commitment not guaranteed across different levels of an agrifood system, and in countries in food crises</li> <li>4. The most vulnerable and at risk, including women, youth, Indigenous Peoples, and displaced persons, are not appropriately involved</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Utilize a conflict- and risk-sensitive approach to inform 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</li> <li>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</li> <li>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</li> </ol>

BLS: Hand-in-Hand (HIH) Initiative	
<b>Gap</b>	In most low-income countries and those in food crises, livelihoods are constrained by persistently low levels of productivity in agrifood 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.
<b>Outcome</b>	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.
<b>SDG targets</b>	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day</p> <p>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries</p> <p>10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
<b>SDG Indicators</b>	<p>1.1.1 Proportion of 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>
<b>Accelerators</b> 	<p> <b>Technology:</b> 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> <b>Innovation:</b> 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> <b>Data:</b> 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> <p> <b>Complements:</b> 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>










BLS: Hand-in-Hand (HIH) Initiative	
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Development of country typologies, including stochastic profitability frontier analysis and technical governance analysis</li> <li>• Donor/partner mapping to accelerate learning, improve transparency and ensure complementarity</li> <li>• HIH Member Nation-led Executive Round Tables to improve inclusive decision-making based on the HIH suite of tools and approaches</li> <li>• 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</li> <li>• A HIH Programme Investment Plan Note developed by Member Governments with HIH support to guide multipartner collaboration, risk sharing and engagements</li> <li>• A robust HIH programme dashboard regularly updated to facilitate partner coordination and communication</li> <li>• Mobilization of “whole of FAO” as a method for improving programme development and integration</li> <li>• Promoting the use of HIH for supporting Member Government prioritization of overall national investments (public and private)</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• International treaties, whether negotiated under FAO auspices or in other authoritative fora</li> <li>• Voluntary guidelines and policy guidance endorsed by the Committee on World Food Security (CFS) and FAO Governing Bodies</li> <li>• Authoritative policy decisions of multistakeholder bodies such as the Codex Alimentarius Commission</li> <li>• UN-endorsed rights-based obligations and voluntary guidelines such as on responsible agricultural investments</li> <li>• Flagship publications such as SOCO, SOFA, SOFI, SOFIA, SOFO, SOLAW and SoW-BFA<sup>49</sup></li> <li>• National agrifood systems and rural transformation strategies and plans, including investment plans</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• Strengthen multistakeholder and intersectoral policy dialogue through HIH Member Nation-led Executive Round Tables to develop comprehensive programme investment plans</li> <li>• Support institutional capacity development, including on the use of the HIH Platform and Dashboard for improved evidence-based policy development, implementation and coordination</li> <li>• Facilitate access to vital “means of implementation” for sustainable development through the innovative, requirement-focused HIH matchmaking approach to partnership development</li> <li>• Improve transparency and facilitate advocacy and communications among partners and stakeholders through the deployment of information technology enabled dashboards</li> </ul>

<sup>49</sup> *The State of Agricultural Commodity Markets (SOCO); The State of Food and Agriculture (SOFA); The State of Food Security and Nutrition in the World (SOFI); The State of World Fisheries and Aquaculture (SOFIA); the World's Forests (SOFO); the World's Land and Water Resources for Food and Agriculture (SOLAW); the World's Biodiversity for Food and Agriculture (SoW-BFA)*

BLS: Hand-in-Hand (HIH) Initiative	
 <p><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>Number of CPFs/countries where FAO has supported SDG targets to accelerate sustainable agrifood systems transformation and rural development through targeting the poorest and the hungry through a territorial approach and prioritization of areas of untapped agrifood potential, bringing together all relevant dimensions of agrifood systems through analysis, partnerships and scaled-up agrifood investments. Baseline: 35 Milestone: 37</li> <li>Proportion of 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</li> </ol>
 <p><b>Trade-Offs</b></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><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>The complex and vulnerable natural and social environments in HIH countries challenge sustainability of progress.</li> <li>Climate crisis and open market dynamics complicate the achievement of sustainable agrifood system improvements in HIH countries.</li> <li>Member Nations, banks and investors need to mobilize resources at the scale necessary to meet the programmatic needs identified in each HIH investment note.</li> <li>Changes in governments lead to shifting priorities and therefore a deprioritization politically and financially within a country.</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>Advance the use of data, modelling and analytics, complete with the required human capacity development at country and regional level 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.</li> <li>Ongoing communication and advocacy throughout the programme to sustain commitment and enable necessary adjustments in response to unforeseen developments.</li> <li>Implement the HIH engagement process, including technical analysis and broad partner consultation to stabilize support for the programme, which is flexible and adaptable and can adjust and scale as necessary.</li> </ol>



BL6: Scaling up Investment	
<b>Gap</b>	Delivering on the Sustainable Development Goals (SDGs) requires substantially more and better public and private investments.
<b>Outcome</b>	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.
<b>SDG targets</b>	<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>
<b>SDG Indicators</b>	<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>
<b>Accelerators</b> 	<p> <b>Technology:</b> 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> <b>Innovation:</b> Promote innovative digital finance; blended finance; broadened partnerships and platforms; and sustainable and nature-based agrifood systems solutions</p> <p> <b>Data:</b> 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> <b>Complements:</b> 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	
<b>Key thematic components</b>	<ul style="list-style-type: none"> <li>• Support strategic investment planning and policy through analytical work, policy and sector studies, and contributions to agricultural strategies and policy dialogue</li> <li>• Support public investment through technical assistance for the design and implementation of investment projects</li> <li>• Support private investment through sector reviews, investment opportunity studies, investment sourcing, portfolio development, public–private policy dialogue, and promotion of an enabling environment</li> <li>• Support innovative finance through advisory services and the provision of innovative solutions</li> <li>• Support innovation and knowledge for investment through evidence-based findings, studies, analysis, guidelines and recommendations</li> <li>• Support capacity for better agrifood investment decision making through learning and mentoring activities, educational resources and tools.</li> </ul>
 <b>Normative aspects</b>	<ul style="list-style-type: none"> <li>• Farmer Field Schools and the Hand-in-Hand Initiative (HIH) Geospatial Platform, MAFAP,<sup>50</sup> WaPOR<sup>51</sup> and AIDmonitor databases, AgLink, AquaCrop and CropWat models, MRV,<sup>52</sup> EX-ACT,<sup>53</sup> ABC-Map, NEXT,<sup>54</sup> GLEAM-I,<sup>55</sup> LSIPT,<sup>56</sup> Earth Map, RuralInvest and Collect Mobile tools, LPIS<sup>57</sup> and ePhyto systems, forest data monitoring, CRTB,<sup>58</sup> and Whisp.</li> <li>• FAO's work on carbon neutrality, Geographical Indications, and water-harvesting investments</li> <li>• FAO's statistical tools (FAOSTAT and the Country Profile Tool)</li> <li>• SOFA, SOFI (including digital regional SOFIs) and SOLAW<sup>59</sup></li> <li>• The Committee on World Food Security (CFS) – Responsible Agriculture Investments</li> <li>• Organisation for Economic Co-operation and Development (OECD)–FAO Guidance for Responsible Agricultural Supply Chains</li> <li>• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)</li> </ul>
 <b>Core function strategy</b>	<ul style="list-style-type: none"> <li>• Technical and analytical support to provide countries and financial partners with evidence, data and solutions for better agrifood investment decisions</li> <li>• Advocacy and communication with national financial institutions, governments &amp; public entities, development banks, impact investors and other key actors to mobilize more and better-quality investments in agrifood sectors</li> <li>• Partnerships to leverage investment and provide high-level, innovation-dense technical support that responds to countries' needs</li> <li>• Policy dialogue to create an enabling environment for inclusive and responsible public and private investment in resilient agrifood systems</li> <li>• Capacity development at national level to design, implement and evaluate public investment projects and to catalyse private investment to achieve large-scale sustainable impacts 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</li> </ul>

<sup>50</sup> Monitoring and Analysing Food and Agricultural Policies (MAFAP)

<sup>51</sup> Water Productivity Open-access portal (WaPOR)

<sup>52</sup> Measurement, reporting and verification

<sup>53</sup> Ex-Ante Carbon Balance Tool (EX-ACT)

<sup>54</sup> The Nationally Determined Contribution Expert Tool (NEXT)




<sup>55</sup> Global Livestock Environmental Assessment Model - Interactive (GLEAM-i)

<sup>56</sup> LSIPT Livestock Sector Investment and Policy Toolkit (LSIPT)

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

<sup>58</sup> Climate Risk Toolbox (CRTB)

<sup>59</sup> 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><b>Output Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of CPFs/countries where FAO has supported SDG targets promoting increased public and private investment and improved capacities to leverage future investment to accelerate transformation towards inclusive, resilient and sustainable agrifood systems with large-scale impacts on the eradication of poverty and hunger Baseline: 21 Milestone: 38</li> <li>2. Proportion of stakeholders appreciating FAO's work on scaling-up investment (%) Baseline: 90 Milestone: 90</li> </ol>
 <p><b>Trade-Offs</b></p>	<p>The programme has a strong functional, operational and country focus, with trade-offs between economic, social and environmental objectives as a result of 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><b>Risk/mitigation</b></p>	<p><b>⚠ Risks:</b></p> <ol style="list-style-type: none"> <li>1. FAO and its partners are unable to meet the demand for quality investment support</li> <li>2. Countries' capacity development for investment is not prioritized or correctly identified</li> <li>3. Insufficient fiscal space for borrowing and investing in the agrifood sector</li> <li>4. Lack of flexibility to work in an agile manner with different financial partners</li> </ol> <p><b>🌈 Mitigation:</b></p> <ol style="list-style-type: none"> <li>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)</li> <li>2. Advocate for capacity development for investment support to build commitment at national level and among donors, and provide relevant services</li> <li>3. Raise awareness among country stakeholders about the economic, social and environmental benefits of investments in agrifood systems for governments, communities and investors</li> <li>4. Maintain strong networks and partnerships with IFIs and resource partners to increase agrifood systems resilience</li> <li>5. Develop new instruments of collaboration that will enable to serve directly Member Nations and engage new financial partners</li> </ol>

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

<b>Scope of work</b>	Ensure and measure the delivery and quality of FAO's technical and normative work, knowledge and services; ensure quality data and statistics produced with integrity and disseminated by FAO; provide critical cross-cutting services to the Programme Priority Areas for work on gender, youth, and inclusion in support of the Agenda 2030; accelerate progress and maximize efforts in meeting the SDGs through the four accelerators, technology, innovation, data and complements
	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
<b>5.1: Quality and integrity of the technical and normative work of the Organization</b>	5.1.A Stakeholders appreciating the quality of the Organization's technical and normative work (%)	83	85	85
<b>Outputs</b>				
	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			

#### **Priorities for 2026-27**

195. Support to Technical Committees will prioritize fostering greater collaboration and coordination, increasing emphasis on cross-cutting and cross-sectoral issues, and implementing recommendations from recent sessions. Efforts will also focus on boosting Member engagement in discussions and enhancing the contributions of the Technical Sub-Committees.

196. Increasing the impact and visibility of flagship publications will remain central. FAO will improve the timeliness and strategic relevance of these publications in shaping global agrifood policy. Key actions include promoting thematic consistency, scaling up successful innovations in media outreach such as report-launching at high-level events, and strengthening engagement with stakeholders.

197. Scientific and evidence-based normative and standard-setting work will remain a central priority for the biennium. FAO will refine methodological approaches to address an increasingly risky and uncertain global environment, focus on monitoring global trends and develop innovative, evidence-based approaches to risk-proof strategy and policy recommendations. To continue ensuring scientific integrity, the Organization will publish the Technical Committee compositions for flagship reports. As part of its commitment to advancing inclusivity, FAO will proactively seek meaningful participation of scientists from developing countries.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making</b>	5.2.A Proportion of SDG indicators under FAO custodianship reported			
	a) at national level (%)	a) 63	a) 68	a) 70
	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
	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
<b>Outputs</b>				
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				

### **Priorities for 2026-27**

198. FAO will prioritize refining standards, international classifications, and methods to enhance the global collection and dissemination of statistical data for food, agriculture, and agrifood systems transformation. These efforts will support SDG monitoring and leverage innovative methods, new data sources, and technological advancements. To uphold high standards, the Organization will ensure compliance with its Statistics and Data Quality Assurance Framework through robust quality assurance processes, including audits, assessments, and standardized evaluations.

199. Support for national statistical institutions will focus on adopting internationally recognized definitions and methods to improve data quality through large-scale initiatives like the 50x2030 programme, Agricultural Censuses, and targeted technical assistance. Governance mechanisms for data and statistical activities will also be strengthened to meet global, regional, and national priorities.

200. Efforts will continue to modernize FAO's IT infrastructure, integrating databases into a unified dissemination platform to improve accessibility. Enhanced access to microdata and disaggregated statistics will bridge gaps between global data assets and country-level needs for PPA implementation, especially with regard to disaggregation and representativity.

201. The Organization will consolidate its authoritative status as a data provider, by ensuring coherent data collection, capacity building, and reporting efforts that align with international agendas, supporting evidence-based decisions for agrifood systems transformation.

Outcome	KPI	Baselines	Target 2027	Target 2029
<b>5.3: Cross-cutting areas: Gender, Youth, Inclusion</b>	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	TBD	TBD	TBD
	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
<b>Outputs</b>				
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				

### **Priorities for 2026-27**

202. FAO's work on gender mainstreaming will prioritize: (a) implementing the FAO Policy on Gender Equality (2022-2030) and the UN-SWAP 3.0 in alignment with the UN GEAP, and integrating gender dimensions in FAO's programme; (b) providing Organizational units with capacity building, technical guidance and support for addressing gender dimensions; (c) enriching the knowledge base on gender and women's empowerment in agrifood systems, with a focus on climate change and resilience building, bioeconomy and nutrition, and financial inclusion of women in agrifood systems; (d) promoting the application of gender transformative and intersectional approaches; (e) supporting the uptake of the CFS Voluntary Guidelines on Gender Equality and Women's and Girls' Empowerment in the context of Food Security and Nutrition; (g) strengthening UN interagency collaboration and partnerships in support of the 2026 International Year of the Woman Farmer and follow-up processes.

203. To further integrate youth considerations in FAO's work, focus will be placed on: (a) ensuring systematic implementation and increased integration of youth dimensions in FAO's programme with a strong focus on the project cycle and in alignment with the Rural Youth Action Plan (RYAP); and (b) providing Organizational units with technical guidance and capacity development for incorporating youth dimensions.

204. Priorities with regard to inclusion of poor and other disadvantaged groups in situations of vulnerability in agrifood systems, comprise: (i) implementing the corporate Framework on Inclusion for its effective and systematic mainstreaming in FAO's programme; (ii) providing guidance and training; (iii) integrating inclusion considerations in FAO projects and taking stock of approaches and experiences around inclusion, for learning, documentation, replication and advocacy purposes; (iv) demand-driven development of operational tools and knowledge products to enhance capacity on inclusion; (v) further leveraging synergies with areas of work intersecting with inclusion.

205. The main areas of focus of FAO's work with Indigenous Peoples include: (a) continuing the implementation of the FAO policy on Indigenous Peoples; (b) addressing UNDESA recommendations to FAO in support of UN System-wide Action Plan and UN Declaration on the Rights of Indigenous Peoples (UNDRIP); (c) ensuring FAO complies with UNDRIP by following Free, Prior and Informed Consent; (d) hosting the secretariats of the Global-Hub on Indigenous Peoples' Food Systems and the UN Rome Group of Friends; (e) organizing the UN Global Indigenous Youth Forum, the only UN

forum entirely dedicated to Indigenous Youth; (f) continuing to bridge the gap between evidence sharing and policy-making; (g) providing evidence regarding the sustainability and resilience of Indigenous Peoples' food systems through the coordination of the Global-Hub on Indigenous Peoples' food systems; (h) promoting Indigenous Peoples' Biocentric Restoration; (i) ensuring Indigenous youth and women considerations are included in FAO's programme.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)</b>	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 and minimize trade-offs for ensuring efficient, inclusive resilient and sustainable agrifood systems	TBD	TBD	TBD
	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
<b>Outputs</b>				
5.4.1 Science- and evidence-based knowledge and common understanding on technology and its use, its benefits and risks to accelerate results and minimize trade-offs, 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)				

### **Priorities for 2026-27**

206. Implementing and reviewing the Action Plan for the Science and Innovation Strategy will be a critical priority for FAO, as well as improving the integration of science, technology, and innovation (STI) into its work by enhancing internal collaboration and strengthening institutional coordination mechanisms. FAO will also emphasize tools to guide the identification, screening and assessment of technologies with transformative potential suitable for smallholders and value chain actors, promote access to and adoption of these technologies, and support their integration into national policies and strategies. Improving the STI portal, Agrifood Systems Technologies and Innovations Outlook (ATIO) knowledge base and communication channels will strengthen monitoring of technology integration.

207. The Organization will also focus on embedding bundles of technological, institutional, social, policy and financial innovations by capitalizing on global, regional, and national opportunities in its interventions to accelerate their impact. In line with the FAO Science and Innovation Strategy, FAO will also prioritize strategic innovation management.

208. Generating, disseminating, and facilitating data to inform decision-making for all Programme Priority Areas will remain a core priority. FAO will update existing databases and information systems and address critical data gaps for contributing to PPA Outcomes, prioritizing datasets regarding agrifood systems, going beyond food and agriculture. Open and accessible data dissemination platforms and capacity building efforts will bridge gaps in data use.

209. Governance, institutions, and human capital will continue to underpin FAO's work, supporting effective policy and technical support. Key priorities include fostering transformative governance coalitions and investments for agrifood system transformation, scaling up Member support for leveraging governance, institutions and human capital to accelerate transformation, and systematically monitoring and highlighting the performance of FAO programmes in these areas.



## Chapter 6: Technical Cooperation Programme

<b>Objective Statement</b>	The Technical Cooperation Programme (TCP) delivered in full alignment with the objectives of the FAO Strategic Framework, regional and country-specific priorities.
<b>Scope of work</b>	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; play an important role in knowledge-sharing and exchange of experiences, good practices and lessons learned, thereby catalyzing scale up; and contribute to at least one SDG target and PPA outcome, and address the priorities agreed through the Country Programming Frameworks.
6.1: TCP management and support	

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>6.1: TCP management and support</b>	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

### Priorities for 2026-27

210. FAO will prioritize promoting the strategic and catalytic nature of TCP contributions to Members' achievement of SDG targets, in response to requests for assistance within the context of the Strategic Framework, Country Programming Frameworks and the UN development system repositioning. The programme will continue to emphasize technical support for capacity development, ensuring sustainability and leveraging wider results.

211. Efforts to further streamline and refine policies and procedures for a more efficient and effective programmatic approach will continue to be a key area of focus. The Organization will also emphasize actively supporting flexible and innovative approaches to fully leverage the TCP's catalytic role in attracting voluntary contributions and partnerships for Members' benefits, harnessing evidence-based results of TCP systematically through evaluations and enhancing the communication and systematic reporting of TCP and contributions to outcomes through the FAO Transparency Portal.

212. Following the conclusion of the TCP Strategic Exercise in 2023, FAO will prioritize applying the approved regional TCP resource shares to the 2026-27 appropriation and the harmonized principles to the distribution of resources within regions. In line with Conference Resolution 9/89 and the recommendation of the Conference at its 42nd Session in 2021, the share of the TCP is maintained at 14 percent of the net budgetary appropriation.

### Functional Objective 7: Outreach

<b>Objective Statement</b>	Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased engagement with and leadership of international initiatives, and heightened public awareness, recognition of FAO's contributions, political support and resources.
<b>Scope of work</b>	Diversifying and expanding partnerships, including North-South, South-South and Triangular Cooperation partnerships and partnerships with the private sector; advocating to heighten public awareness, increase political support, and enhance resource mobilization,, complemented by 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 on high impact strategic and technical issues related to agrifood systems	
7.3: Increased resource mobilization and effective project/programme management and delivery	

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>7.1: Partnerships and advocacy including South-South and Triangular Cooperation</b>	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	TBD	TBD	TBD
	b) with the private sector	TBD	TBD	TBD
	7.1.C Number of countries establishing intergenerational mechanisms that engage and empower youth	24	60	100
<b>Outputs</b>				
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				
<b>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</b>				
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 UNFSS				
7.1.5 Mechanisms are established for engaging and gathering innovative ideas and approaches from youth and women on agrifood systems transformation				

#### Priorities for 2026-27

213. Guided by FAO policies on transformative partnerships, the Organization will place significant emphasis on promoting, strengthening and optimizing the existing portfolio of partnerships with non-state actors, the private sector and UN entities, while continuing to consider engaging in selective, additional strategic partnerships, in particular with the private sector. Multistakeholder partnership management will be streamlined, the corporate partnership strategy will be revamped aligning to global trends, and the vision on transformative partnerships and Country Offices will be strengthened to advance private sector engagement effectively.

214. FAO will also focus on enhancing its engagement with the United Nations, particularly at country level and through joint programmes, continue promoting the Parliamentary Alliances Against Hunger and Malnutrition to create enabling environments and legal frameworks in support

of the SDGs and support National Action Plans for implementation of the UN Decade of Family Farming 2019-2028.

215. The Organization will continue advocating for the central role of agrifood systems transformation in the fulfilment of the 2030 Agenda. Knowledge sharing and evidence-based insights to inform decisions for accelerating SDG progress and collaboration with others will be prioritized, as well as leadership in key intergovernmental fora like the HLPF, to ensure the issue remains on the forefront of the global development agenda and discourse.

216. The updated FAO South-South and Triangular Cooperation Guidelines for Action for the period 2026-30 will emphasize expanding and diversifying funding sources for South-South Cooperation and Triangular Cooperation, establishing an SSTC Technical Assistance Facility for facilitating exchanges, improving the measurement of SSTC impacts, and increasing collaboration with Members, UN Agencies, International Financial Institutions, Foundations, private sector entities, and other stakeholders. Specific priorities include establishing operational partnerships with Technical Institutions and Knowledge Networks, consolidating SSTC matchmaking and networking through the new online platform, enhancing the efficiency and impact of the FAO-China South-South Cooperation Programme and implementing the flagship Rome-based Agencies initiative.

217. FAO will enhance its high-level advocacy for the promotion of youth and women engagement and empowerment in policy processes related to agrifood systems. Specifically, dynamic youth programmes and mechanisms that boost youth leadership and encourage cross-generational and intersectional collaboration, including the youth action mechanisms developed under the World Food Forum, will be further expanded to advance youth-related advocacy, youth-led innovation, youth-oriented knowledge exchange and youth-targeted investments. Policy and advocacy networks and institutional partnerships to spur programme development for the advancement of women empowerment in agrifood systems will be further strengthened and enhanced, linking global and regional normative processes to tangible impact at the national and local levels.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>7.2: Communications</b>	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
<b>Outputs</b>				
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				

### **Priorities for 2026-27**

218. Building on momentum from the FAO 80<sup>th</sup> Anniversary celebrations, FAO will focus on promoting the *Food and Agriculture Museum & Network*. The Organization will also continue to highlight efforts to deliver critical, emergency agricultural aid and assistance to farmers most affected by conflict, the climate crisis and economic shocks.

219. Communications around the FAO Strategic Framework will be prioritized, connecting the Agenda 2030 for Sustainable Development to the *four betters*, and underscoring the importance of agriculture to achieving the SDGs, illustrating and explaining how agrifood systems can address rising

levels of hunger in changing global contexts and emerging crises. There will be emphasis on flagship reports, coordination of international days for which FAO is custodian, and enhancing major events such as the World Food Forum.

220. Finally, FAO will prioritize empowering a culture of communication across FAO, including in the Decentralized Offices.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>7.3: Increased resource mobilization and effective project/programme management and delivery</b>	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
<b>Outputs</b>				
7.3.1 Strategic outreach, partnerships and marketing of FAO's priority areas of work, based on results reports and in view of future resource requirements, 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				

### **Priorities for 2026-27**

221. FAO's focus will remain on sustaining the high levels of mobilization of voluntary contributions, from an increasingly diversified resource partner base. The current portfolio mix of traditional bilateral partners, International Financial Institutions and vertical funds such as the Green Climate Fund, Global Environment Facility and Pandemic Fund have provided stability in FAO funding during a period in which peer UN agencies have suffered from major volatility in funding cycles. These emerging partners also enable a high degree of programmatic ownership, based on recipient-led funding where FAO provides support to Members in accessing these funds. This is particularly important at a time when traditional bilateral donors are facing domestic fiscal challenges and developing countries graduating to middle income status are no longer eligible for pure grant funding.

222. The Organization will also prioritize maintaining the confidence of resource partners and increasing access to flexible and unearmarked funding by improving timeliness of programme delivery and reducing the fragmentation of FAO's trust fund portfolio.

223. The design and development of fit-for-purpose approaches and innovative tools for the formulation, implementation, management, and monitoring of programmes and projects will remain a key priority. FAO will strengthen the integration of policy, guidance, resources, support, and capacity development to enhance programme and projects management and operational delivery, as well as enhance the capacities of decentralized offices to ensure their effective, efficient, and systematic development, management, and monitoring. These efforts aim to improve quality and timeliness of delivery, promote scaling up, and facilitate new engagements with non-state actors through robust due diligence and risk management practices. Additionally, the Organization will optimize and streamline business processes and system support, introducing operational and administrative improvements.

224. Rigorous Due Diligence and Risk Assessment (DDRA) to evaluate potential partners will facilitate collaboration with non-state actors by applying a risk-aware approach aligned to the FAO strategy for private sector engagement. The Organization will i) implement adaptive business processes and systems based on behavioral science that streamline informed decision-making; ii) decentralize decision-making, empowering regions to act quickly while maintaining accountability; and iii) increase digitalization to automate workflows and improve efficiency and data accuracy.

### Functional Objective 8: Information Technology

<b>Objective Statement</b>	Delivery of FAO's work is accelerated through leading and delivering global capabilities, leveraging new technology opportunities and delivering transformative solutions.
<b>Scope of work</b>	Continuing FAO's digital evolution through, effective and cost-efficient digital goods and services supporting FAO's global operations, and providing innovative digital agro-informatics platforms and technologies aligned with the FAO Strategic Framework., Following a bi-modal approach, the evolution of the Digital Workplace will provide FAO personnel with access to digital capabilities, realizing the One-FAO concept while positioning the Organization to strengthen its leadership in delivering open, secure, inclusive, and interoperable platforms, technologies and digital public goods (DPGs), setting a new standard for digital transformation in agrifood systems that closes the digital divide., ,
8.1: Information technology solutions and digitalization	

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>8.1: Information technology solutions and digitalization</b>	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
<b>Outputs</b>				
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				

#### **Priorities for 2026-27**

225. FAO will prioritize fostering a digital mindset by institutionalizing paperless workflows and enhancing FAO's digital capabilities for greater efficiency. The digital infrastructure will be upgraded to ensure access to robust digital resources and maintain the warranty of FAO's global systems. The agro-informatics platform will be further developed to strengthen its role in supporting agrifood system transformation and advancing the Organization's mandate. Emphasis will also be placed on building an ecosystem for sustainable artificial intelligence adoption through resources, platforms, and skills development. In addition, the IT Security Roadmap Phase II will be implemented to solidify the framework for safeguarding FAO's digital environment at an acceptable risk level.

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

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

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>9.1: FAO Governance</b>	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
<b>Outputs</b>				
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				

#### Priorities for 2026-27

226. Modernization, digitalization and innovation will continue to be pursued for efficient and timely servicing of meetings of the Governing Bodies during the 2026-27 biennium, alongside enhancement and integration of communication platforms and instruments, and delivery of language products, knowledge resources and other services to Members.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>9.2: Oversight</b>	9.2.A Number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme 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
<b>Outputs</b>				

Outcome	KPI	Baseline	Target 2027	Target 2029
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			

### Priorities for 2026-27

227. In line with the transformative objectives of FAO, the Organization will continue to prioritize the provision of evidence in support of innovative and durable solutions to defeat hunger and poverty. To this end, FAO stakeholders will be engaged in the identification of key learning priorities for focus, in support of FAO's mission. The capacity of the evaluation function for measuring outcomes and impacts will be strengthened, in an effort to provide robust support for ongoing learning while ensuring accountability for FAO's work.

228. The Strategy of the Office of the Inspector General (OIG) for 2021-2025 will be largely rolled over, reprioritizing selected areas of focus. Notably, FAO will accelerate the use of technology, including artificial intelligence and data analytics, to improve the efficiency and effectiveness of the audit and investigation function. Similarly, communication and outreach on oversight and integrity matters will be enhanced, in order to provide proactive, forward-looking and insightful information to stakeholders. Important tools such as the OIG website and a dashboard on internal audit coverage of decentralized offices on the FAO Transparency Portal will increase awareness. Finally, the audit function will continue to assist Management in strengthening FAO's whole-of-organisation approach to risk and control monitoring and oversight, including fraud prevention and management of staff integrity and workplace conduct. The aim of these advisory services will be to enhance risk management and internal control.

229. Efforts to achieve greater risk management maturity will continue, with particular emphasis on strengthening capacity for managing risks effectively and efficiently throughout the Organization, including programme and project management functions. The focus will be placed on coordinating different functions across Organizational boundaries, improved systems support and improved embedding of risk management in the design of key business processes.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>9.3: Direction</b>	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 (%)	TBD	TBD	TBD
	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	



Outcome	KPI	Baseline	Target 2027	Target 2029
	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
<b>Outputs</b>				
9.3.1 Executive direction provided				
9.3.2 Strategic direction, monitoring and reporting delivered				
9.3.3 Appropriate legal support is provided to align the Organization's actions and activities with the Basic Texts, and to advance the Organization's mandate				
9.3.4 Improved strategic coordination and monitoring of decentralized offices				
9.3.5 Foster an ethical culture in the Organization characterized by trust, transparency and accountability and dialogue for addressing internal issues				
9.3.6 Strengthened prevention, mitigation and response to sexual exploitation, harassment and abuse in FAO operations				

### **Priorities for 2026-27**

230. The Organization will implement the FAO Strategic Framework 2022-31, improving results-based work planning, budgeting, monitoring and reporting systems to inform major planning and reporting documents, and providing support for the development and implementation of Country Programming Frameworks and engagement with country-level programming processes.

231. The coordination of Decentralized Offices will focus on country-level annual reporting process and the Global Working Conferences of FAO Representatives and related Action Plan, to bolster business and programme delivery, and on tools such as the FAOR Network Platform, the Global Think Labs, COIN and COMMIT to enhance performance and knowledge management.

232. Timely and accurate legal advice will continue to be prioritized, focusing on updating FAO's administrative and legal frameworks providing in-house counsel and representing the Organization's interests in administration of justice for personnel, partner engagement and other operational matters. Legal support to FAO Governing and Statutory Bodies will remain central, alongside exploring mechanisms growing advisory demands. FAO will also emphasize enhancing Member capacity to develop and enforce legal frameworks, including international legal frameworks, and support inter-agency coordination. Efforts will strengthen FAOLEX, expanding and improving the content and useability FAO's premier global repository of national laws, regulations and policies on food, agriculture and natural resources management.

233. Protection from and response to sexual exploitation and abuse (SEA) continues to be a corporate priority for FAO and represents an essential commitment under the Inter-Agency Standing Committee (IASC) and United Nations system-wide approach to addressing SEA. FAO has a "zero-tolerance" policy towards any form of SEA and for inaction on SEA by its personnel and by the employees of partner or service-providing entities. In 2026-27, FAO will focus on development and implementation of PSEA Action Plans in programme countries, particularly in emergency operations with high risk of SEA.<sup>60</sup>

234. Fully committed to ethical standards and a strong ethical framework, FAO will prioritize conflict-of-interest mapping tools to identify and address high-risk areas, compliance with the

<sup>60</sup> Action Plans reflect required, minimum activities for implementing PSEA measures address SEA under the following core areas: 1) Coordination and Management; 2) Prevention; 3) Response (including a victim/survivor-centered assistance and support); and 4) Community Outreach and Engagement.



Annual Disclosure Programme and timeliness in closing inquiries. Fostering an environment of trust, transparency and accountability, focus will be placed on awareness-raising initiatives and training programmes, and enabling the ethics function to take a proactive role in overseeing the policies, procedures and processes related to misconduct.

235. FAO will prioritize increasing trust in the Ombuds function as the primary pillar for informal resolution. The Organization will enhance the structure of regional ombuds specialists and the network of respectful facilitators, strengthening staff awareness and training on conflict management and related areas, expand the use of mediation, develop means for handling formal cases and promote a general discussion on the reality of core values such as respect, dignity or integrity.

### Functional Objective 10: Efficient and effective administration

<b>Objective Statement</b>	Maximize effectiveness and work towards ensuring best value-for-money in supporting delivery, fulfilling fiduciary, policy setting and monitoring and control functions.
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
<b>10.1: Efficient and effective management of human resources</b>	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
<b>Outputs</b>				
10.1.1 Human resources strategies, policies, procedures and services are effective and efficient and support the attraction, development and retention of a diverse, skilled and motivated workforce				

#### Priorities for 2026-27

236. The human resources management function will continue to perform around the pillars of strategy, structure, policy, procedures and people management. The Organization will emphasize attracting, developing and retaining a highly skilled workforce, providing equitable opportunities and a supportive environment, and to enable FAO employees to excel in their role, fostering collaboration and excellence.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>10.2: Efficient and effective management of financial resources</b>	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
<b>Outputs</b>				
10.2.1 Accurate, relevant and timely financial reporting and efficient, effective and well controlled financial services are provided in support of Governing Bodies, Members, management, resource partners and staff				

#### Priorities for 2026-27

237. FAO will continue to focus on ensuring compliance with Financial Regulations, rules and procedures and improving internal control through oversight and monitoring activities, particularly in Decentralized Offices. In addition, the Organization will resume efforts to improve and automate selected areas of the preparation of financial statements, including significant strides that could be made through well- designed reports and automated data analysis functions. Opportunities for efficiencies will be identified based on cost-benefit ratios and subsequently vetted, tested and progressively implemented.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>10.3: Efficient and effective administrative services and enabling functions</b>	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 (%)	TBD	TBD	TBD
	10.3.D Number of strategies developed or newly implemented for procuring critical good and services applying Category Management	N/A	3	8
	10.3.E Proportion of offices implementing efficient travel and fleet management	N/A	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	N/A	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 outputs of the updated FAO Efficiency Roadmap delivered (%)	TBD	TBD	TBD	
b), Number of interagency agreements to leverage efficiency gains	5	10	20	
<b>Outputs</b>				
10.3.1 Responsive and cost-effective supply chain delivery				
10.3.2 Healthy and productive workforce in all locations				
10.3.3 Uninterrupted programme delivery maintained by all FAO offices worldwide through strengthened organizational resilience				
10.3.4 Effective engagement of FAO offices in UN Efficiency Reform				

### **Priorities 2026-27**

238. FAO will continue to prioritize effective, compliant and environmentally sustainable services and driving operational efficiency through innovative business processes, as well as leveraging interagency collaboration within the broader framework of UNDS repositioning, the UN Efficiency Agenda and organizational resilience management.

239. Specific attention will be given to establishing and internalising occupational health and safety standards to boost health, wellbeing and productivity of FAO; improving the supply chain approach to drive further efficiencies; increasing agility and value-added proposition in procurement; proactively mitigating operational risks via sourcing of insurance products; and increasingly efficient travel and fleet management. FAO will also continue fostering environmentally sustainable business operations and reducing its global GHG footprint.

240. Automation initiatives, such as Robotic Process Automation and tools like ServiceNow, will be accelerated to equip decentralized offices with tools and knowledge to support compliant and effective operations, particularly in challenging emergency contexts. In addition, as part of its commitment to continuous improvement and operational excellence, FAO will expand the scope of ISO 9001 Quality Management System certification to additional administrative processes.

241. Vertical integration opportunities will be expanded by centralizing financial transaction processes, in close alignment with the Segregation of Duties (SoD) project, which will extend its scope to human resources, travel and procurement, enhancing operational safeguards.

## Chapter 12: Capital Expenditure

<b>Objective Statement</b>	FAO capital investments achieve benefits in terms of a more capable and efficient infrastructure and operating environment to serve the business needs of the Organization and delivery of its programme of work.
<b>Scope of work</b>	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. The Capex Management Board, chaired at Deputy Director-General level, advises the Director-General on the allocation of resources from the Capital Expenditure Facility and oversees overall progress and performance of approved projects.

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>12.1: Capital Expenditure</b>	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
<b>Outputs</b>				
12.1.1 Platforms for the management of technical data and information enhanced				
12.1.2 Operational and administrative systems adapted to meet new and changing business processes				
12.1.3 IT infrastructure and services improved				
12.1.4 Building infrastructure and facilities improved				

### **Priorities for 2026-27**

242. Investments will focus on five main areas: (a) core ICT infrastructure, covering the provision of servers, storage and communication networks to ensure an effective and efficient ICT infrastructure which meets industry standard best-practices and supports the business needs of the Organization; (b) corporate administrative systems to ensure that they continue to meet the operational and business requirements of headquarters and decentralized offices; (c) corporate technical applications to improve and enhance the management of technical data and information; (d) Management Information Systems to address operational reporting and data analysis requirements and support management decision-making; and (e) building infrastructure and facilities to ensure compliance with health and safety regulations and achieve lower maintenance and running costs and environmental objectives.

### Chapter 13: Security Expenditure

<b>Objective Statement</b>	FAO personnel are able to carry out their functions safely and securely in all locations where the Organization operates.
<b>Scope of work</b>	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

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

#### **Priorities for 2026-27**

243. Priority will continue to be placed on conducting threat assessments jointly with local authorities and on improving internal capacity for prevention and response to crises and critical emergencies, by ensuring an adequate level of training of security personnel compliant with UN and local standards.

244. As demand of security trainings is increasing, the offer will be enlarged and greater focus will be given to security-related modules aiming at familiarizing with security policies and practices.) This includes training to FAO security personnel (e.g., firearms qualification, driving safety, active shooter response, defense tactics) and FAO and UNSMS organization personnel based in Rome (first-aid, response to Gender-Based Violence, security awareness and prevention).

Outcome	KPI	Baseline	Target 2027	Target 2029
<b>13.2: Safe and secure operating environment for worldwide programme delivery</b>	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
<b>Outputs</b>				
13.2.1 Safe and secure operating environment for worldwide programme delivery is ensured				

#### **Priorities 2026-27**

245. Focus of will continue to be placed on anticipation, prevention, protection and response relating to risks from armed conflict, terrorism, crime, civil unrest and natural disasters. Decentralized Offices will continue to be provided with technical expertise, security training, financial resources for security equipment, expert advice and operational support, liaising with United Nations Department of Safety and Security (UNDSS) counterparts as relevant. Regional Office capacity for driving risk prevention and field response to crises, critical incidents and emergencies, especially through CSOS Regional Security Advisers will be paramount. Improved guidance within the framework of Organizational Resilience Management will enhance support to crisis management and ensure timely activation of the Critical Incident Response Team.

## Annex 2: Budget Proposal by budgetary chapter

(USD thousand at 2024-25 rates)

Budgetary Chapter	PWB 2026-27		
	Net Appropriation	Extrabudgetary	Total
1.1: Innovation for Sustainable Agriculture Production	40 993	182 527	223 520
1.2: Blue Transformation	32 808	158 950	191 758
1.3: One Health	31 156	131 729	162 885
1.4: Small-Scale Producers' Equitable Access to Resources	33 176	157 809	190 985
1.5: Digital Agriculture	18 037	38 038	56 075
<b>1: Better Production</b>	<b>156 171</b>	<b>669 054</b>	<b>825 225</b>
2.1: Healthy Diets for All	35 730	38 176	73 905
2.2: Nutrition for the Most Vulnerable	23 982	80 261	104 242
2.3: Safe Food for Everyone	28 364	44 045	72 409
2.4: Reducing Food Loss and Waste	15 098	10 392	25 490
2.5: Transparent Markets and Trade	26 115	23 037	49 152
<b>2: Better Nutrition</b>	<b>129 289</b>	<b>195 910</b>	<b>325 199</b>
3.1: Climate change mitigating and adapted agrifood systems	44 459	399 190	443 649
3.2: Bioeconomy for Sustainable Food and Agriculture	19 122	44 015	63 137
3.3: Biodiversity and Ecosystem Services for Food and Agriculture	39 613	256 620	296 233
3.4: Achieving Sustainable Urban Food Systems	13 929	6 074	20 003
<b>3: Better Environment</b>	<b>117 123</b>	<b>705 900</b>	<b>823 023</b>
4.1: Gender Equality and Rural Women's Empowerment	12 613	31 964	44 577
4.2: Inclusive Rural Transformation	27 891	52 563	80 454
4.3: Agriculture and Food Emergencies	20 448	1 055 432	1 075 880
4.4: Resilient Agrifood Systems	38 778	442 004	480 782
4.5: Hand-in-Hand (HIH) Initiative	505	5 375	5 880
4.6: Scaling up Investment	22 411	52 885	75 296
<b>4: Better Life</b>	<b>122 646</b>	<b>1 640 223</b>	<b>1 762 869</b>
5.1: Quality and integrity of the technical and normative work of the Organization	43 486	436	43 922
5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making	9 353	14 136	23 489
5.3: Cross-cutting themes: Gender, Youth, Inclusion	5 343	2 888	8 231
5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	3 629	7 399	11 028
5.9: Multidisciplinary fund	8 500	0	8 500
<b>5: Technical quality, statistics, cross cutting themes and accelerators</b>	<b>70 310</b>	<b>24 859</b>	<b>95 169</b>
6.1: TCP management and support	4 626	0	4 626
6.2: TCP - Projects	138 507	0	138 507
<b>6: Technical Cooperation Programme</b>	<b>143 133</b>	<b>0</b>	<b>143 133</b>

Budgetary Chapter	PWB 2026-27		
	Net Appropriation	Extrabudgetary	Total
7.1: Partnerships and advocacy including South-South and Triangular Cooperation	32 559	3 478	36 037
7.2: Communications	24 791	652	25 442
7.3: Increased resource mobilization and effective project/programme management and delivery	14 943	729	15 672
<b>7: Outreach</b>	<b>72 293</b>	<b>4 858</b>	<b>77 151</b>
8.1: Information Technology solutions and services	33 702	306	34 008
<b>8: Information Technology and Digitalization</b>	<b>33 702</b>	<b>306</b>	<b>34 008</b>
9.1: FAO Governance	15 354	1 901	17 254
9.2: Oversight	10 324	3 124	13 448
9.3: Direction	29 113	3 541	32 654
<b>9: FAO governance, oversight and direction</b>	<b>54 791</b>	<b>8 566</b>	<b>63 357</b>
10.1: Efficient and effective management of human resources	8 609	841	9 449
10.2: Efficient and effective management of financial resources	3 200	2 388	5 588
10.3: Efficient and effective administration services and enabling functions	47 517	11 430	58 947
<b>10: Efficient and effective administration</b>	<b>59 326</b>	<b>14 658</b>	<b>73 984</b>
11.1: Contingencies	600	0	600
<b>11: Contingencies</b>	<b>600</b>	<b>0</b>	<b>600</b>
12.1: Capital Expenditure	14 000	0	14 000
<b>12: Capital Expenditure</b>	<b>14 000</b>	<b>0</b>	<b>14 000</b>
13.1: Safe and secure operating environment for headquarters programme delivery	8 117	0	8 117
13.2: Safe and secure operating environment for worldwide programme delivery	13 781	0	13 781
<b>13: Security Expenditure</b>	<b>21 898</b>	<b>0</b>	<b>21 898</b>
<b>Total</b>	<b>995 282</b>	<b>3 264 334</b>	<b>4 259 616</b>



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

246. Grounding the FAO Strategic Framework in the 2030 Agenda provides an unprecedented opportunity – and challenge – for the Organization to shift to more effective, interconnected and leveraged ways of working for enhanced impact on the SDG targets to which the Programme Priority Areas (PPAs) will contribute. Contributions will be made to the SDG targets through the PPAs in two ways: (i) as primary contributions which are “anchored” in and have a specific focus on the target as reflected in the results frameworks of *Annex 1*; and (ii) as secondary contributions, which represent key additional targets identified under the PPAs, recognizing the interconnected nature of the SDGs. These two types of contributions are detailed in the graphics and explained in the accompanying narrative below. The SDG targets with indicators for which FAO is the custodian or contributing UN agency (21 and 5 indicators respectively) are also indicated in the graphics; at least one PPA is anchored in each of these targets and measured by the relevant indicator.

247. It is important to emphasize that, while not depicted in the detailed tables and descriptions that follow, given the role of SDGs 1, 2 and 10 as guiding SDGs, all of the PPAs will be framed through the lens of, and ultimately contribute to No Poverty, Zero Hunger and Reducing Inequality. Similarly, while not depicted below, gender equality is a cross-cutting theme of the FAO Strategic Framework, and consequently all PPAs embed specific measures to promote SDG 5, ensuring women's equal access to nutrition, production, natural resources and economic development.

#### SDG 1: End poverty in all its forms everywhere

SDG 1	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
1.1	Anchor	Anchor			Anchor	Anchor	Anchor	Anchor						Anchor		Anchor	Anchor				
1.2	Anchor	Anchor			Anchor	Anchor	Anchor	Anchor								Anchor	Anchor				Anchor
1.3				Anchor	Anchor	Anchor	Anchor									Anchor				Anchor	
✓ 1.4				Anchor	Anchor	Anchor	Anchor						Anchor		Anchor						
✓ 1.5		Anchor				Anchor	Anchor	Anchor									Anchor	Anchor			
1.b																Anchor					Anchor

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

- 1.1, , By 2030, eradicate extreme poverty for all people everywhere...
- 1.2, , By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty...
- 1.3, , Implement nationally appropriate social protection systems and measures for all...
- 1.4, , By 2030, ensure that all men and women...have equal rights to economic resources, as well as access to basic services, ownership and control...
- 1.5, , By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability...
- 1.b, , Create sound policy frameworks..., based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

248. SDG 1 has a special importance as guiding SDG of the Strategic Framework. Core focus on eradicating extreme poverty for all people everywhere (SDG 1.1) is given in the PPAs on *Inclusive rural transformation*, *Achieving sustainable urban food systems* and the *Hand-in-Hand Initiative*, which also has a strong focus on reducing the proportion of men, women and children of all ages living in poverty in all its dimensions (SDG 1.2). Additional contributions to extreme poverty eradication are made by PPAs on *Healthy diets for all*, *Safe food for everyone*, *Innovation for sustainable agriculture production*, *Blue transformation*, *Digital agriculture* and *Agriculture and food emergencies*; while PPAs on *Healthy diets for all*, *Nutrition for the most vulnerable*, *Safe food for everyone*, *Blue transformation*, *Digital agriculture* and *Inclusive rural transformations* will make additional contributions to reducing poverty in all dimensions. These contributions illustrate the inextricable link between hunger, poverty and agricultural production.

249. Contributions to the implementation of nationally appropriate social protection systems and measures for all, including substantial coverage of the poor and vulnerable (SDG 1.3) will be in special focus in the PPAs on *Healthy diets for all*, *Nutrition for the most vulnerable* and *Small-scale producers' equitable access to resources*, as well as under the PPA on *Resilient agrifood systems* as a critical risk management tool. Additional contributions to enhanced social protection systems will come from the PPA on *Inclusive rural transformation*.

250. Ensuring that all men and women, in particular the poor and vulnerable, have equal rights to economic resources as well as access to basic services, ownership and control over land and other forms of property including natural resources, technology and financial services (SDG 1.4) is a core focus of the PPA on *Small-scale producers' equitable access to resources*, as well as *Digital agriculture*, the latter in order to avoid increasing the digital divide. Additional contributions to this target are from PPAs on *Achieving sustainable urban food systems*, *Healthy diets for all*, *Gender equality and rural women's empowerment*, and *Biodiversity and ecosystem services for food and agriculture*.

251. Given the growing importance of resilience and its close link to sustainability, it is worth noting that all of the PPAs embed resilience measures within their specific area of focus. Building the resilience of the poor and those in vulnerable situations and reducing their exposure and vulnerability to climate-related extreme events and other economic social and environmental shocks and disasters (SDG 1.5) is the core focus of the PPA on *Resilient agrifood systems*, which addresses the full gamut of vulnerabilities and shocks to better prepare for and sustainably reduce the negative impacts of these events. This target is also central to the PPAs on *One Health*, and *Agriculture and food emergencies*. Additional contributions are from PPAs on *Nutrition for the most vulnerable* and *Safe food for everyone*.

252. Creating sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions (SDG 1.b) is a central focus of the PPA on *Scaling up investment*, with additional contribution made by the PPA on *Inclusive rural transformation*.

## SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

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

✓ Custodian

⊙ Contributing

■ Anchor targets / Primary targets

▨ Additional targets / Secondary targets

- 2.1, , By 2030, end hunger and ensure access by all people,..., to safe, nutritious and sufficient food all year round
- 2.2, , By 2030, end all forms of malnutrition...
- 2.3, , By 2030, double the agricultural productivity and incomes of small-scale food producers...
- 2.4, , By 2030, ensure sustainable food production systems and implement resilient agricultural practices...
- 2.5, , Maintain the genetic diversity of seeds, plants and animals and promote access to and fair and equitable sharing of benefits
- 2.a, , Increase investment in rural infrastructure, agricultural research and extension services, technology development and gene banks to enhance agricultural productive capacity
- 2.b, , Correct and prevent trade restrictions and distortions in world agricultural markets
- 2.c, , Adopt measures to ensure the proper functioning of food commodity markets and facilitate timely access to market information

253. Noting SDG 2's role as Guiding SDG, FAO will contribute to the eradication of hunger, improved nutrition and sustainable agriculture through all of its PPAs, with direct contributions occurring in 16 of these. PPAs under *better nutrition* have a core focus on ending hunger and ensuring access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food (SDG 2.1) and ending all forms of malnutrition (SDG 2.2) through the PPAs on *Healthy diets for all*, *Nutrition for the most vulnerable*, *Safe food for everyone* and *Reducing food loss and waste*. Several other PPAs, notably the *Hand-in-Hand Initiative*, *Achieving sustainable urban food systems*, *Agriculture and food emergencies* and *Blue transformation* also have a central focus on these targets. Additional contributions to SDG 2.1 are made across the PPAs on *Innovation for sustainable agriculture production*, *One Health*, *Small-scale producers and Digital agriculture*, and to both SDGs 2.1 and 2.2 through *Transparent markets and trade*.

254. Contributions to doubling agricultural productivity and incomes of small-scale food producers (SDG 2.3), including women, indigenous peoples, family farmers, pastoralists and fisherfolk is addressed in all of the *better production* PPAs, with core emphasis under *Innovation for sustainable agriculture production* and *Small-scale producers' equitable access to resources*. Similarly, a specific focus on this target is given under the *better life* PPAs on *Gender equality and rural women's empowerment*, and *Agriculture and food emergencies*.

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

256. FAO will contribute to sustainable food production systems and implementation of resilient agricultural practices (SDG 2.4) to increase productivity and production and maintain ecosystems, strengthen capacity for adaptation to climate change and extreme weather events across all of the *four betters*. Particular emphasis is given under the PPAs on *Innovation for sustainable agriculture*

production and the PPA on *Climate change mitigating and adapted agrifood systems*. The PPA on *Resilient agrifood systems* also makes a core contribution to this target. Additional contributions to this target include PPAs on *Small-scale producers' equitable access to resources*, *Reducing food loss and waste*, *One Health*, *Digital agriculture*, *Inclusive rural transformations*, *Bioeconomy for sustainable food and agriculture* and *Biodiversity and ecosystem services for food and agriculture*.

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

258. Increasing investment in rural infrastructure and agricultural research and extension systems, technology development and plant and livestock gene banks (SDG 2.a) is critical for ensuring sustainable agriculture and rural development. FAO's key PPAs on *Scaling up investment* and the *Hand-in-Hand Initiative* make core contributions to this target, with an additional contribution under *Innovation for sustainable agriculture production*.

259. Properly functioning markets are essential to ensuring food security and equitable access to diversified nutritious food. FAO will facilitate the correction and prevention of trade restrictions and distortions in world agricultural markets (SDG 2.b), through its PPA on *Transparent markets and trade*. This PPA will also support the adoption of measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information (SDG 2.c), with additional contributions from *Digital agriculture* and *Hand-in-Hand*.

### SDG 3: Ensure healthy lives and promote well-being for all at all ages

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

● Custodian

● Contributing

■ Anchor targets / Primary targets

■ Additional targets / Secondary targets

- 3.1, , By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
- 3.2, , By 2030, end preventable deaths of newborns and children under 5 years of age...
- 3.4, , By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
- 3.9, , By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
- 3.d, , Strengthen the capacity of all countries, ..., for early warning, risk reduction and management of national and global health risks

260. FAO has an important contributory role to play in ensuring healthy lives and promoting well-being for all, at all ages. This contribution comes mainly through the lens of PPAs under *better nutrition*, helping to the reduction of the global maternal mortality ratio (SDG 3.1), a core focus of the PPA on *Nutrition for the most vulnerable*, while additionally addressed in the PPA on *Healthy diets for all*. Ending preventable deaths of newborns and children under five years of age (SDG 3.2) is of core focus under the PPAs on *Nutrition for the most vulnerable* and *Safe food for everyone*, while additionally addressed under *Healthy diets for all*. FAO will also make a central contribution to reducing premature mortality from non-communicable diseases (SDG 3.4) through the PPA on *Healthy diets for all*, with additional contribution from *Nutrition for the most vulnerable*.

261. Lastly, FAO will make an essential contribution towards strengthening the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks (SDG 3.d) through the PPA *One Health*, with an additional

contribution to substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination (SDG 3.9) through the PPA on *Bioeconomy for sustainable food and agriculture*.

**SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

4 QUALITY EDUCATION	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
4.1																				
4.2																				
4.3																				
4.4																				
4.b																				

Custodian

Contributing

Anchor targets / Primary targets

Additional targets / Secondary targets

- 4.1**, , By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
- 4.2**, , By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
- 4.3**, , By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- 4.4**, , By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- 4.b**, , By 2020, substantially expand globally the number of scholarships available to developing countries, ..., for enrolment in higher education, ...,

262. While SDG 4 is not targeted to anchor FAO's PPAs, FAO will make additional contributions through its PPAs on *Nutrition for the most vulnerable* to ensure that all girls and boys complete free, equitable and quality primary and secondary education (SDG 4.1) and have access to quality early childhood development, care and pre-primary education (SDG 4.2). The PPA on *Inclusive rural transformation* will also contribute to ensuring equal access for all women and men to affordable and quality technical, vocational and tertiary education (SDG 4.3), increasing the number of youth and adults who have relevant skills including technical and vocational skills for employment, decent jobs and entrepreneurship (SDG 4.4) and substantially expanding the number of scholarships available to developing countries for enrolment in higher education (SDG 4.b).

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

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

✓ Custodian

● Contributing

■ Anchor targets / Primary targets

■ Additional targets / Secondary targets

- 5.1, , End all forms of discrimination against all women and girls everywhere
- 5.4, , Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility...
- 5.5, , Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- 5.a, , Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control...
- 5.b, , Enhance the use of enabling technology...to promote the empowerment of women
- 5.c, , Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of women and girls at all levels

263. Agrifood systems assume a major role in promoting the achievement of gender equality and empowering all women and girls, and this is reflected by gender's status as a cross-cutting theme of the Strategic Framework. FAO will promote recognition and value unpaid care and domestic work (SDG 5.4) and promote sound policies and enforceable legislation for the promotion of gender equality (SDG 5.c) as core focuses of the PPA on *Gender equality and rural women's empowerment*. This PPA, aided by additional contributions from PPAs on *Nutrition for the most vulnerable* and *Small-scale producers' equitable access to resources*, will also have a central focus on supporting reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services and natural resources (SDG 5.a). The PPA on *Digital agriculture* will focus on enhancing the use of enabling technology, in particular information and communications technology, to empower women (SDG 5.b), with additional contributions from the PPA on *Gender equality and rural women's empowerment*.

264. Additional contributions will be made to support ending all forms of discrimination against all women and girls everywhere (SDG 5.1) through the PPA on *Healthy diets for all, Nutrition for the most vulnerable*, and the *Hand-in-Hand Initiative*, and to promote women's role in effective participation and equal opportunities for leadership (SDG 5.5) through the PPA on *Gender equality and rural women's empowerment*.



### SDG 6: Ensure availability and sustainable management of water and sanitation for all

	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
6.3																				
6.4																				
6.5																				
6.6																				
6.b																				

Custodian

Contributing

Anchor targets / Primary targets

Additional targets / Secondary targets

- 6.3**, , By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials...
- 6.4**, , By 2030, substantially increase water-use efficiency...and ensure sustainable withdrawals and supply of freshwater to address water scarcity...
- 6.5**, , By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
- 6.6**, , By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
- 6.b**, , Support and strengthen the participation of local communities in improving water and sanitation management

265. FAO will contribute towards ensuring the availability and sustainable management of water and sanitation for all. In particular, the PPAs on *Innovation for sustainable agriculture production* and *Climate change mitigating and adapted agrifood systems* will have a core focus on substantially increasing water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity (SDG 6.4), with additional contributions from the PPA on *Resilient agrifood systems*. The PPA on *Small-scale producers' equitable access to resources* will have a core focus to support and strengthen the participation of local communities in improving water and sanitation management (SDG 6.b), with additional contributions from the PPA on *Gender equality and rural women's empowerment*.

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

267. Additional contributions to the implementation of integrated water resources management (SDG 6.5) are made through the PPAs on *Innovation for sustainable agriculture production*, *Climate change mitigating and adapted agrifood systems* and *Resilient agrifood systems*; and towards addressing water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials and substantially increasing recycling and safer use globally (SDG 6.3) through the PPAs on *Innovation for sustainable agriculture production*, *Bioeconomy for sustainable food and agriculture* and *Biodiversity and ecosystem services for food and agriculture*.

### SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all

	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
7.3																				
7.b																				

Custodian

Contributing

Anchor targets / Primary targets

Additional targets / Secondary targets

- 7.3**, , By 2030, double the global rate of improvement in energy efficiency
- 7.b**, , By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services..., in accordance with their respective programmes of support

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

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



- 8.2** , Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
- 8.3** , Promote development-oriented policies that support productive activities, decent job creation, ..., and encourage the formalization and growth of...enterprises...
- 8.4** , Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation...
- 8.5** , By 2030, achieve full and productive employment and decent work for all women and men...and equal pay for work of equal value
- 8.6** , By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.7** , Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour...
- 8.8** , Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
- 8.10** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
- 8.a** , Increase Aid for Trade support for developing countries, ..., including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries,



269. More efficient, inclusive, resilient and sustainable agrifood systems play a significant role in promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Core contributions towards this goal will be a focus of the PPA on *Inclusive rural transformation*, which will aim to promote development policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and to encourage the formalization and growth of micro-, small- and medium-sized enterprises (SDG 8.3), supported by additional contributions from the PPA on *Small-scale producers' equitable access to resources*. The PPA on *Bioeconomy for sustainable food and agriculture* will place a core focus on global resource efficiency in consumption and production and decoupling of economic growth from environmental degradation (SDG 8.4), with additional contributions from the PPA on *Innovation for sustainable agriculture production*. The PPA on *Inclusive rural transformation*, supported by additional contributions from the PPA on *Gender equality and rural women's empowerment*, will also contribute to full and productive employment and decent work for all women and men, including for young people and persons with disabilities (SDG 8.5) in agrifood systems. Core contributions to strengthen capacities of domestic financial institutions to encourage and expand access to banking, insurance and financial services (SDG 8.10) will be made by the PPA on *Scaling up investment*.

270. Additional contributions to SDG 8 include: higher levels of economic productivity through diversification, technological upgrading and innovation (SDG 8.2) through PPAs on *Innovation for sustainable agriculture production* and *Blue transformation*; reducing the proportion of youth not in employment, education or training (SDG 8.6), eradicating forced labour and securing the prohibition and elimination of the worst forms of child labour (SDG 8.7) and protecting labour rights and promoting safe and secure working environments for all workers, including migrant workers (SDG 8.8) through the PPA on *Inclusive rural transformation*. The PPA on *Transparent markets and trade* will also support increasing Aid for Trade support to developing countries (SDG 8.a).

### SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
9.3																					
9.5																					
9.b																					
9.c																					

Custodian

Contributing

Anchor targets / Primary targets

Additional targets / Secondary targets

- 9.3,** Increase the access of small-scale industrial and other enterprises...to financial services...and their integration into value chains and markets
- 9.5,** Enhance scientific research, upgrade the technological capabilities of industrial sectors...
- 9.b,** Support domestic technology development, research and innovation in developing countries, ...
- 9.c,** Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet...

271. FAO will support resilient industry, innovation and infrastructure, making core contributions towards: increasing the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets (SDG 9.3) through the PPA on *Small-scale producers' equitable access to resources*, supported by additional contributions from the *Inclusive rural transformation* and *Scaling up investment* PPAs; enhancing scientific research and upgrading the technological capabilities of industrial sectors, including encouraging innovation and substantially increasing research and development (SDG 9.5) by the PPA on *Innovation for sustainable agriculture production*, and supported by additional contributions from the *PPA on Scaling up investment*; and

towards increasing access to information and communications technology and striving to provide universal and affordable access to the Internet in least developed countries (SDG 9.c) through the PPA on *Digital agriculture*. An additional contribution to support domestic technology development, research and innovation in developing countries (SDG 9.b) will be made through the PPA on *Innovation for sustainable agriculture production*.

### SDG 10: Reduce inequality within and among countries

10 10000000000	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
10.1			■							■						■	■			■	■
10.2						■	■								■	■				■	■
10.3																			■		
10.4				■																	
10.7																■					
10.a										■											
10.b																					■

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

- 10.1.** , By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average  
**10.2.** , By 2030, empower and promote the social, economic and political inclusion of all...  
**10.3.** , Ensure equal opportunity and reduce inequalities of outcome...  
**10.4.** , Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality  
**10.7.** , Facilitate orderly, safe, regular and responsible migration and mobility of people...  
**10.a.** , Implement the principle of special and differential treatment for developing countries...in accordance with World Trade Organization agreements  
**10.b.** , Encourage official development assistance and financial flows, including foreign direct investment...in accordance with their national plans and programmes

272. More efficient, inclusive, resilient and sustainable agrifood systems can only maximize their contributions to the SDGs if there is a specific focus on reducing inequalities within and among countries. Only by reaching out to those most vulnerable can we ensure that inequalities are addressed and that no one is left behind in efforts to eradicate hunger and end poverty. Indeed, accelerating factors for promoting transformational change for leaving no one behind include the inclusive development of human capital, ensuring inclusive governance and building inclusive institutional capacities. FAO's PPAs on *Inclusive rural transformation*, *Hand-in-Hand* and *Scaling up investment* make core contributions towards progressively achieving and sustaining income growth of the bottom 40 percent of the population at a rate higher than the national average (SDG 10.1) and empowering and promoting the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity or origin, religion or economic or other status (SDG 10.2). Additional contributions to target 10.1 are made through PPAs on *Transparent markets and trade* and *One Health*, and to target 10.2 through the PPAs on *Healthy diets for all*, *Nutrition for the most vulnerable* and *Gender equality and rural women's empowerment*.

273. Implementing the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements (SDG 10.a) is a core focus of the programme on *Transparent markets and trade*; while facilitating orderly, safe, regular and responsible migration and mobility of people (SDG 10.7) is core to the PPA on *Inclusive rural transformation*. *Scaling up investment* will have in primary focus to support encouraging official development assistance and financial flows, including foreign direct investment, to States where the need is greatest (SDG 10.b).

274. Additional contributions to ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices (SDG 10.3) will be made through the *Hand-in-Hand*, while *Digital agriculture* will additionally support policies to progressively achieve greater equality (SDG 10.4), so as to not exacerbate the digital divide.

### SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

11 Sustainable Cities and Communities	Better Production					Better Nutrition					Better Environment				Better Life					
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6
11.5																				
11.a																				
11.b																				

**Custodian**

**Contributing**

**Anchor targets / Primary targets**

**Additional targets / Secondary targets**

**11.5**, , , By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product...

**11.a**, , Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

**11.b**, , By 2020, substantially increase the number of cities and human settlements...

275. More efficient agrifood systems need to be part of the solution for inclusive, resilient and sustainable cities and human settlements. FAO supports positive economic social and environmental links between urban, peri-urban and rural areas (SDG 11.a) as a core focus in its PPA on *Achieving sustainable urban food systems*.

276. Additional contributions are from the PPA on *Resilient agrifood systems* through its work towards significantly reducing the number of deaths and the number of people affected by disasters (SDG 11.5) and increasing the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels (SDG 11.b).

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

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

✓ Custodian

✓ Contributing

Anchor targets / Primary targets

Additional targets / Secondary targets

- 12.1.** , Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns...
- 12.2.** , By 2030, achieve the sustainable management and efficient use of natural resources
- 12.3.** , By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains...
- 12.4.** , By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle...
- 12.5.** , By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.7.** , Promote public procurement practices that are sustainable, in accordance with national policies and priorities
- 12.8.** , By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
- 12.a.** , Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

277. Ensuring sustainable consumption and production patterns is a significant focus of the Organization's work. FAO's PPA on *Achieving sustainable urban food systems* will make a core contribution to the implementation of the 10-year framework of programmes on sustainable consumption and production patterns (SDG 12.1), with an additional contribution from the *Healthy diets for all* PPA. Achieving the sustainable management and efficient use of natural resources (SDG 12.2) will be a main focus of the PPA on *Bioeconomy for sustainable food and agriculture*, with additional contributions from *Innovation for sustainable agriculture production*, *Blue transformation*, the *Hand-in-Hand Initiative* and *Climate change mitigating and adapted agrifood systems*.

278. Reducing global food waste at retail and consumer level (SDG 12.3) is the core focus of the PPA on *Reducing food loss and waste*, with additional contributions from the PPAs on *Safe food for everyone*, *Blue transformation*, *Digital agriculture*, *Achieving sustainable urban food systems* and *Bioeconomy for sustainable food and agriculture*.

279. The *Bioeconomy for sustainable food and agriculture* PPA will have a core focus on the achievement of environmentally sound management of chemicals and waste throughout their life cycle and significantly reduce their release to air, water and soil (SDG 12.4) and reducing waste generation through prevention reduction, recycling and reuse (SDG 12.5).

280. Ensuring that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature (SDG 12.8) is a main focus of the PPA *Healthy diets for all*.

281. Additional contributions to public procurement practices that are sustainable (SDG 12.7) will be made by the PPA on *Achieving sustainable urban food systems*, while PPAs on *Reducing food loss and waster* and *Bioeconomy for sustainable food and agriculture* will provide additional support to developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production (SDG 12.a)

### SDG 13: Take urgent action to combat climate change and its impacts

13 CLIMATE ACTION	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
13.1	■										■		■	■					■	■	
13.2											■								■		
13.3											■										
13.a											■										■
13.b			■								■										

✓ Custodian

⊙ Contributing

■ Anchor targets / Primary targets

▨ Additional targets / Secondary targets

- 13.1**, , Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries, ,
- 13.2**, , Integrate climate change measures into national policies, strategies and planning
- 13.3**, , Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- 13.a**, , Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020...
- 13.b**, , Promote mechanisms for raising capacity for effective climate change-related planning and management...

282. Agrifood systems make a pivotal contribution in actions to combat climate change and its impacts. The 2019 report of the Intergovernmental Panel on Climate Change (IPCC), indicating agricultural land use as contributing up to 23 percent of anthropogenic greenhouse gas emissions, further underlined FAO's key role in mitigating and adapting to climate change. Integrating climate change measures into national policy strategies and planning (SDG 13.2), supporting the implementation of the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change (UNFCCC) to a goal of mobilizing jointly \$100 billion annually to address the needs of developing countries in the context of meaningful mitigation actions and transparency (SDG 13.a) and promoting mechanisms for raising capacity for effective climate change related planning and management in least developed countries and small island developing states (SDG 13.b) are core elements in focus for the *Climate change mitigating and adapted agrifood systems* PPA. These contributions are complemented by additional contributions from *Resilient agrifood systems* (SDG 13.2), *Scaling up investment* (13.a) and *Small-scale producers' equitable access to resources* (SDG 13.b).

283. Additional contributions from the PPAs on *Climate change mitigating and adapted agrifood systems*, *Resilient agrifood systems*, *Achieving sustainable urban food systems* and the *Hand-in-Hand Initiative*, as well as *Innovation for sustainable agriculture production* and *Biodiversity and Ecosystem services for food and agriculture* will focus on strengthening resilience and adaptive capacity to climate-related hazards and natural disasters (SDG 13.1). The PPA on *Climate change mitigating and adapted agrifood systems* will also make additional contributions towards improving education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning (SDG 13.3).



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

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

✓ Custodian

✓ Contributing

■ Anchor targets / Primary targets

■ Additional targets / Secondary targets

- 14.2, , , By 2020, ...manage and protect marine and coastal ecosystems to avoid significant adverse impacts, ..., and take actions for their restoration in order to achieve healthy and productive oceans
- 14.3, , , Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
- 14.4, , , By 2020, ...regulate harvesting and end overfishing, ...and implement science-based management plans...
- 14.5, , , By 2020, conserve at least 10 percent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
- 14.6, , , By 2020, prohibit certain forms of fisheries subsidies which contribute to...overfishing, eliminate subsidies...and refrain from introducing new such subsidies...
- 14.7, , , By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources...
- 14.a, , , Increase scientific knowledge, develop research capacity and transfer marine technology...
- 14.b, , , Provide access for small-scale artisanal fishers to marine resources and markets
- 14.c, , , Enhance the conservation and sustainable use of oceans and their resources by implementing international law...,

284. FAO, as the lead UN agency for sustainable fisheries and aquaculture, has a major role in promoting the conservation and sustainable use of ocean seas and marine resources for sustainable development. Contributions to SDG 14 accordingly span the *four betters*, with a multiplicity of core SDG targets centered in the PPA on *Blue transformation*. Accordingly, the *Blue transformation* PPA is focused on promoting the sustainable management and protection of marine and coastal ecosystems (SDG 14.2 – with additional contributions from *Resilient agrifood systems* and *Biodiversity and ecosystem services for food and agriculture*); the prohibition of certain forms of fisheries subsidies which contribute to overcapacity and overfishing (SDG 14.6 – with additional contribution from *Biodiversity and ecosystem services for food and agriculture*); increasing the economic benefits to Small Island Developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries (SDG 14.7); and enhancing the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the UN Convention on the Law of the Sea (UNCLOS) (SDG 14.c), with an additional contribution to increase scientific knowledge, develop research capacity and transfer marine technology (SDG 14.a). This same PPA, together with the PPA on *Biodiversity and ecosystem services for food and agriculture*, has a central aim to support effective regulation of harvesting and an end to over-fishing, illegal unreported and unregulated fishing and destructive fishing practices (SDG 14.4), with an additional contribution from the PPA on *Bioeconomy for sustainable food and agriculture*.

285. The PPAs on *Blue transformation* and *Small-scale producers' equitable access to resources* place primary focus on ensuring access for small-scale artisanal fishers to marine resources and markets (SDG 14.b), with additional contributions from the PPAs on *Healthy diets for all*, *Transparent*

markets and trade and *Inclusive rural transformation* – highlighting the role of fish in healthy diets and in ensuring fisherfolk inclusion in production and rural transformation.

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

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



- 15.1, , By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services...
- 15.2, , By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and...increase afforestation and reforestation globally
- 15.3, , By 2030, combat desertification, restore degraded land and soil...and strive to achieve a land degradation-neutral world
- 15.4, , By 2030, ensure the conservation of mountain ecosystems...in order to enhance their capacity to provide benefits that are essential for sustainable development
- 15.5, , Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity, and, by 2020, protect and prevent the extinction of threatened species
- 15.6, , Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed
- 15.8, , By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
- 15.a, , Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems

287. Agrifood systems need to be transformed to ensure that they more effectively protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss. Contributions to this goal are concentrated under *better production* and *better environment*, with the PPA on *Biodiversity and ecosystem services for food and agriculture* in particular contributing to a number of the SDG 15 targets, including ensuring the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems, in particular forests, wetlands, mountains and drylands (SDG 15.1 – with additional contributions of *Climate change mitigating and adapted agrifood systems*, *Resilient agrifood systems* and *Blue transformation*), help combat desertification, restore degraded land and soil, including land affected by desertification (SDG 15.3 – with additional contribution of *Climate change mitigating and adapted agrifood systems* and *Resilient agrifood systems*), conserve mountain ecosystems and their biodiversity (SDG 15.4); while at the same time promoting fair and equitable

sharing of the benefits arising from the utilization of genetic resources and appropriate access to such resources (SDG 15.6) in order to leave no one behind.

288. The implementation of sustainable management of all types of forests, halting deforestation, restoring degraded forests and substantially reducing afforestation and reforestation globally (SDG 15.2), will be in core focus in the PPA on *Innovation for sustainable agriculture production*, with additional contributions from the PPAs on *Resilient agrifood systems*, *Climate change mitigating and adapted agrifood systems*, *Biodiversity and ecosystem services for food and agriculture* and *Bioeconomy for sustainable food and agriculture*.

289. As is evident from the increasing incidence of zoonotic diseases, moving forward it will be critical to introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems (SDG 15.8). Accordingly, this will be the main focus of the PPA on *One Health*, in order to protect and maintain healthy agrifood systems and protect human health.

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

291. Additional contributions to integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts (SDG 15.9) through the PPA on *Blue transformation* and to mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems (SDG 15.a) by the PPA *Biodiversity and ecosystem services for food and agriculture*.

**SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
16.1																					
16.3																					
16.7																					
16.a																					

Custodian

Contributing

Anchor targets / Primary targets

Additional targets / Secondary targets

16.1, , Significantly reduce all forms of violence and related death rates everywhere  
 16.3, , Promote the rule of law at the national and international levels and ensure equal access to justice for all  
 16.7, , Ensure responsive, inclusive, participatory and representative decision-making at all levels  
 16.a, , Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, ..., to prevent violence and combat terrorism and crime

292. More efficient, inclusive, resilient and sustainable agrifood systems will contribute to peace, justice and strong institutions. FAO's main entry point is through its PPA on *Agriculture and food emergencies*, in contributing to the reducing all forms of violence and related death rates everywhere (SDG 16.1) by reducing conflict-related deaths.

293. Additional contributions towards ensuring responsive, inclusive, participatory and representative decision-making at all levels (SDG 16.7) are made through *Agriculture and food emergencies*, as well as the PPAs on *Inclusive rural transformation* and *Resilient agrifood systems*. The *Healthy diets for all* PPA makes an additional contribution to promote the rule of law at the national and international levels and ensure equal access to justice for all (SDG 16.3), while *Resilient agrifood systems* additionally supports strengthening relevant national institutions, including



through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence (SDG 16.a), in particular due to conflicts over increasingly stressed natural resources.

### **SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development**

17 PARTNERSHIPS FOR THE GOALS	Better Production					Better Nutrition					Better Environment				Better Life						
	BP1	BP2	BP3	BP4	BP5	BN1	BN2	BN3	BN4	BN5	BE1	BE2	BE3	BE4	BL1	BL2	BL3	BL4	BL5	BL6	
17.3																					
17.5																					
17.6	■		■																		
17.8					■																
17.10									■												
17.11										■											
17.12										■											
17.14						■		■													■
17.16																					■
17.17						■		■				■									

Custodian  
 Contributing

Anchor targets / Primary targets  
 Additional targets / Secondary targets

- 17.3, , Mobilize additional financial resources for developing countries from multiple sources
- 17.5, , Adopt and implement investment promotion regimes for least developed countries
- 17.6, , Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge...
- 17.8, , Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism...and enhance the use of enabling technology...
- 17.10, Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, ...
- 17.11, Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
- 17.12, Realize the timely implementation of duty-free and quote-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, ...
- 17.14, Enhance policy coherence for sustainable development
- 17.16, Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources...
- 17.17, Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

294. FAO is revising its business model to improve its effectiveness and better leverage the Organization's multidisciplinary knowledge, its role in providing information and data and as neutral forum for issues related to food and agriculture. In this context, Goal 17 is fundamental to how the Organization will ensure a more impactful and transformational contribution to the SDGs. All of the PPAs embed, through the accelerators and core functions, the role of FAO as catalyst for sustainable agrifood system partnerships and coalitions for SDG achievement.

295. A particular focus will be support to mobilizing additional financial resources for developing countries from multiple sources (17.3) and adopting and implementing investment promotion regimes for least developed countries (SDG 17.5) through the *Scaling up investment* PPA, while FAO support to operationalizing the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology (SDG 17.8) will be a focus of the programmatic work on *Digital agriculture*. Core emphasis will be placed on significantly increasing the exports of developing countries (SDG 17.11) in the *Transparent markets and trade* PPA.

296. Additional contributions to SDG 17 span across the *four betters*: towards enhancing North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation (SDG 17.6), promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization (SDG 17.10), realizing timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries (SDG 17.12), enhancing policy coherence for sustainable development (SDG 17.14), enhancing the Global Partnership for Sustainable Development (SDG 17.16) and promoting effective public, public-private and civil society partnerships (SDG 17.17). These additional contributions are provided by PPAs on *Innovation for sustainable agriculture production, One Health, Healthy diets for all, Safe food for everyone, Transparent markets and trade, the Hand-in-Hand Initiative and Climate change mitigating and adapted agrifood systems*.

#### Annex 4: Description of results architecture

Dimension	Description
<b>Global Goals of Members</b>	Overall high-level objectives that provide a goal-based frame for FAO's Vision.
<b>Strategic Narrative</b>	The strategic narrative encapsulates FAO's purpose and the pathway to achieve its goals. It captures FAO's agrifood systems approach to supporting the 2030 Agenda, which enables understanding and addressing the complexities of the social, economic and environmental development dimensions simultaneously.
<b>Guiding SDGs</b>	High-level goals that help steer the Organization in assessing and balancing trade-offs.
<b>Elements to establish a clear, causal results hierarchy</b>	
<b><i>Four betters</i></b>	The aspirational long-term development impacts representing an organizing principle for how FAO intends to support the achievement of the 2030 Agenda and encourage a strategic and systems-oriented approach; measured through SDG indicators.
<b>Programme Priority Areas</b>	Multidisciplinary themes, embedding the three dimensions of sustainability (social, economic and environmental), which describe how FAO will bring its technical comparative advantage and expertise to contribute to outcomes that will address critical gaps and put in place the conditions needed to drive SDG achievement; measured through SDG indicators, complemented by additional indicators, as necessary, using international data sources to fill measurement gaps in specific areas of work.
<b>Additional elements to focus, accelerate and enable FAO's work</b>	
<b>Accelerators</b>	Accelerate progress and maximize efforts in meeting the SDGs and realizing the <i>four betters</i> . Help facilitate the management of trade-offs. Must be inclusive and gender-sensitive.
<b>Cross-cutting themes</b>	Critical issues to address across all of FAO's programmatic work to ensure no one is left behind, in accordance with the strategic narrative and the UN programming principles.
<b>Functional Objectives and special chapters</b>	Results capturing achievements in ensuring a robust, supportive enabling environment and efficient, effective business processes to support all of FAO's work.

## Annex 5: Budget proposal by budgetary chapter and region

(USD thousand at 2024-25 rates)

Budgetary Chapter	Headquarters/ Global		Africa		Asia and 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	69 094	250 326	32 429	160 671	18 539	110 975	6 444	24 112	17 756	58 085	11 907	64 884	156 171	669 054	825 225
2	64 145	72 876	28 674	52 073	11 663	14 985	4 853	8 035	12 457	31 828	7 496	16 114	129 289	195 910	325 199
3	63 573	187 652	17 974	166 037	10 859	123 754	5 866	31 002	12 105	145 975	6 745	51 480	117 123	705 900	823 023
4	65 618	186 229	22 211	614 379	9 116	499 483	4 651	81 608	13 323	68 998	7 727	189 526	122 646	1 640 223	1 762 869
5	67 054	17 114	738	569	826	0	487	0	708	0	498	7 175	70 310	24 859	95 169
6 – TCP	25 784	0	47 078	0	28 681	0	10 011	0	21 345	0	10 234	0	143 133	0	143 133
7	56 775	4 077	1 386	0	3 923	0	6 797	727	1 730	0	1 682	54	72 293	4 858	77 151
8	28 776	306	1 259	0	818	0	589	0	1 472	0	789	0	33 702	306	34 008
9	44 322	4 744	2 514	1 725	2 222	352	1 254	925	2 156	195	2 322	624	54 791	8 566	63 357
10	42 010	9 044	3 326	351	5 405	430	1 564	12	4 374	700	2 648	4 122	59 326	14 658	73 984
11 - Contingencies	600	0	0	0	0	0	0	0	0	0	0	0	600	0	600
12 - Capital Expenditure	14 000	0	0	0	0	0	0	0	0	0	0	0	14 000	0	14 000
13 - Security Expenditure	21 898	0	0	0	0	0	0	0	0	0	0	0	21 898	0	21 898
<b>Total</b>	<b>563 649</b>	<b>732 368</b>	<b>157 591</b>	<b>995 805</b>	<b>92 052</b>	<b>749 978</b>	<b>42 517</b>	<b>146 421</b>	<b>87 425</b>	<b>305 781</b>	<b>52 048</b>	<b>333 980</b>	<b>995 282</b>	<b>3 264 334</b>	<b>4 259 616</b>

### Annex 6: Budget proposal by budgetary chapter and organizational unit

(USD thousand at 2024-25 rates)

Budgetary Chapter and Organizational Unit	Adj. PWB 202425	Change	PWB 202627
Offices of the Director-General	1 106	0	1,106
Other HQ Offices	4 175	(3)	4,172
Centres	6 612	0	6,612
Partnerships and Outreach stream	1 030	(0)	1,030
Natural Resources and Sustainable Production stream	45 676	(1 353)	44,323
Economic and Social Development stream	16 569	(289)	16,280
Liaison Offices	171	0	171
Regional Offices	25 916	(1 661)	24,255
FAO Representations	46 897	0	46,897
Subregional Offices	19 725	(833)	18,893
Corporate Income	(7 568)	0	(7,568)
<b>1. Better Production</b>	<b>160 308</b>	<b>(4 137)</b>	<b>156 171</b>
Offices of the Director-General	1 646	0	1,646
Other HQ Offices	2 091	(8)	2,083
Centres	8 006	0	8,006
Partnerships and Outreach stream	1 254	(0)	1,254
Natural Resources and Sustainable Production stream	18 185	(436)	17,750
Economic and Social Development stream	37 224	(870)	36,353
Liaison Offices	381	0	381
Regional Offices	19 220	(1 410)	17,810
FAO Representations	35 759	0	35,759
Subregional Offices	14 337	(708)	13,629
Corporate Income	(5 382)	0	(5,382)
<b>2. Better Nutrition</b>	<b>132 720</b>	<b>(3 431)</b>	<b>129 289</b>
Offices of the Director-General	1 381	0	1,381
Other HQ Offices	12 419	(7)	12,412
Centres	11 204	(375)	10,829
Partnerships and Outreach stream	627	0	627
Natural Resources and Sustainable Production stream	30 885	(1 023)	29,862
Economic and Social Development stream	12 045	(251)	11,794
Liaison Offices	90	0	90
Regional Offices	16 038	(1 066)	14,972
FAO Representations	28 599	0	28,599
Subregional Offices	12 265	(547)	11,717
Corporate Income	(5 160)	0	(5,160)
<b>3. Better Environment</b>	<b>120 392</b>	<b>(3 269)</b>	<b>117 123</b>
Offices of the Director-General	809	0	809
Other HQ Offices	4 323	(7)	4,316
Centres	29 426	(1 125)	28,301
Partnerships and Outreach stream	1 568	0	1,568
Natural Resources and Sustainable Production stream	15 331	(770)	14,561
Economic and Social Development stream	20 020	(618)	19,402
Liaison Offices	730	0	730
Regional Offices	16 952	(1 154)	15,798
FAO Representations	30 701	0	30,701
Subregional Offices	12 380	(584)	11,796
Corporate Income	(5 335)	0	(5,335)

Budgetary Chapter and Organizational Unit	Adj. PWB 202425	Change	PWB 202627
<b>4. Better Life</b>	<b>126 904</b>	<b>(4 258)</b>	<b>122 646</b>
Offices of the Director-General	19 904	(79)	19,824
Other HQ Offices	10 334	(185)	10,149
Natural Resources and Sustainable Production stream	8 886	(139)	8,748
Economic and Social Development stream	19 039	(919)	18,120
Corporate Logistics and Operational Support stream	318	(318)	0
Special Programmes and Operational Support	13 103	(448)	12,655
Regional Offices	3 003	0	3,003
Subregional Offices	254	0	254
Corporate Income	(2 172)	(270)	(2,442)
<b>5. Technical quality, statistics, cross cutting themes and accelerators</b>	<b>72 668</b>	<b>(2 358)</b>	<b>70 310</b>
Other HQ Offices	311	0	311
Partnerships and Outreach stream	704	0	704
Technical Cooperation Programme - Projects	138 507	0	138,507
Regional Offices	3 326	0	3,326
Subregional Offices	285	0	285
<b>6. Technical Cooperation Programme</b>	<b>143 133</b>	<b>0</b>	<b>143 133</b>
Offices of the Director-General	0	3 087	3,087
Other HQ Offices	27 664	(1 191)	26,474
Partnerships and Outreach stream	32 592	(825)	31,768
Liaison Offices	14 845	0	14,845
Regional Offices	9 504	(700)	8,805
Corporate Income	(12 685)	0	(12,685)
<b>7. Outreach</b>	<b>71 922</b>	<b>371</b>	<b>72 293</b>
Corporate Logistics and Operational Support stream	47 429	(1 625)	45,804
Regional Offices	3 502	0	3,502
Subregional Offices	1 482	(57)	1,425
Corporate Income	(17 028)	0	(17,028)
<b>8. Information Technology and Digitalization</b>	<b>35 384</b>	<b>(1 682)</b>	<b>33 702</b>
Offices of the Director-General	57 887	(1 085)	56,802
Corporate Logistics and Operational Support stream	23 367	(878)	22,489
Special Programmes and Operational Support	2 283	0	2,283
Regional Offices	10 991	(523)	10,468
Corporate Income	(35 113)	(2 138)	(37,252)
<b>9. FAO governance, oversight and direction</b>	<b>59 415</b>	<b>(4 624)</b>	<b>54 791</b>
Offices of the Director-General	1 167	0	1,167
Corporate Logistics and Operational Support stream	79 744	(1 685)	78,060
Special Programmes and Operational Support	4 609	0	4,609
Liaison Offices	503	0	503
Regional Offices	18 443	(1 126)	17,317
Corporate Income	(42 330)	0	(42,330)
<b>10. Efficient and effective administration</b>	<b>62 137</b>	<b>(2 811)</b>	<b>59 326</b>

### Annex 7: Budget proposal by organizational unit

(USD thousand at 2024-25 rates)

Organizational Unit	Adj. PWB 2024-25	Change	PWB 2026-27
ODG - Office of the Director-General	10 183	0	10 183
DDC - Deputy Directors-General, Chief Economist, Chief Scientist	17 573	36	17 609
ADG - Assistant Directors-General	6 654	0	6 654
OED - Office of Evaluation	8 416	0	8 416
OIG - Office of the Inspector General	12 298	1 523	13 821
OSP - Office of Strategy, Programme and Budget	12 586	0	12 586
LEG - Legal Office	10 718	500	11 218
OSG - Office of SDGs	3 224	(137)	3 087
ETH - Ethics Office	1 516	0	1 516
OMB - Ombudsman Office	732	0	732
<b>Offices of the Director-General</b>	<b>83 900</b>	<b>1 922</b>	<b>85 822</b>
OIN - Office of Innovation	8 477	(88)	8 389
OSL - Office of SIDS, LDCs and LLDCs	2 146	28	2 174
OER - Office of Emergencies and Resilience	894	0	894
OCB - Office of Climate Change, Biodiversity and Environment	17 984	0	17 984
OCC - Office of Communications	29 782	(1 340)	28 442
OYW - Office of Youth and Women	2 033	0	2 033
<b>HQ Offices</b>	<b>61 316</b>	<b>(1 400)</b>	<b>59 916</b>
CFI - FAO Investment Centre	36 949	(1 500)	35 449
CJW - Joint FAO/WHO Centre	9 871	0	9 871
CJN - Joint FAO/IAEA Centre	8 427	0	8 427
<b>Centres</b>	<b>55 247</b>	<b>(1 500)</b>	<b>53 747</b>
PSU - Partnerships and UN Collaboration Division	19 465	(551)	18 914
PSR - Resource Mobilization Division	10 030	(88)	9 942
PST - South-South and Triangular Cooperation Division	4 480	0	4 480
PSS - Project Support Division	3 800	(185)	3 615
<b>Partnerships and Outreach stream</b>	<b>37 775</b>	<b>(824)</b>	<b>36 951</b>
NFI - Fisheries and Aquaculture Division	41 595	(2 164)	39 431
NFO - Forestry Division	25 117	(921)	24 196
NSA - Animal Production and Health Division	13 531	(736)	12 795
NSL - Land and Water Division	10 843	(514)	10 329
NSP - Plant Production and Protection Division	27 877	615	28 492
<b>Natural Resources and Sustainable Production stream</b>	<b>118 963</b>	<b>(3 720)</b>	<b>115 243</b>
ESP - Rural Transformation and Gender Equality Division	20 568	(690)	19 878
ESN - Food and Nutrition Division	16 475	(509)	15 966
ESF - Agrifood Systems and Food Safety Division	11 253	500	11 753
ESS - Statistics Division	18 079	(365)	17 714
ESA - Agrifood Economics and Policy Division	16 277	(798)	15 479
EST - Markets and Trade Division	22 244	(1 086)	21 158
<b>Economic and Social Development stream</b>	<b>104 896</b>	<b>(2 948)</b>	<b>101 948</b>
CSH - Human Resources Division	16 576	(700)	15 876
CSF - Finance Division	14 337	(281)	14 056

Organizational Unit	Adj. PWB 2024-25	Change	PWB 2026-27
CSL - Logistics Services	34 479	(376)	34 103
SSC - Shared Services	15 831	(781)	15 050
<i>CSL - Logistics Services Division</i>	<i>50 310</i>	<i>(1 157)</i>	<i>49 153</i>
CSI - Digital FAO and Agro-informatics Division	47 429	(1 625)	45 804
CSG - Governing Bodies Servicing Division	22 206	(742)	21 464
<b>Corporate Logistics and Operational Support stream</b>	<b>150 858</b>	<b>(4 505)</b>	<b>146 353</b>
IAC - Contributions to Inter-agency Coordination	2 283	0	2 283
OSM - Multidisciplinary Fund	8 500	0	8 500
YPP - Young Professionals Programme	4 609	0	4 609
DCS - Programme Support Units	4 603	(448)	4 155
<b>Special Programmes and Operational Support</b>	<b>19 995</b>	<b>(448)</b>	<b>19 547</b>
LOB - Liaison Office with European Union and Belgium (Brussels)	1 444	0	1 444
LOG - Liaison Office with the United Nations (Geneva)	3 239	0	3 239
LOJ - Liaison Office with Japan (Yokohama)	1 669	0	1 669
LON - Liaison Office with the United Nations (New York)	4 440	0	4 440
LOR - Liaison Office with the Russian Federation (Moscow)	1 733	0	1 733
LOW - Liaison Office for North America (Washington, D.C.)	4 194	0	4 194
<b>Liaison Offices</b>	<b>16 719</b>	<b>0</b>	<b>16 719</b>
TPI - TCP Projects - Inter-regional and Emergency Facility	24 770	0	24 770
TPA - TCP Projects - Africa	45 868	0	45 868
TPP - TCP Projects - Asia and the Pacific	27 887	0	27 887
TPL - TCP Projects - Latin America and the Caribbean	20 783	0	20 783
TPN - TCP Projects - Near East and North Africa	9 765	0	9 765
TPE - TCP Projects - Europe and Central Asia	9 435	0	9 435
<b>Technical Cooperation Programme - Projects</b>	<b>138 508</b>	<b>0</b>	<b>138 508</b>
RAF - Regional Office for Africa (Accra)	26 703	(1 791)	24 912
SFW - Subregional Office for West Africa (Dakar)	4 909	(119)	4 790
SFC - Subregional Office for Central Africa (Libreville)	6 370	(62)	6 308
SFE - Subregional Office for Eastern Africa (Addis Ababa)	9 399	(641)	8 758
SFS - Subregional Office for Southern Africa (Harare)	7 165	(257)	6 907
FRA - FAORs in Africa	64 748	0	64 748
<b>Africa</b>	<b>119 294</b>	<b>(2 871)</b>	<b>116 423</b>
RAP - Regional Office for Asia and the Pacific (Bangkok)	33 741	(2 125)	31 616
SAP - Subregional Office for the Pacific Islands (Apia)	5 522	(269)	5 253
FAP - FAORs in Asia and the Pacific	27 977	0	27 977
<b>Asia and the Pacific</b>	<b>67 240</b>	<b>(2 394)</b>	<b>64 846</b>
REU - Regional Office for Europe and Central Asia (Budapest)	17 637	(584)	17 053
SEC - Subregional Office for Central Asia (Ankara)	5 448	(581)	4 867
FEU - FAORs in Europe and Central Asia	4 983	0	4 983
<b>Europe and Central Asia</b>	<b>28 068</b>	<b>(1 165)</b>	<b>26 903</b>
RLC - Regional Office for Latin America and the Caribbean (Santiago)	25 611	(1 694)	23 917
SLC - Subregional Office for the Caribbean (Bridgetown)	7 321	(365)	6 956
SLM - Subregional Office for Mesoamerica (Panama City)	6 967	(156)	6 811
FLA - FAORs in Latin America and the Caribbean	30 602	0	30 602
<b>Latin America and the Caribbean</b>	<b>70 501</b>	<b>(2 215)</b>	<b>68 286</b>



Organizational Unit	Adj. PWB 2024-25	Change	PWB 2026-27
RNE - Regional Office for the Near East and North Africa (Cairo)	23 203	(1 445)	21 758
SNE - Subregional Office for North Africa (Tunis)	6 981	(278)	6 703
SNG - Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi)	0	0	0
SNM - Subregional Office for Mashreq Countries (Beirut)	646	0	646
FNE - FAORs in the Near East and North Africa	13 647	0	13 647
<b>Near East and North Africa</b>	<b>44 477</b>	<b>(1 723)</b>	<b>42 754</b>
<b>Corporate Income and Cost Recoveries (net)</b>	<b>(132 773)</b>	<b>(2 409)</b>	<b>(135 182)</b>
<b>Contingencies</b>	<b>600</b>	<b>0</b>	<b>600</b>
<b>Capital Expenditure</b>	<b>14 000</b>	<b>0</b>	<b>14 000</b>
<b>Security Expenditure</b>	<b>22 112</b>	<b>(214)</b>	<b>21 898</b>
<b>Total</b>	<b>1 021 696</b>	<b>(26 414)</b>	<b>995 282</b>

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

Organizational Unit	Adj. PWB 2024-25					Change					PWB 2026-27				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Office of the Director-General (ODG)	3	13	0	14	30	0	0	0	0	0	3	13	0	14	30
Deputy Directors-General, Chief Economist, Chief Scientist (DDC)	6	17	0	16	39	(1)	1	0	0	0	5	18	0	16	39
Assistant Directors-General (ADG)	7	0	0	7	14	0	0	0	0	0	7	0	0	7	14
Office of Evaluation (OED)	2	8	0	3	13	0	0	0	0	0	2	8	0	3	13
Office of the Inspector General (OIG)	2	28	0	4	34	0	4	0	0	4	2	32	0	4	38
Office of Strategy, Programme and Budget (OSP)	2	25	0	8	35	0	0	0	0	0	2	25	0	8	35
Legal Office (LEG)	2	21	0	6	29	0	0	0	0	0	2	21	0	6	29
Office of SDGs (OSG)	1	4	0	1	6	0	0	0	0	0	1	4	0	1	6
Ethics Office (ETH)	0	3	0	1	4	0	0	0	0	0	0	3	0	1	4
Ombudsman Office (OMB)	0	1	0	1	2	0	0	0	0	0	0	1	0	1	2
<b>Offices of the Director-General</b>	<b>25</b>	<b>120</b>	<b>0</b>	<b>61</b>	<b>206</b>	<b>(1)</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>24</b>	<b>125</b>	<b>0</b>	<b>61</b>	<b>210</b>
Office of Innovation (OIN)	2	13	0	6	21	0	0	0	(1)	(1)	2	13	0	5	20
Office of SIDS, LDCs and LLDCs (OSL)	1	3	0	1	5	0	0	0	0	0	1	3	0	1	5
Office of Emergencies and Resilience (OER)	1	2	0	0	3	0	0	0	0	0	1	2	0	0	3
Office of Climate Change, Biodiversity and Environment (OCB)	4	23	0	13	40	0	0	0	0	0	4	23	0	13	40
Office of Communications (OCC)	2	45	0	28	75	0	(7)	0	(2)	(9)	2	38	0	26	66
Office of Youth and Women (OYW)	1	4	0	2	7	0	0	0	0	0	1	4	0	2	7
<b>HQ Offices</b>	<b>11</b>	<b>90</b>	<b>0</b>	<b>50</b>	<b>151</b>	<b>0</b>	<b>(7)</b>	<b>0</b>	<b>(3)</b>	<b>(10)</b>	<b>11</b>	<b>83</b>	<b>0</b>	<b>47</b>	<b>141</b>
FAO Investment Centre (CFI)	6	78	0	30	114	0	0	0	0	0	6	78	0	30	114
Joint FAO/WHO Centre (CJW)	2	12	0	8	22	0	0	0	0	0	2	12	0	8	22
Joint FAO/IAEA Centre (CJN)	1	7	0	0	8	0	0	0	0	0	1	7	0	0	8
<b>Centres</b>	<b>9</b>	<b>97</b>	<b>0</b>	<b>38</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>97</b>	<b>0</b>	<b>38</b>	<b>144</b>

Organizational Unit	Adj. PWB 2024-25					Change					PWB 2026-27				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Partnerships and UN Collaboration Division (PSU)	2	25	0	14	41	0	(3)	0	(1)	(4)	2	22	0	13	37
Resource Mobilization Division (PSR)	2	16	0	13	31	0	0	0	(1)	(1)	2	16	0	12	30
South-South and Triangular Cooperation Division (PST)	1	6	0	3	10	0	0	0	0	0	1	6	0	3	10
Project Support Division (PSS)	1	9	0	5	15	0	(1)	0	0	(1)	1	8	0	5	14
<b>Partnerships and Outreach stream</b>	<b>6</b>	<b>56</b>	<b>0</b>	<b>35</b>	<b>97</b>	<b>0</b>	<b>(4)</b>	<b>0</b>	<b>(2)</b>	<b>(6)</b>	<b>6</b>	<b>52</b>	<b>0</b>	<b>33</b>	<b>91</b>
Fisheries and Aquaculture Division (NFI)	3	78	0	41	122	0	(8)	0	(7)	(15)	3	70	0	34	107
Forestry Division (NFO)	3	43	0	18	64	0	(4)	0	(2)	(6)	3	39	0	16	58
Animal Production and Health Division (NSA)	3	23	0	10	36	0	(3)	0	0	(3)	3	20	0	10	33
Land and Water Division (NSL)	2	20	0	7	29	0	(2)	0	(1)	(3)	2	18	0	6	26
Plant Production and Protection Division (NSP)	3	39	0	24	66	0	0	0	(3)	(3)	3	39	0	21	63
<b>Natural Resources and Sustainable Production stream</b>	<b>14</b>	<b>203</b>	<b>0</b>	<b>100</b>	<b>317</b>	<b>0</b>	<b>(17)</b>	<b>0</b>	<b>(13)</b>	<b>(30)</b>	<b>14</b>	<b>186</b>	<b>0</b>	<b>87</b>	<b>287</b>
Rural Transformation and Gender Equality Division (ESP)	2	31	0	10	43	0	(3)	0	(1)	(4)	2	28	0	9	39
Food and Nutrition Division (ESN)	2	30	0	9	41	0	(3)	0	0	(3)	2	27	0	9	38
Agrifood Systems and Food Safety Division (ESF)	2	17	0	5	24	0	0	0	0	0	2	17	0	5	24
Statistics Division (ESS)	2	32	0	18	52	0	(1)	0	(1)	(2)	2	31	0	17	50
Agrifood Economics and Policy Division (ESA)	2	25	0	12	39	0	(2)	0	(3)	(5)	2	23	0	9	34
Markets and Trade Division (EST)	2	39	0	22	63	0	(4)	0	(1)	(5)	2	35	0	21	58
<b>Economic and Social Development stream</b>	<b>12</b>	<b>174</b>	<b>0</b>	<b>76</b>	<b>262</b>	<b>0</b>	<b>(13)</b>	<b>0</b>	<b>(6)</b>	<b>(19)</b>	<b>12</b>	<b>161</b>	<b>0</b>	<b>70</b>	<b>243</b>
Human Resources Division (CSH)	2	30	0	18	50	0	(2)	0	(2)	(4)	2	28	0	16	46
Finance Division (CSF)	2	31	0	16	49	0	(1)	0	(3)	(4)	2	30	0	13	45
Logistics Services (CSL)	3	22	0	45	70	0	2	0	(6)	(4)	3	24	0	39	66
Shared Services (SSC)	1	17	10	72	100	0	(4)	3	(9)	(10)	1	13	13	63	90
Security Services (CSOS)	1	6	0	41	48	0	0	0	(2)	(2)	1	6	0	39	46
<i>Logistics Services Division (CSL)</i>	<i>5</i>	<i>45</i>	<i>10</i>	<i>158</i>	<i>218</i>	<i>0</i>	<i>(2)</i>	<i>3</i>	<i>(17)</i>	<i>(16)</i>	<i>5</i>	<i>43</i>	<i>13</i>	<i>141</i>	<i>202</i>

Organizational Unit	Adj. PWB 2024-25					Change					PWB 2026-27				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Digital FAO and Agro-informatics Division (CSI)	2	42	0	12	56	0	(3)	0	(1)	(4)	2	39	0	11	52
Governing Bodies Servicing Division (CSG)	2	31	0	33	66	0	(2)	0	(3)	(5)	2	29	0	30	61
<b>Corporate Logistics and Operational Support stream</b>	<b>13</b>	<b>179</b>	<b>10</b>	<b>237</b>	<b>439</b>	<b>0</b>	<b>(10)</b>	<b>3</b>	<b>(26)</b>	<b>(33)</b>	<b>13</b>	<b>169</b>	<b>13</b>	<b>211</b>	<b>406</b>
Programme Support Units (DCS)	0	4	0	16	20	0	0	0	(4)	(4)	0	4	0	12	16
Young Professionals Programme (YPP)	0	25	0	0	25	0	0	0	0	0	0	25	0	0	25
<b>Special Programmes and Operational Support</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>16</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4)</b>	<b>(4)</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>12</b>	<b>41</b>
Liaison Office with European Union and Belgium (Brussels) (LOB)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office with the United Nations (Geneva) (LOG)	1	4	0	1	6	0	0	0	0	0	1	4	0	1	6
Liaison Office with Japan (Yokohama) (LOJ)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office with the United Nations (New York) (LON)	1	3	0	3	7	0	0	0	0	0	1	3	0	3	7
Liaison Office with the Russian Federation (Moscow) (LOR)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office for North America (Washington, D.C.) (LOW)	1	3	0	5	9	0	0	0	(1)	(1)	1	3	0	4	8
<b>Liaison Offices</b>	<b>6</b>	<b>13</b>	<b>0</b>	<b>12</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	<b>6</b>	<b>13</b>	<b>0</b>	<b>11</b>	<b>30</b>
<b>FAO Representations</b>	<b>19</b>	<b>65</b>	<b>173</b>	<b>475</b>	<b>732</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>65</b>	<b>173</b>	<b>475</b>	<b>732</b>
Regional Office for Africa (Accra) (RAF)	3	37	2	39	81	0	(7)	(1)	(3)	(11)	3	30	1	36	70
Subregional Office for West Africa (Dakar) (SFW)	1	8	1	2	12	0	0	0	(2)	(2)	1	8	1	0	10
Subregional Office for Central Africa (Libreville) (SFC)	1	8	3	5	17	0	0	0	(1)	(1)	1	8	3	4	16
Subregional Office for Eastern Africa (Addis Ababa) (SFE)	1	13	3	6	23	0	(2)	(1)	(1)	(4)	1	11	2	5	19
Subregional Office for Southern Africa (Harare) (SFS)	1	8	3	9	21	0	(1)	0	(1)	(2)	1	7	3	8	19
<b>Africa</b>	<b>7</b>	<b>74</b>	<b>12</b>	<b>61</b>	<b>154</b>	<b>0</b>	<b>(10)</b>	<b>(2)</b>	<b>(8)</b>	<b>(20)</b>	<b>7</b>	<b>64</b>	<b>10</b>	<b>53</b>	<b>134</b>
Regional Office for Asia and the Pacific (Bangkok) (RAP)	3	51	5	67	126	0	(7)	0	(8)	(15)	3	44	5	59	111
Subregional Office for the Pacific Islands (Apia) (SAP)	1	10	0	7	18	0	(1)	0	(2)	(3)	1	9	0	5	15
<b>Asia and the Pacific</b>	<b>4</b>	<b>61</b>	<b>5</b>	<b>74</b>	<b>144</b>	<b>0</b>	<b>(8)</b>	<b>0</b>	<b>(10)</b>	<b>(18)</b>	<b>4</b>	<b>53</b>	<b>5</b>	<b>64</b>	<b>126</b>

Organizational Unit	Adj. PWB 2024-25					Change					PWB 2026-27				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Regional Office for Europe and Central Asia (Budapest) (REU)	3	24	5	21	53	0	(1)	0	(6)	(7)	3	23	5	15	46
Subregional Office for Central Asia (Ankara) (SEC)	1	8	2	9	20	0	(2)	0	(2)	(4)	1	6	2	7	16
<b>Europe and Central Asia</b>	<b>4</b>	<b>32</b>	<b>7</b>	<b>30</b>	<b>73</b>	<b>0</b>	<b>(3)</b>	<b>0</b>	<b>(8)</b>	<b>(11)</b>	<b>4</b>	<b>29</b>	<b>7</b>	<b>22</b>	<b>62</b>
Regional Office for Latin America and the Caribbean (Santiago) (RLC)	3	32	5	40	80	0	(5)	(1)	(5)	(11)	3	27	4	35	69
Subregional Office for the Caribbean (Bridgetown) (SLC)	1	9	2	10	22	0	(1)	0	(2)	(3)	1	8	2	8	19
Subregional Office for Mesoamerica (Panama City) (SLM)	1	10	3	6	20	0	0	0	(2)	(2)	1	10	3	4	18
<b>Latin America and the Caribbean</b>	<b>5</b>	<b>51</b>	<b>10</b>	<b>56</b>	<b>122</b>	<b>0</b>	<b>(6)</b>	<b>(1)</b>	<b>(9)</b>	<b>(16)</b>	<b>5</b>	<b>45</b>	<b>9</b>	<b>47</b>	<b>106</b>
Regional Office for the Near East and North Africa (Cairo) (RNE)	3	31	4	31	69	0	(5)	0	(6)	(11)	3	26	4	25	58
Subregional Office for North Africa (Tunis) (SNE)	1	8	3	12	24	0	(1)	1	(2)	(2)	1	7	4	10	22
Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi) (SNG)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subregional Office for Mashreq Countries (Beirut) (SNM)	1	0	0	0	1	0	0	0	0	0	1	0	0	0	1
<b>Near East and North Africa</b>	<b>5</b>	<b>39</b>	<b>7</b>	<b>43</b>	<b>94</b>	<b>0</b>	<b>(6)</b>	<b>1</b>	<b>(8)</b>	<b>(13)</b>	<b>5</b>	<b>33</b>	<b>8</b>	<b>35</b>	<b>81</b>
<b>Total</b>	<b>140</b>	<b>1 283</b>	<b>224</b>	<b>1 363</b>	<b>3 010</b>	<b>(1)</b>	<b>(79)</b>	<b>1</b>	<b>(98)</b>	<b>(177)</b>	<b>139</b>	<b>1 204</b>	<b>225</b>	<b>1 265</b>	<b>2 833</b>

## Annex 9: Posts by grade and organizational unit (for information purposes)

Unit	ADG and Above			Director		Professional					Total	General Service							Total	NPO	Grand Total
	DG	DDG	ADG	D2	D1	P5	P4	P3	P2	P1		G7	G6	G5	G4	G3	G2	G1			
ODG	1			1	1	3	6	4			16		2	2	4	6			14		30
DDC		3	2			8	4	6			23	5		4	3	4			16		39
ADG			7								7		5	1	1				7		14
OED				1	1	4	2	2			10			1	2				3		13
OIG				1	1	4	9	12	7		34			1	3				4		38
OSP				1	1	6	9	7	1	2	27	1	1	4	2				8		35
LEG				1	1	3	7	7	4		23		1		3	2			6		29
OSG				1		1	2		1		5			1					1		6
ETH						1	1	1			3				1				1		4
OMB						1					1				1				1		2
<b>DG</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>6</b>	<b>5</b>	<b>31</b>	<b>40</b>	<b>39</b>	<b>13</b>	<b>2</b>	<b>149</b>	<b>6</b>	<b>9</b>	<b>14</b>	<b>20</b>	<b>12</b>		<b>61</b>		<b>210</b>	
OIN				1	1	3	6	3	1		15			2	2	1			5		20
OSL					1	1	1		1		4			1					1		5
OER				1				2			3										3
OCB				1	3	7	7	5	3	1	27			4	7	2			13		40
OCC				1	1	7	9	15	6	1	40	1		8	12	3	2		26		66
OYW					1	2	1	1			5				1	1			2		7
<b>HQ Offices</b>				<b>4</b>	<b>7</b>	<b>20</b>	<b>24</b>	<b>26</b>	<b>11</b>	<b>2</b>	<b>94</b>	<b>1</b>		<b>15</b>	<b>22</b>	<b>7</b>	<b>2</b>		<b>47</b>		<b>141</b>
CFI				1	5	24	30	18	6		84			9	13	8			30		114
CJW					2	4	4	4			14			3	2	3			8		22
CJN				1		1	3	3			8										8
<b>Centres</b>				<b>2</b>	<b>7</b>	<b>29</b>	<b>37</b>	<b>25</b>	<b>6</b>		<b>106</b>			<b>12</b>	<b>15</b>	<b>11</b>			<b>38</b>		<b>144</b>
PSU				1	1	3	7	7	3	2	24			2	4	7			13		37
PSR				1	1	4	6	2	4		18		1	4	4	3			12		30
PST					1	1	1	3	1		7			1	1	1			3		10
PSS					1	1	2	4	1		9			1	4				5		14
<b>PS</b>				<b>2</b>	<b>4</b>	<b>9</b>	<b>16</b>	<b>16</b>	<b>9</b>	<b>2</b>	<b>58</b>		<b>1</b>	<b>8</b>	<b>13</b>	<b>11</b>			<b>33</b>		<b>91</b>

Unit	ADG and Above			Director		Professional					Total	General Service							Total	NPO	Grand Total
	DG	DDG	ADG	D2	D1	P5	P4	P3	P2	P1		G7	G6	G5	G4	G3	G2	G1			
NFI				1	2	17	17	26	10		73		5	9	13	5	2		34		107
NFO				1	2	8	15	14	2		42		1	6	8	1			16		58
NSA				1	2	2	11	5	2		23		3	2	3	2			10		33
NSL				1	1	5	8	3	1	1	20			2	1	3			6		26
NSP				1	2	8	16	13	2		42		3	6	7	4	1		21		63
<b>NS</b>				<b>5</b>	<b>9</b>	<b>40</b>	<b>67</b>	<b>61</b>	<b>17</b>	<b>1</b>	<b>200</b>		<b>12</b>	<b>25</b>	<b>32</b>	<b>15</b>	<b>3</b>		<b>87</b>		<b>287</b>
ESP				1	1	9	10	6	2	1	30			2	4	3			9		39
ESN				1	1	6	8	9		4	29		1	2	4	2			9		38
ESF				1	1	4	8	4	1		19			3		1	1		5		24
ESS				1	1	6	5	15	5		33		1	4	3	9			17		50
ESA				1	1	5	7	7	4		25		2	4	2	1			9		34
EST				1	1	8	11	13	1	2	37			9	9	3			21		58
<b>ES</b>				<b>6</b>	<b>6</b>	<b>38</b>	<b>49</b>	<b>54</b>	<b>13</b>	<b>7</b>	<b>173</b>		<b>4</b>	<b>24</b>	<b>22</b>	<b>19</b>	<b>1</b>		<b>70</b>		<b>243</b>
CSH				1	1	7	10	7	4		30	1		4	9	2			16		46
CSF				1	1	3	4	15	8		32		2	3	7	1			13		45
CSL				1	3	4	3	13	4		28		3	8	5	29	28		73		101
SSC					1	1	4	7	1		14		16	38	9				63	13	90
CSOS						1	5				6			1	4				5		11
<i>Total</i>				<i>1</i>	<i>4</i>	<i>6</i>	<i>12</i>	<i>20</i>	<i>5</i>		<i>48</i>		<i>19</i>	<i>47</i>	<i>18</i>	<i>29</i>	<i>28</i>		<i>141</i>	<i>13</i>	<i>202</i>
CSI				1	1	5	15	9	10		41		1	7	2	1			11		52
CSG				1	1	8	9	10	2		31		3	9	15	3			30		61
<b>CS</b>				<b>5</b>	<b>8</b>	<b>29</b>	<b>50</b>	<b>61</b>	<b>29</b>		<b>182</b>	<b>1</b>	<b>25</b>	<b>70</b>	<b>51</b>	<b>36</b>	<b>28</b>		<b>211</b>	<b>13</b>	<b>406</b>
DCS							4				4		4	3	1	3	1		12		16
YPP										25	25										25
<b>SP</b>							<b>4</b>			<b>25</b>	<b>29</b>		<b>4</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>		<b>12</b>		<b>41</b>
LOB					1		1				2			1					1		3
LOG					1	1	2			1	5			1					1		6
LOJ					1		1				2			1					1		3

Unit	ADG and Above			Director		Professional					Total	General Service							Total	NPO	Grand Total
	DG	DDG	ADG	D2	D1	P5	P4	P3	P2	P1		G7	G6	G5	G4	G3	G2	G1			
LON				1		2	1				4		2		1				3		7
LOR					1		1				2			1					1		3
LOW					1	1		1	1		4		2	2					4		8
<b>LO</b>				<b>1</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>19</b>		<b>4</b>	<b>6</b>	<b>1</b>				<b>11</b>		<b>30</b>
<b>FC</b>				<b>1</b>	<b>18</b>	<b>59</b>	<b>6</b>				<b>84</b>	<b>2</b>	<b>52</b>	<b>105</b>	<b>153</b>	<b>89</b>	<b>70</b>	<b>4</b>	<b>475</b>	<b>173</b>	<b>732</b>
RAF			1		2	10	11	7	2		33	1	7	12	10	4	2		36	1	70
SFW					1	1	5	2			9									1	10
SFC					1		7	1			9		1	2		1			4	3	16
SFE				1		1	9	1			12		1	2	1	1			5	2	19
SFS					1		6			1	8		1	1	3	2	1		8	3	19
<b>RAF</b>			<b>1</b>	<b>1</b>	<b>5</b>	<b>12</b>	<b>38</b>	<b>11</b>	<b>2</b>	<b>1</b>	<b>71</b>	<b>1</b>	<b>10</b>	<b>17</b>	<b>14</b>	<b>8</b>	<b>3</b>		<b>53</b>	<b>10</b>	<b>134</b>
RAP			1		2	13	19	10	2		47	1	8	22	17	8	3		59	5	111
SAP				1			3	3	3		10		3	1	1				5		15
<b>RAP</b>			<b>1</b>	<b>1</b>	<b>2</b>	<b>13</b>	<b>22</b>	<b>13</b>	<b>5</b>		<b>57</b>	<b>1</b>	<b>11</b>	<b>23</b>	<b>18</b>	<b>8</b>	<b>3</b>		<b>64</b>	<b>5</b>	<b>126</b>
REU			1		2	4	12	4	3		26		2	7	3	3			15	5	46
SEC					1	1	3	1	1		7		1	3	2	1			7	2	16
<b>REU</b>			<b>1</b>		<b>3</b>	<b>5</b>	<b>15</b>	<b>5</b>	<b>4</b>		<b>33</b>		<b>3</b>	<b>10</b>	<b>5</b>	<b>4</b>			<b>22</b>	<b>7</b>	<b>62</b>
RLC			1		2	6	13	4	4		30		7	10	15	3			35	4	69
SLC				1			6	2			9		1	2	4		1		8	2	19
SLM					1		8	2			11		1	2	1				4	3	18
<b>RLC</b>			<b>1</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>27</b>	<b>8</b>	<b>4</b>		<b>50</b>		<b>9</b>	<b>14</b>	<b>20</b>	<b>3</b>	<b>1</b>		<b>47</b>	<b>9</b>	<b>106</b>
RNE			1		2	9	11	4	2		29	1	5	7	8	3	1		25	4	58
SNE					1	1	5		1		8		2	1	5	1	1		10	4	22
SNM					1						1										1
<b>RNE</b>			<b>1</b>		<b>4</b>	<b>10</b>	<b>16</b>	<b>4</b>	<b>3</b>		<b>38</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>13</b>	<b>4</b>	<b>2</b>		<b>35</b>	<b>8</b>	<b>81</b>
<b>Total</b>	<b>1</b>	<b>3</b>	<b>14</b>	<b>35</b>	<b>86</b>	<b>305</b>	<b>417</b>	<b>324</b>	<b>117</b>	<b>41</b>	<b>1 343</b>	<b>13</b>	<b>151</b>	<b>354</b>	<b>399</b>	<b>230</b>	<b>114</b>	<b>4</b>	<b>1 265</b>	<b>225</b>	<b>2 833</b>



### Annex 10: FAO's contribution to the SDGs (by region)

297. As described in the Regional Dimensions section of the PWB each FAO region organizes its work in support of a set of Regional Priorities, based on region-specific challenges and opportunities, and endorsed through the Regional Conferences. The Regional Priorities contextualize FAO's contribution to the SDGs at regional level through the corporate results framework, as shown in *Figure 7*.

298. The SDG contributions highlight the interconnected nature of the 2030 Agenda seen through the regional optic. These contributions are dynamic and will continue to evolve as countries continue to refine their situation analyses and theories of change through the keystone country-level joint programming processes of the Common Country Analysis and the United Nations Sustainable Development Cooperation Framework, and this refinement is reflected in FAO Country Programming Frameworks.

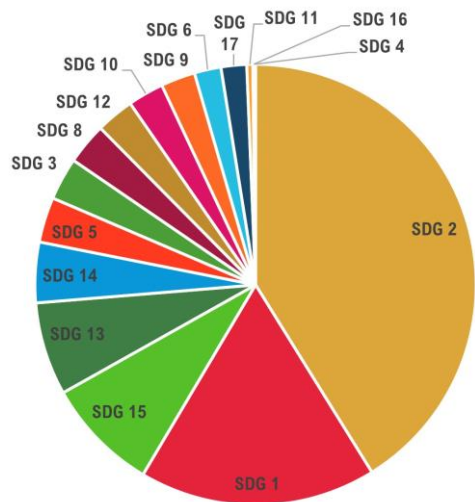
299. *Figure 7* demonstrates at the global level across the *four betters* that SDGs 1 and 2 occupy a pre-eminent position in all regions, illustrating the inextricable linkage between hunger and poverty. Other SDGs such as SDGs 5, 12 and 15, which are core of FAO's work and for which FAO has custodian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

300. The graphics also illustrate the comparable relevance of certain SDGs in specific regions, reflecting the regional context and priorities. For instance, the particular prominence of SDG 14 within the Regional Offices for Asia and the Pacific and Latin America and the Caribbean highlight the emphasis on sustainable and resilient fisheries and aquaculture in Small Island Developing States.

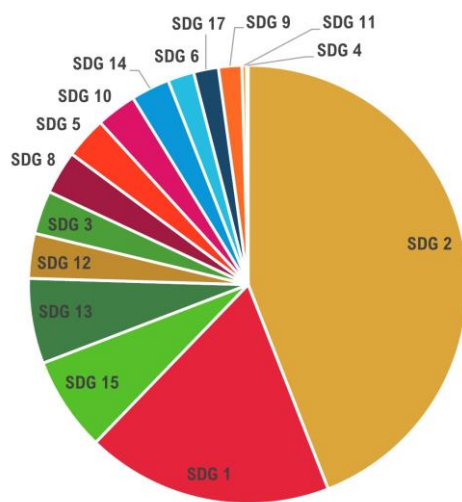
301. In addition, SDG 8 is particularly emphasized in the Regional Offices for Europe and Central Asia and for the Near East and North Africa through their Regional Priorities on rural transformation. Finally, the considerable importance of SDG 6 in the Regional Office for Near East and North Africa reflects the focus of the Regional Priority on greening agriculture to strengthen water productivity and governance. FAO's contribution to the SDGs is further detailed in *Annex 3*.

Figure 7: FAO's contribution to the SDGs at regional level

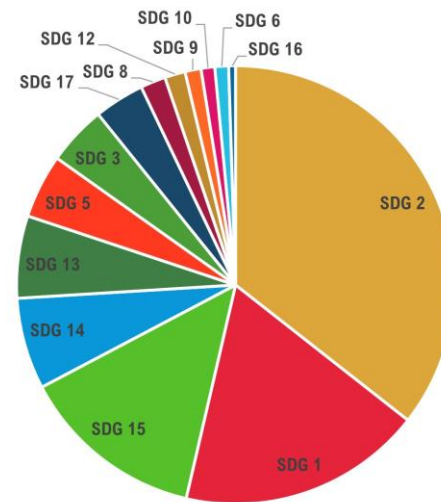
All Regions



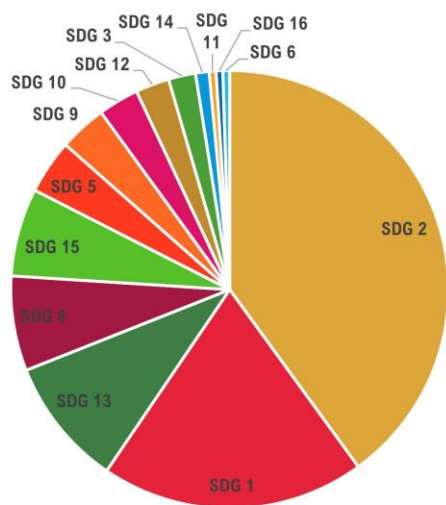
Africa Region



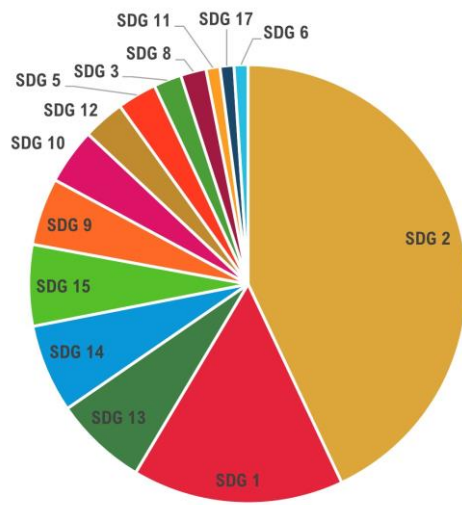
Asia and the Pacific Region



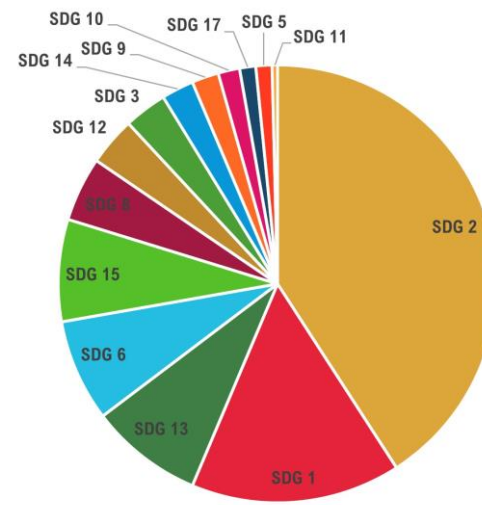
Europe and Central Asia Region



Latin America and the Caribbean Region

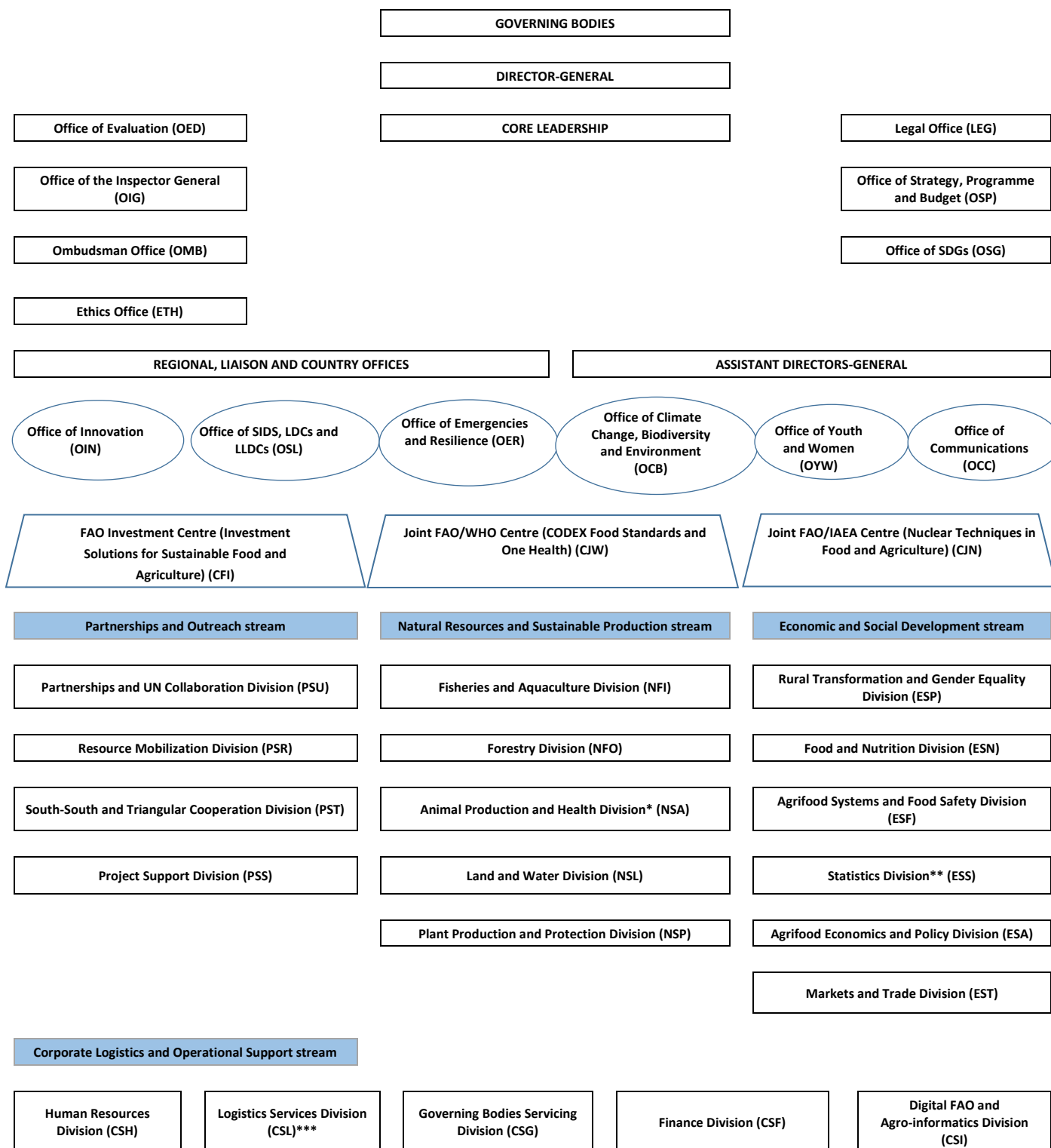


Near East and North Africa Region



### Annex 11: Organigramme

#### Headquarters and Decentralized Offices



\* Director, NSA is also Chief Veterinarian; \*\* Director, ESS is also Chief Statistician

\*\*\* Includes Shared Services Centre (SSC) and Security Services (CSOS)

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

### Annex 12: Areas of high transformative potential by Programme Priority Area

Programme Priority Areas	Areas of High Transformative Potential
<i>BETTER PRODUCTION</i>	
<b>BP1: Innovation for Sustainable Agriculture Production</b>	<p>Strengthen evidence-based decision making by integrating advanced analytics to accelerate technology adoption. Foster inclusive public-private partnerships that empower small-scale farmers with access to climate-smart solutions, digital tools, and adaptive innovations tailored to local contexts. Scale up mobile advisory platforms, precision farming, and post-harvest loss reduction, prioritizing gender and youth inclusion. Reinforce extension services by combining indigenous knowledge with modern practices for equitable technology uptake. Translate policy into action with integrated land and water resources management systems - encompassing agroforestry, regenerative agriculture, and smart irrigation systems, driving policy to concrete action.</p> <p><b>Funding gap: USD 120 million</b></p>
<b>BP2: Blue Transformation</b>	<p>Implement the Blue Transformation Roadmap to address multifaceted challenges in aquatic food systems, while scaling up sustainable aquaculture development through comprehensive support mechanisms. Build data management and statistical capacities, integrating aquatic food systems into climate adaptation planning, and mainstreaming gender approaches across national aquatic food systems.</p> <p><b>Funding gap: USD 95 million</b></p>
<b>BP3: One Health</b>	<p>Strengthen partnerships and coordination through national and regional One Health Hubs, while enhancing systems-based approaches in agrifood systems. Build governance and surveillance capacities for agrifood pest, disease risks and pandemic threats. Scale up One Health, biosecurity, and environmental health initiatives to address the interconnected challenges of production, health, biodiversity and environmental sustainability. Develop a Global Policy framework for One Health in agrifood systems by integrating pest and disease management with early warning systems, such as a multi-hazard risk dashboard, and upstream prevention and preparedness</p> <p><b>Funding gap: USD 100 million</b></p>
<b>BP4: Small-Scale Producers' Equitable Access to Resources</b>	<p>Strengthen statistical data collection regarding small-scale producers through participatory approaches at global, regional and country levels, while developing and strengthening national producer registries that integrate with social registries and social protection systems. Enhance access to tailored services including financial and technological support, coupled with strengthening capacity building of small-scale producers' organizations for collective action and engagement in policy processes. Unlock the potential of secure tenure rights and redistributive land reforms (including land consolidation and land banking) particularly for small-scale producers.</p> <p><b>Funding gap: USD 120 million</b></p>

Programme Priority Areas	Areas of High Transformative Potential
<b>BP5: Digital Agriculture</b>	<p>Support innovation through dedicated hubs/incubators and start-up support to enhance sustainability, while developing local and sub-regional digital and data-driven innovation ecosystems and context specific actions. Create frameworks for measuring innovation impact and technology adoption at different scaling stages and establish systematic processes for capturing and sharing lessons learned from the Digital Village Initiatives (DVI) and other digital agriculture initiatives. Provide technical assistance for information systems and support the development of digital public goods such as open-source registries and AI tools.</p> <p><b>Funding gap: USD 38 million</b></p>
<b>BETTER NUTRITION</b>	
<b>BN1: Healthy Diets for All</b>	<p>Strengthen climate-resilient and nutrition-sensitive value chains through pilots integrating economic, social and nutrition analysis with practical interventions. Scale up dietary guidelines through regional collaboration centers and direct country support, leveraging biodiversity to enhanced nutrition. Provide evidence and technical support for policies promoting healthy food environments, including food labeling, consumer education; and responsible actions by food retailers on marketing, pricing, and food composition, Support countries to produce affordable and nutritious foods for healthy diets.</p> <p><b>Funding gap: USD 45 million</b></p>
<b>BN2: Nutrition for the Most Vulnerable</b>	<p>Accelerate the FAO Child Acute Malnutrition Prevention Action Plan, implementing contextually appropriate intervention packages, and measuring impact on individual diets. Scaled-up support to national school meal programmes through dedicated financing mechanisms focused on improving multiple impacts, including supporting countries in developing nutrition guideline standards, enhancing institutional capacities, and strengthening procurement mechanisms. Nutrition impact booster for social protection instruments, leveraging initiatives like the G20 Global Alliance against Hunger and Poverty to enhance nutrition-sensitivity of key social protection instruments, focusing on the most vulnerable individuals to prevent child undernutrition and mitigate the risks of overweight, obesity and diet-related non-communicable diseases.</p> <p><b>Funding gap: USD 130 million</b></p>
<b>BN3: Safe Food for Everyone</b>	<p>Transform regional and national food control systems and governance through capacity development, stronger Codex Alimentarius engagement, and enhanced regional collaboration. Address gaps in food safety systems and build resilience for a changing world. Expand food safety risk assessment capabilities at regional and country levels, while leveraging advanced technologies for improved information management and accessibility of food safety standards, in alignment with the One Health approach. Promote the uptake and practical application of food safety rules and standards by food producers, small and medium enterprises (SMEs), and other stakeholders, enabling safer food, better nutrition, improved market opportunities, and income generation. Ensure Codex Standards remain relevant to emerging trends and challenges while enhancing their practical implementation.</p> <p><b>Funding gap: USD 40 million</b></p>

Programme Priority Areas	Areas of High Transformative Potential
<b>BN4: Reducing Food Loss and Waste</b>	<p>Elevate policies and strategies through enhanced national capacities and regional consultation frameworks. Improve data collection and analytics through support to national statistical systems and methodology development. These efforts are complemented by the development of technical and innovative solutions, supported at both headquarters and regional levels, to enhance implementation capacities and facilitate practical adoption by food producers, SMEs, and other stakeholders.</p> <p><b>Funding gap: USD 21 million</b></p>
<b>BN5: Transparent Markets and Trade</b>	<p>Significantly bolster data collection and analytics capabilities for evidence-based decision making in agrifood trade, while expanding commodity coverage beyond basic foods. Building comprehensive capacity development programs to enhance trade-nutrition linkages and policy coherence. Promote trade facilitation through regional programs and enhancing smallholders focusing on women's and youth participation in international, regional and local trade through targeted research and support mechanisms, while promoting the adoption of digital trade and new technologies.</p> <p><b>Funding gap: USD 29 million</b></p>
<b>BETTER ENVIRONMENT</b>	
<b>BE1: Climate Change Mitigating and Adapted Agrifood Systems</b>	<p>Significantly expand technical cooperation on critical thematic areas such as climate finance, carbon markets, methane reduction and loss and damage Strengthen FAO's capacity to provide enhanced country support through coordinated climate action, while building robust evidence and science-based solutions. Enhance the implementation of climate-related commitments across sectors and governance levels.</p> <p><b>Funding gap: USD 168 million</b></p>
<b>BE2: Bioeconomy for Sustainable Food and Agriculture</b>	<p>Focusing on practical, scalable solutions that align with international sustainability goals: Establish comprehensive knowledge management systems and partnerships for sustainable bioeconomy development in food and agriculture; Create mechanisms for technical cooperation to assist countries in developing national bioeconomy strategies and establish innovation labs that connect research, markets and implementation.</p> <p><b>Funding gap: USD 28 million</b></p>
<b>BE3: Biodiversity and Ecosystem Services for Food and Agriculture</b>	<p>Scale up coordinated capacity development across agricultural sectors for biodiversity mainstreaming and ecosystem restoration. Strengthen data analysis and monitoring frameworks to support implementation of related national and global commitments, while enhancing coordinated technical cooperation on cross-cutting and integrated impact programmes and strengthened policy coherence including for restoration of degraded agricultural lands and other production systems.</p> <p><b>Funding gap: USD 147 million</b></p>
<b>BE4: Achieving Sustainable Urban Food Systems</b>	<p>Accelerate sustainable urban food systems transformation through innovative multi-level governance and coordinated action at national and local scales, leveraging existing global and regional networks and partnerships. Establish systematic city-to-city and regional knowledge exchange platforms, while enhancing data-driven decision making through robust data collection and analysis. Apply behavioural science and systems thinking to catalyze shifts across the urban-rural continuum and cross-sector planning. Scale up portfolio approaches that deliver co-benefits across multiple dimensions of urban food systems.</p> <p><b>Funding gap: USD 17.7 million</b></p>



Programme Priority Areas	Areas of High Transformative Potential
<i>BETTER LIFE</i>	
<b>BL1: Gender Equality and Rural Women's Empowerment</b>	<p>Scale up gender-transformative approaches to address root causes of inequality in agrifood systems, while strengthening the collection and dissemination of gender-related data and statistics. Enhance support for the implementation of The Committee on World Food Security's Voluntary Guidelines on Gender Equality and Women's and Girls' Empowerment in the context of Food Security and Nutrition through comprehensive programming. Addressing unpaid care work and domestic work burdens in agricultural settings.</p> <p><b>Funding gap: USD 37.8 million</b></p>
<b>BL2: Inclusive Rural Transformation</b>	<p>Develop integrated rural transformation initiatives at national, local and sub-regional levels, tailored to specific territorial contexts and opportunities. Promote inclusive service delivery mechanisms and strengthening collective action approaches. Enhance social inclusion and territorial development through comprehensive programming. Expand access to digital advisory and financial services while fostering multi-stakeholder engagement to support small-scale producers and agri-SMEs in agrifood systems transformation.</p> <p><b>Funding gap: USD 66 million</b></p>
<b>BL3: Agriculture and Food Emergencies</b>	<p>Strengthen FAO's capacities (across technical units and decentralized offices) and implementation of emergency responses through enhanced corporate systems and tools, emergency needs assessment capabilities, surge deployments, operational preparedness, and coordinated multi-partner response platforms. Enhance FAO's implementation of comprehensive and complementary hazard impact management interventions aiming to address acute food insecurity and contribute to build resilience of 80 million people. Implement an operational research and monitoring agenda to enable evidence-based hazard impact management and emergency interventions, assessment of response efficiency and effectiveness and continuous learning.</p> <p><b>Funding gap: USD 370 million</b></p>
<b>BL4: Resilient Agrifood Systems</b>	<p>Establish a comprehensive global Transformative Resilience Practice, including cross-regional knowledge exchange platforms and other mechanisms, to coordinate resilience thinking towards achieving the FAO corporate target of reaching 80 million with emergencies and resilience support. Develop and implement the FAO Transformative Resilience Policy to support the Organization's delivery of multi-risk management interventions. Scale up programmatic approach interventions integrating multi-risk understanding, multi-risk governance and risk and vulnerability reduction measures.</p> <p><b>Funding gap: USD 157 million</b></p>
<b>BL5: Hand-in-Hand (HIH) Initiative</b>	<p>Strengthen technical support and coordination capacities to enhance country-level implementation of the Hand-in-Hand Initiative. Improved monitoring and evaluation systems alongside enhanced partnership engagement for investment mobilization.</p> <p><b>Funding gap: USD 2.4 million</b></p>
<b>BL6: Scaling up Investment</b>	<p>Leverage increased public and private finance through expanded partnerships and innovative solutions, such as blended finance and technology integration, including digital tools. Strengthen the capacity of local financial institutions to extend financing to Agri-SMEs, while enhancing countries and institutions' capacities for improved investment outcomes.</p> <p><b>Funding gap: USD 16.5 million</b></p>



### Annex 13: Cost increase methodology and estimates

#### **Methodology and context**

302. The methodology for calculating cost increases in the PWB 2026-27 follows the approach previously approved by the Finance Committee, Council and Conference. The cost increase estimates cover the recosting of Regular Programme inputs from 2024-25 to 2026-27 levels to deliver the Programme of Work, namely for personnel services and goods and services. The cost increase estimates are developed on a biennial basis from: actual cost adjustments that are occurring in the current biennium (biennialization); projected adjustments to unit costs that will take effect in the next biennium (inflation); and the lapse factor on established posts.

303. Biennialization is the financial effect in 2026-27 of staff cost adjustments that are occurring in the 2024-25 biennium. Biennialization is the consequence of two factors:

- a) under- or over-budgeted costs in the current biennium (2024-25) - that is where actual staff costs per work month are at variance from the budgetary estimates prepared two years earlier.
- b) cost adjustments that took or will take effect at some point during the 2024-25 biennium, whether budgeted or not, that have to be applied to a full 24-month period in the 2026-27 biennium.

304. As such, biennialization objectively reflects the financial impact of events that have already taken place or are expected to take place before the implementation of the 2026-27 budget. Most changes in staff costs implemented during the biennium are the results of the recommendations and decisions by the International Civil Service Commission (ICSC) and the General Assembly of the United Nations and the actuarial valuations of the staff-related liabilities. The movements of the US dollar against local currencies in those decentralized offices where staff costs incurred in national currencies are funded by the US dollar assessments also contributed to some extent to biennialization.

305. Accordingly, the financial implications of biennialization are essentially a matter of fact, not conjecture or long-range planning. The estimates for the current service cost of after-service staff benefits are based on the latest results of the actuarial valuation for the staff-related liabilities schemes (After Service Medical Coverage, Termination Payments Fund, Separation Payments Scheme, and Compensation Plan Reserve Fund). An actuarial valuation is carried out every year.

306. Inflation represents the cost impact in 2026-27 of those adjustments that are expected to take effect at various points in the next biennium. Inflation estimates for salaries, pension fund contributions and allowances are derived from the most recent external forecasts (consumer price index and nominal wage index) by the Economist Intelligence Unit (EIU), published data of authoritative bodies such as the ICSC and of independent verification.

#### **Cost increases estimates**

307. The cost increases for the proposed 2026-27 net appropriation are estimated at USD 43.1 million for personnel services. Biennialization is estimated as an increase of USD 13.4 million, inflation an increase of USD 26.5 million, and the lapse factor and new post adjustment an increase of USD 3.3 million.

308. The inflation for total goods and services is estimated at USD 7.7 million to cover to some extent the dramatic increases experienced and foreseen in the cost of living including utility and travel costs.

### **Personnel services**

309. Personnel services comprise all staff costs, including salaries, pension fund contributions, dependency allowances, social security and other staff-related entitlements and after-service benefits for both the professional and general service staff categories. The changes in personnel services costs derive from decisions regarding the United Nations common system, as reviewed and determined by the International Civil Service Commission and the United Nations General Assembly, independent verification, and other external factors such as prevailing market exchange rates. This last element is relevant to the estimation of the US dollar assessment for staff costs in those decentralized offices where local currencies fluctuate against the US dollar.

### **Personnel services – biennialization factors**

310. Biennialization, estimated at USD 13.4 million for the cost of personnel services, can be broken down as follows:

- a) The lower-than-budgeted increase in the professional staff net remuneration at headquarters, resulting in a minimum biennialized increase of USD 2.4 million for 2026-27 in all locations (USD 3.3 million increase for headquarters and USD 0.9 million decrease in decentralized locations). The increase at headquarters was 1.1 percent compared to 2.0 percent budgeted<sup>61</sup>.
- b) The significantly lower-than-budgeted increase for the net remuneration of general service, resulting in a biennialized reduction of USD 9.9 million for 2026-27, mainly at headquarters due to the cancellation of the 2.0 percent increase budgeted for 2024, with a salary survey adjustment from the previously budgeted 2.5 percent to 3.8 percent<sup>62</sup>.
- c) The higher-than-budgeted increase in the pension contributions for professional staff reflecting the 0.9 percent increase effective 1 January 2024 and 4.4 percent effective 1 February 2024<sup>63</sup> compared to 1.5 percent budgeted once, resulting in a USD 10.0 million increase in 2026-27.
- d) The higher basic medical insurance plan (BMIP) cost mainly attributable to the higher claims made during 2023 and 2024 (average increases of 6.0 percent and 3.0 percent in premiums in 2024 and 2025 respectively) and the appreciation of the US dollar resulting in a biennialized increase of USD 1.5 million in 2026-27.
- e) The reduction of USD 1.6 million in entitlement travel costs from the savings experienced in the current biennium despite the high increases continued to be expected for the post-COVID-19 pandemic period.
- f) The increase of USD 10.8 million due to the combined effects of pension contributions for general service staff and other factors such as security costs.
- g) The same level of the current service costs of the after-service staff benefits, taking into consideration the potentially short-term fluctuations in the recent actuarial valuations due to the changes in the discount rates during the volatile periods after COVID-19 and the lowering interest rates in some countries.

<sup>61</sup> [ICSC-PADJ-0224-01](#) Post adjustment classification memo for February 2024  
[ICSC/CIRC/GEN/02/2024](#)

<sup>62</sup> Effective 1 November 2023 (FC 202/11 *Recommendations and Decisions of the International Civil Service Commission to the General Assembly (including Changes in Salary Scales and Allowances)*)

<sup>63</sup> ICSC/CIRC/GEN/09/2023 paragraph 4  
[A/78/30](#) Report of the International Civil Service Commission for 2023, pages 18-19

### **Personnel services – inflation factors**

311. An inflationary cost increase of USD 26.5 million is foreseen for personnel services, mostly from the application of modest inflation rates based on the EIU consumer price index (CPI) projections to the net remuneration and pension, and no increase for other staff cost components as follows:

- a) An increase of 1.7 percent applied to professional staff net remuneration at headquarters in 2026 and 2027 each year taking into consideration the EIU CPI forecasts for Italy (1.8 percent each year).
- b) An increase of 2.8 and 2.6 percent applied to general service staff net remuneration at headquarters in 2026 and 2027 each year in line with the latest EIU average nominal wage index at 2.8 and 2.6 percent based on the current methodology in place for interim adjustments between the comprehensive salary surveys.
- c) High inflationary increases projected for professional and general service net remunerations in decentralized locations, taking into account factors such as rising inflations world-wide. The approach employed consumer price indexes slightly lower than the EIU forecasts in the region or country where FAO has large offices, ranging from 2.0 percent increase in Asia and the Pacific region to a maximum of 7.0 percent increase in Africa and Near East region.
- d) An increase of 3.0 percent each year for the basic medical insurance plan (BMIP), taking account of the recent increases in the premiums.
- e) No increase for education grant taking into account the decision of the UN General Assembly (Resolution 79/252 adopted on 24 December 2024)<sup>64</sup> and for all other entitlements and allowances.
- f) No increase is projected for the current service cost of after service staff benefits in the future actuarial valuations. The estimates in the final actuarial valuation reports as at 31 December 2025 and 2026 will be the basis for 2026-27 expenditures. This remains a high-risk area to be managed during implementation.

312. The FAO governing bodies have been advised that staff costs are difficult to predict despite the refined information systems used to analyze current cost patterns and quantify trends and this leads to variances from the budgetary estimates prepared in advance of the budget implementation.<sup>65</sup>

313. For example, as noted above in point f), the actuarial variations at end-2025 and 2026 could introduce significant variances from the current assumptions. Similarly, inflation rates and exchange rate fluctuations for non-headquarters locations where the expenses in local currency are funded by the US dollar assessments are difficult to predict. Any variance must be managed within the budgetary appropriation for the biennium, requiring programme adjustments during the implementation cycle to manage any unbudgeted costs, and adjustments are reflected under biennialization for the following biennium.

### **Goods and services – expenditure breakdown**

314. Goods and services include other affiliate human resources (e.g. consultants), travel, general operating expenses, contracts and other items (e.g. furniture and equipment). The inflation is estimated at USD 7.7 million, equivalent to a 1.7 percent increase in the biennium, which can be compared to the EIU CPI forecasts for the World (3.6 percent and 3.2 percent for 2026 and 2027 respectively) and Italy (1.8 percent and 1.8 percent for 2026 and 2027 respectively). This level of increase is intended to partly offset the growing costs associated with goods and services, such as utilities, contractual engagements, and duty travel, while ensuring prudent resource allocation and operational efficiency.

<sup>64</sup> ICSC/CIRC/GEN/05/2024, A/C.5/79/L.23, [A/79/645](#)

<sup>65</sup> FC 113/10 Treatment of Staff Cost Variance

315. The evolution of the estimated cost increases for 2026-27 is tabulated by main element in *Table 1*.

**Table 1: Breakdown of 2026-27 cost increases by cost element and location (USD million)**

	Proposed Net Appropriation at 2024-25 Cost	Biennialization	Inflation / Other	Total Cost Increases	Cost Increase Percentage Biennial	Proposed Net Appropriation at 2026-27 Cost
	a	b	c	d = b+c	e = d÷a	f = a+d
<b>Personnel Services</b>						
<b>Professional Staff</b>						
Net Remuneration – Headquarters	227.1	3.3	5.5	8.9	3.9%	235.9
Net Remuneration – Non-Headquarters	148.9	(0.9)	11.8	10.9	7.3%	159.8
Pension	92.5	10.0	3.3	13.3	14.4%	105.8
Education Grant	27.4	0.0	0.0	0.0	0.0%	27.4
Entitlement Travel	9.9	(1.6)	0.0	(1.6)	(15.7%)	8.3
Medical Cost	11.9	1.0	0.6	1.6	13.4%	13.5
Other Allowances: Dependency, Recruitment and transfer, Rental Subsidy, Danger Pay, Representation	35.9	6.2	0.0	6.2	17.3%	42.1
<b>Total Professional Staff</b>	<b>553.5</b>	<b>18.0</b>	<b>21.3</b>	<b>39.3</b>	<b>7.1%</b>	<b>592.8</b>
<b>General Service Staff</b>						
Net Remuneration – Headquarters	59.7	(8.7)	1.1	(7.6)	(12.8%)	52.1
Net Remuneration – Non-Headquarters	44.7	(1.2)	2.7	1.5	3.4%	46.2
Pension	21.2	1.9	0.8	2.7	12.8%	24.0
Medical Cost	14.1	0.5	0.6	1.2	8.5%	15.2
Other Allowances: Dependency, Danger Pay	4.8	2.8	(0.0)	2.7	57.3%	7.5
<b>Total General Service Staff</b>	<b>144.4</b>	<b>(4.7)</b>	<b>5.2</b>	<b>0.5</b>	<b>0.4%</b>	<b>145.0</b>
<b>Personnel Services</b>	<b>698.0</b>	<b>13.4</b>	<b>26.5</b>	<b>39.8</b>	<b>5.7%</b>	<b>737.8</b>
After Service Benefits	73.0	0.0	0.0	0.0	0.0%	73.0
Lapse Factor/New Post Adjustment	(10.3)	0.0	3.3	3.3	(31.8%)	(7.0)
<b>Total Personnel Services</b>	<b>760.7</b>	<b>13.4</b>	<b>29.8</b>	<b>43.1</b>	<b>5.7%</b>	<b>803.8</b>
<b>Goods and Services</b>						
Consultant	181.8		3.1	3.1	1.7%	184.9
General Operating Expenses	79.2		1.3	1.3	1.7%	80.5
Contract	64.4		1.1	1.1	1.7%	65.5
Travel	47.4		0.8	0.8	1.7%	48.2
Non-Expendable Procurement	16.9		0.3	0.3	1.7%	17.2
Supplies and Materials	48.7		0.8	0.8	1.7%	49.6
Other	21.5		0.4	0.4	1.7%	21.9
<b>Total Goods and Services</b>	<b>460.0</b>	<b>0.0</b>	<b>7.7</b>	<b>7.7</b>	<b>1.7%</b>	<b>467.7</b>
<b>Total Income</b>	<b>(225.4)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>(225.4)</b>
<b>Grand Total</b>	<b>995.3</b>	<b>13.4</b>	<b>37.5</b>	<b>50.8</b>	<b>5.1%</b>	<b>1 046.1</b>

### ***Lapse Factor methodology and application***

316. The lapse factor consists of a reduction in the budgetary provision for the estimated cost of established posts to account for the fact that some of them will be vacant for some time as a result of staff movements. This has been a long-standing practice in FAO's budgeting process.

317. The External Auditor, in a 1994 study recommended by the Conference and requested by the Finance Committee, endorsed the lapse factor "as a technical device aimed at reflecting ... budgetary ... 'savings' arising caused normal staff movements under the assumption of full programme implementation"<sup>66</sup>. Subsequently, the Joint Inspection Unit (JIU), in its report on *Staff turnover and delays in recruitment (the Lapse Factor)*,<sup>67</sup> recommended that "the long-applied practice of the lapse factor should be maintained as a useful instrument to reflect a natural phenomenon, producing fortuitous savings as a result of varying recruitment practices and constraints: however, it should not be forced as a mandatory adjustment to compel delay in filling of budgeted posts to the detriment of the programme."<sup>68</sup>

318. Following the JIU recommendation, the Council at its 107th Session<sup>69</sup> in November 1994 accepted the Finance Committee's recommendation to adopt the External Auditor's proposed operational definition of the lapse factor, that is:

*\*The lapse factor is a budgetary device aimed at reducing the budgetary provision for Regular Programme established posts to take into account the effects of vacancies arising from separations and usual delays in recruitment, including recruitment to new posts, on salaries and common staff costs expenditure. A Regular Programme established post is considered vacant when there is no incumbent against either the established post or against another post formally declared to be funded from the established post.*

319. This methodology has been consistently applied to all budgets since 1996-97 to maintain budgetary accuracy, ensuring alignment with best practices across the UN system. Most recently, in March 2023, the Finance Committee reviewed the lapse factor methodology in relation to the lapse factor parameters that are monitored and reported in the Programme of Work and Budget in order to derive the proposed lapse factors for each biennium<sup>70</sup>.

320. The lapse factor methodology for ongoing posts is based on three factors:

- a) Staff turnover rates: Calculated separately for Professional and General Service staff, based on a five-year moving average of separations divided by the number of budgeted posts.
- b) Standard recruitment times: Currently estimated at 28 weeks for Professional staff and 24 weeks for General Service staff.
- c) Extent to which separations are foreseen: Separations are categorized based on their predictability, ranging from fully foreseen (e.g., mandatory retirements) to unforeseen (e.g., sudden resignations).

321. In accordance with the established methodology, to help to smooth our short-term fluctuations and provide a more stable basis for the lapse factor calculation, a five-year moving average (i.e. 2020 through 2024 inclusive), is applied to calculate staff turnover rates. This results in an average turnover rate of 4.78 percent for professional staff and 5.45 percent for general service staff. As shown in *Table 1*, comparing to the five-year moving average used in the PWB 2024-25, the turnover rate has decreased for professionals by 0.24 percent and has increased for general service by 0.36 percent.

<sup>66</sup> C 93/REP, paragraph 207 and FC 79/3 Rev.1, paragraph 4

<sup>67</sup> [JIU/REP/94/7](#)

<sup>68</sup> Idem, Recommendation 2

<sup>69</sup> CL 107/REP, paragraph 133

<sup>70</sup> FC 195/7

**Table 2: 5-year moving average turnover rates**

5-year period	Professional Staff	General Service Staff
From 2018 to 2022	5.02%	5.09%
From 2020 to 2024	4.78%	5.45%
Change	(0.24%)	0.36%

322. For the 2026-27 biennium, the analysis of separations that occurred in 2023-24 yields the following breakdown:

**Table 3: Extent to which recruitment action can be foreseen for 2023-24 separations**

	2021-22 Separations		Percent of population		Recruitment time (weeks)		Recruitment time (years)	
	P	GS	P	GS	P	GS	P	GS
Foreseen Separations	41.0	10.9	28%	12%	0	0	0.00	0.00
Foreseen separations for a limited period	57.8	32.3	39%	35%	16	15	0.31	0.29
Unforeseen separations	50.2	47.8	34%	53%	28	24	0.54	0.46
<b>Weighted average recruitment time (years)</b>							<b>0.30</b>	<b>0.34</b>

323. Based on this analysis and the methodology described, the lapse factor for 2026-27 is calculated as follows:

**Table 4: Lapse factor calculation**

Calculation	P	GS
Average recruitment time (years)	0.30	0.34
Average turnover rate	4.78	5.45
<b>Lapse factor (recruitment time x turnover rate)</b>	<b>1.44</b>	<b>1.88</b>

324. The 2026-27 lapse factor has changed from 1.61 in 2024-25 to 1.44 percent for professional and from 1.78 percent to 1.88 percent for general service costs. The impact of the lapse factor adjustment in 2026-27 is a decrease of USD 9.5 million to budgeted staff costs when applied to all locations except country and liaison offices, which are exempt. The net effect of the lapse factor moving from 2024-25, is an increase of staff costs of USD 0.8 million.

325. In accordance with the lapse factor methodology, in addition to the lapse factor for ongoing posts, new posts in the budget are costed only for the part of the 2026-27 biennium in which they are expected to be filled, further contributing to budgetary accuracy. This adjustment generated a USD 0.3 million reduction in budgeted staff costs in 2026-27. The net effect, after adjusting for the new posts from 2024-25, is an increase of staff costs of USD 2.5 million.

326. Therefore, the combined lapse factor adjustment, including for new posts, in 2026-27 is a decrease of USD 7.0 million to budgeted staff costs. The net impact of the new lapse factor moving from 2024-25 to 2026-27 is an increase of staff costs of USD 3.3 million.

327. The evolution of budgetary 'savings' resulting from the application of the lapse factor and new post adjustments over recent biennia is presented below.

**Table 5: "Savings" in the budget from the application of the lapse factor and new post adjustment**

PWB	Lapse factor (%)		Lapse factor (USD million)			Adjustment for new posts (USD million)			Total Current biennium
	Prof	GS	Previous biennium	Change	Current biennium	Previous biennium	New posts	Current biennium	
2018-19	1.39	1.79			10.6			0	10.6
2020-21	1.52	1.92	10.6	0.8	11.4	0	2.0	2.0	13.4
2022-23	1.75	1.78	11.4	1.0	12.4	(2.0)	1.4	(0.6)	11.8
2024-25	1.61	1.78	12.4	(0.8)	11.6	(1.4)	2.5	1.1	12.7
2026-27	1.44	1.88	10.3	(0.8)	9.5	(2.8)	0.3	(2.5)	7.4

328. It is important to note that while budgets are issued at standard rates adjusted for the lapse factor (lapsed rates), during implementation, budget holders are charged at the unlapsed (higher) standard rates. They are required to 'absorb' the lapse factor by managing any budgetary shortfall resulting from the difference between the lapsed and unlapsed rates.

329. Table 6 provides an overview of the proposed net appropriation by budgetary chapter before and after cost increases, at the 2026-27 budget rate of exchange.

**Table 6: 2026-27 net appropriation by chapter before and after cost increases and budget rate of exchange (USD thousand), with comparison to most recent actuals**

Budgetary Chapter	Net appropriation	PWB 2026-27			2022-23
		Cost increases	Change to new budget rate of exchange	Net appropriation with cost increases (at 2026-27 budget rate)	Net appropriation expenditure
1: Better Production	156 171	8 777	(2 951)	161 997	162 237
2: Better Nutrition	129 289	6 922	(2 658)	133 553	130 919
3: Better Environment	117 123	6 662	(2 828)	120 957	117 823
4: Better Life	122 646	7 395	(3 259)	126 782	123 207
5: Technical quality, statistics, cross-cutting themes and accelerators	70 310	3 276	(2 164)	71 422	65 282
6: Technical Cooperation Programme	143 133	0	0	143 133	140 788
7: Outreach	72 293	3 932	(2 360)	73 865	71 121
8: Information Technology and Digitalization	33 702	1 761	(1 292)	34 171	34 388
9: FAO governance, oversight and direction	54 791	4 619	(3 156)	56 254	64 209
10: Efficient and effective administration	59 326	7 415	(3 405)	63 336	57 151
11: Contingencies	600	0	0	600	0
12: Capital Expenditure	14 000	242	0	14 242	14 000
13: Security Expenditure	21 898	(179)	(335)	21 384	22 421
<b>Total</b>	<b>995 282</b>	<b>50 822</b>	<b>(24 408)</b>	<b>1 021 696</b>	<b>1 003 546</b>