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COUNCIL

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**Reviewed Strategic Framework 2022-31 and
outline of Medium Term Plan 2026-29**

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Executive Summary

- This document serves as a crucial step in the FAO strategic planning process, aligning with the schedule for Governing Body input and review as described in FAO Basic Texts, setting the stage for the development of three key documents: the *FAO Reviewed Strategic Framework 2022-31*, the *Medium Term Plan (MTP) 2026-29* and the *Programme of Work and Budget (PWB) 2026-27*. These suite of documents are reviewed and considered by the Programme and Finance Committees and their Joint Meeting in March 2025, by the Council in April 2025 and submitted to the 44th Session of the FAO Conference in 2025 for endorsement.
- The planning documents are being developed in the context of the evolution of external trends and drivers at global and regional levels, and build on lessons learned from implementing the FAO Strategic Framework 2022-31, as well as Members' guidance including on priorities stemming from the Regional Conferences and Technical Committees held in 2024.
- FAO Reviewed Strategic Framework 2022-31 will present an updated global context, highlight corporate priorities, and propose an updated results framework, while keeping intact its basic structure of *four betters*, 20 Programme Priority Areas (PPAs), accelerators and cross-cutting themes; and maintaining the 2030 Agenda at its centre, using Sustainable Development Goals (SDG) targets and their indicators to promote focus and track progress.
- The MTP 2026-29 will more fully describe the results architecture and contain updated results-based formulations for the PPAs, as well as Objective 5, Functional Objectives and Special Chapters, thereby covering all of FAO's work. It will also describe the Organization's improved ways of working and FAO's efforts to more firmly ground the Strategic Framework at country level.
- The PWB 202627 will outline areas of programmatic emphasis and de-emphasis and identify priority work areas with high potential to trigger transformational change, and their resource needs. The document will also contain, *inter alia*, an update on efficiency gains and savings and country office network reform.

Guidance sought from the Programme Committee and the Joint Meeting of the Programme and Finance Committees

- The Programme Committee is invited to:
 - a) take note of the regional and technical priorities and provide any guidance to inform the Council's consideration of the reports of the Regional Conferences and Technical Committees held in 2024.
- The Joint Meeting is invited to:
 - b) take note of updates to the results framework, and the logic for further changes as the basis for formal monitoring and reporting on the implementation of the MTP 2022-25 (Reviewed) and the development of the MTP 2026-29; and
 - c) take note of, and provide feedback on, other elements that will be included in the planning documents, as outlined in the document.

Suggested action by the Council

- The Council is invited to review the guidance of the Programme Committee and the Joint Meeting of the Programme and Finance Committees and provide its guidance to inform the development of the FAO Reviewed Strategic Framework 2022-31, Medium Term Plan 2026-29 and Programme of Work and Budget 2026-27.

Introduction

1. This document serves as a crucial step in the FAO strategic planning process, aligning with the schedule for Governing Body input and oversight as described in the Basic Texts of FAO,¹ setting the stage for the development of three key documents: the FAO Reviewed Strategic Framework 2022-31, the Medium Term Plan (MTP) 2026-29, and the Programme of Work and Budget (PWB) 2026-27.
2. As described in *Section I* and *II* of this document, FAO is conducting 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.
3. *Sections III* and *IV* and *Annexes 2* and *3*, present a summary of Regional Conference priorities for FAO's five regions and, as requested by Members, areas of commonality, as well as priorities in the Technical Committees of the Council.
4. *Section V* provides updates to the results frameworks in response to Governing Body requests for adjustments to reflect the evolution of global trends and challenges and developments in the global agenda, as well as to address external expert advice, incorporate updates to promote more effective and efficient internal processes and include refinements for increased clarity in measurement methodologies.
5. *Section VI* calls Members' attention to a set of additional elements to be integrated into FAO's upcoming planning documents including PPA results framework milestones; potential high impact areas and resource needs; and additional budgetary details requested by Council at its 175th Session.

I. Process for the development of the FAO Reviewed Strategic Framework 2022-31, Medium Term Plan 2026-29 and Programme of Work and Budget 2026-27

6. To ensure a robust and forward-looking approach, FAO is undertaking a comprehensive, inclusive process to update its strategic priorities for the next biennium and beyond to inform the review of the FAO Strategic Framework 2022-31 and development of the Medium Term Plan 2026-29 and Programme of Work and Budget 2026-27.
7. The priorities identified by Members, including through the Regional Conferences and Technical Committees, have a crucial role in this process, informing FAO's long-term strategic positioning, medium-term priorities and results framework, and immediate biennial activities and budget allocations.
8. The process involves consultations with headquarters units, regions and normative teams to gather lessons learned, examine the evolution of external trends and drivers at global and regional levels, diagnose key issues and gaps, and identify which stakeholders – FAO, other UN agencies, other partners – are best positioned to take action.
9. Trends in SDG indicators, as well as FAO stakeholder survey data, both reported in the Programme Implementation Report 2022-23, are critical points of reference to support the process. This participatory approach aims to identify opportunities to scale up work for increased impact, leveraging FAO's comparative advantages. Based on these inputs, and the guidance received from Members, FAO will revise the formulations of Programme Priority Area (PPA) and areas of programmatic emphasis.
10. The FAO Strategic Framework Reviewed 2022-31 will present an updated global context, including foresight analysis, highlight corporate priorities, and propose an updated results framework,

¹ FAO Basic Texts, Volume II, Section F *Implementation of the IPA regarding the reform of the programming, budgeting and results-based monitoring system*, "Schedule for Governing Body Input and Oversight Under the Reformed Programming, Budgeting and Results Based Monitoring Systems".

while keeping intact the basic structure of *four betters*, 20 PPAs, accelerators and cross-cutting themes. The MTP 2026-29 will describe more extensively the results architecture, and contain updated results-based formulations for the PPAs, Objective 5, Functional Objectives and Special Chapters. It will also describe the Organization's improved ways of working and how FAO will intensify its efforts to ground the Strategic Framework at country level.

11. The PWB 2026-27 will outline areas of programmatic emphasis and de-emphasis and identify priority work areas with high potential to trigger transformational change, and their resource needs. The document will also contain an update on efficiency gains and savings and Country Office Network reform, as requested by the Governing Bodies. The PWB 2026-27 will provide an integrated view of proposed Regular Budget resources – including areas prioritized for reallocation – as well as the latest forecasts of extrabudgetary resources, as requested by Members. Additional information on budgetary items of expenditure, posts and vacancies will also be provided.²

12. In line with the established programming and budgeting process, the FAO Strategic Framework Reviewed 2022-31 and the MTP 2026-29 and PWB 2026-27 documents are reviewed by the Programme and Finance Committees and their Joint Meeting at their March 2025 Sessions and considered by the Council at its April 2025 Session. The process of review by the Governing Bodies culminates with their submission, alongside the recommendations of the Council, for final endorsement by the 44th Session of the Conference in 2025, together with approval of the 2026-27 Regular Programme budget. Relevant decisions and guidance of the Conference are subsequently incorporated in the Adjustments to the PWB 2026-27 for consideration by the Council at its December 2025 Session.

II. Strategic foresight update

13. FAO's strategic foresight work will inform the FAO Strategic Framework Reviewed 2022-31, the MTP 2026-29, and the PWB 2026-27. Recognizing the critical importance of anticipatory approaches in addressing complex global challenges, FAO continues to strengthen its foresight work. This includes the implementation of foresight exercises at the regional level and enhancing the alignment between global strategic perspectives and regional specificities. Insights gained through foresight analysis in regional and subregional contexts will be an important input to the Organization's strategic thinking exercise.

14. This foresight work closely aligns with FAO's emerging support to Country Offices in mainstreaming agrifood systems considerations within United Nations Common Country Analyses (CCAs) and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs). It also supports the UN2.0, a major United Nations reform effort aimed at making the UN system more agile, effective, and fit for purpose in the 21st century, as called for in the *Pact for the Future*.³

15. The foresight approach encourages countries to consider potential future implications when programming their work with FAO and the UN country teams more broadly, while addressing cross-cutting issues that affect the social, economic and environmental systems within which agrifood systems operate. FAO aims to maintain flexibility for stakeholders to use the most appropriate tools and methods while promoting awareness of the core methodology encapsulated in *The future of food and agriculture – Drivers and triggers for transformation*,⁴ as presented in the FAO Strategic Framework 2022-31.

III. Priorities expressed by Regional Conferences in 2024

16. This section summarizes priorities arising from the [Regional Conferences held in 2024](#), and *Annex 2* shows the association of the *four betters* and 20 PPAs with Regional Priorities for the five Regions.

² CL 175/REP paragraph 25.f)

³ United Nations. 2024. Summit of the Future outcome documents '[Pact for the Future, Global Digital Compact, and Declaration on Future Generations](#)' (September 2024).

⁴ FAO. 2022. *The future of food and agriculture – Drivers and triggers for transformation*. The Future of Food and Agriculture, no. 3. Rome. <https://doi.org/10.4060/cc0959en>

17. All Regional Conferences acknowledged and welcomed the FAO Strategic Framework 2022-31 in providing direction for FAO's work and contributing to the achievement of SDGs in the regions. Members appreciated FAO's efforts to adapt the Strategic Framework to the specific conditions, needs and priorities of Members in each region.

18. Below is a summary of common priorities arising from the 2024 Regional Conferences, which would be prioritized in planning for the next PWB 2026-27:⁵

- a) Support to mobilizing resources and financing to achieve food security, end hunger, and transform agrifood systems, with focus on countries' access to climate finance, developing investment plans, and implementing innovative financing mechanisms.
- b) Technical assistance and capacity building, knowledge exchange and sharing of best practices, in particularly for climate change adaptation, disaster risk reduction, data collection and analysis, digital agriculture, and sustainable production practices.
- c) Work on resilience-building in agrifood systems, including support to anticipatory action, early warning systems, and emergency preparedness.
- d) Enhanced efforts to promote gender equality and women's empowerment in agriculture, including supporting the collection of gender-disaggregated data, addressing the gender digital divide, and implementing gender-responsive policies and programmes.
- e) Support for small-scale producers, family farmers, and vulnerable rural populations, including facilitating access to resources, markets and digital technologies, and promoting inclusive rural transformation.
- f) Further development and implementation of corporate initiatives and strategies, including the Hand-in-Hand Initiative, One Country One Priority Product, the Science and Innovation Strategy, and the Climate Change Strategy tailored to regional and country contexts.
- g) Data dissemination, analytical, and standard-setting work, including through its flagship reports, communicating results on the ground across FAO's range of engagements, from emergency assistance to technical support.

19. As detailed above, the comprehensive, inclusive process to update the FAO strategic priorities for 2026-27 and beyond incorporates a *bottom-up, top-down* approach, starting with strategic consultations led by the FAO Regional Offices to identify regional trends, challenges and priorities, and taking on board the regional foresight exercises and guidance received from the FAO Regional Conferences. This bottom-up view of needs and priorities is used to feed into and inform the corporate (top-down) thinking led by the *better* and PPA teams, ensuring that overall FAO priorities embed regional perspectives.

IV. Priorities expressed by Technical Committees in 2024

20. Similar to the process described above for the Regional Conference guidance, headquarters technical units leading the 20 PPAs take into account global trends, challenges and priorities emanating from the global foresight process; and reflect guidance received from the Technical Committees⁶ of the Council in consolidating overall corporate priorities across the *four betters*.

21. This section presents a summary of technical priorities⁷ expressed – and endorsed – by the Technical Committees at their sessions held in 2024, which would be prioritized in planning for the next PWB 2026-27, and *Annex 3* shows the association of each technical priority area with the 20 PPAs, for every Technical Committee. Some adjustments were proposed to the technical priorities, mainly to reflect changes in PPA association and technical areas of emphasis.

⁵ CL 175/REP, paragraph 15.b)

⁶ COFO; COFI; CCP; COAG

⁷ COAG/2022/6; CCP 22/6; COFI/2024/11; COFO/2024/5.2

27th Session of the Committee on Forestry (COFO)

22. COFO's deliberations built upon the strategic direction set at its previous session, while adapting to emerging challenges and opportunities. The Committee endorsed the updated priorities for FAO's work in Forestry in 2024-2025 in the context of the implementation of the FAO Strategic Framework 2022-31 and the *FAO Forestry Roadmap: From Vision to Action 2024-2031*⁸ that outlines FAO's objectives and priority actions in forestry.

23. COFO highlighted the need for FAO to continue its leadership role in the Collaborative Partnership on Forests and to contribute to the implementation of the UN Strategic Plan for Forests 2017-2030. Several key areas were emphasized, as follows:

- a) Implementing the FAO Forestry Roadmap: From Vision to Action 2024-2031, with emphasis on supporting Members in translating its vision into concrete actions at national levels.
- b) Addressing climate change and integrated water management, including strengthening the role of contributions of forests for climate and water services, recognizing the need for increased support to developing countries.
- c) Ecosystem restoration and mainstreaming biodiversity, particularly through supporting the UN Decade on Ecosystem Restoration and implementing the FAO Strategy on Mainstreaming Biodiversity across Agricultural Sectors.
- d) Strengthening agriculture-forestry linkages, including integrating land-use planning and monitoring to achieve sustainable agriculture and forestry, addressing threats to forests as well as significant drivers of deforestation and forest degradation.
- e) Encouraging Members to integrate urban and peri-urban forests into city planning for climate action and sustainable agrifood systems, and recommending FAO provide technical support for resilient urban development while collaborating with international organizations.
- f) Supporting countries in accessing finance for forest-related actions, including capacity building for mobilizing finance and integrating sustainable forest-related value chains into climate and land restoration strategies.

24. COFO requested FAO to support Members in implementing these objectives through capacity building, technical assistance, knowledge sharing, and facilitating access to finance. The Committee stressed the importance of cross-cutting themes such as gender equality, youth engagement, and inclusion of Indigenous Peoples and local communities in forestry initiatives. The Committee further requested FAO to increase its normative and technical support to Members, upon request, to facilitate and build national legal and institutional capacity for sustainable forest management in line with the *FAO Forestry Roadmap*.

36th Session of the Committee on Fisheries (COFI)

25. COFI reaffirmed the critical importance of fisheries and aquaculture in achieving global food security, nutrition, and sustainable development, stressing the importance of alignment with the broader goals of the 2030 Agenda for Sustainable Development and the Blue Transformation Roadmap 2022-2030.⁹ On FAO's Programme of Work in fisheries and aquaculture under the FAO Strategic Framework 2022-31, the Committee endorsed the specific technical areas of emphasis for 2024-25 and beyond, along the three pillars of sustainable aquaculture, sustainable fisheries and sustainable value chains, noting the growing importance of the fisheries and aquaculture sector for food security, nutrition and livelihoods.

⁸ COFO/2024/5.1

⁹ FAO. 2022. *Blue Transformation - Roadmap 2022–2030: A vision for FAO's work on aquatic food systems*. Rome. <https://doi.org/10.4060/cc0459en>

26. The Committee highlighted the need for capacity building, technology transfer, and increased support for developing countries, emphasizing a number of key priorities, including:
- a) Sustainable aquaculture development: Promoting sustainable intensification and expansion of aquaculture, with a focus on implementing the Guidelines for Sustainable Aquaculture, fostering innovation, and supporting small-scale producers.
 - b) Effective fisheries management: Strengthening efforts to combat illegal, unreported and unregulated (IUU) fishing, implementing ecosystem-based approaches, and improving fisheries data collection and stock assessments.
 - c) Enhancing trade and value chains: Developing more efficient, inclusive, and sustainable aquatic food value chains, reducing food loss and waste, and promoting fair trade practices.
 - d) Climate change adaptation and biodiversity conservation: Addressing the impacts of climate change on fisheries and aquaculture, and integrating biodiversity considerations into sector management.
 - e) Supporting small-scale and artisanal fisheries: Recognizing their crucial role in food security and livelihoods, and implementing the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries.
 - f) Improving data and statistics: Enhancing the quality and coverage of fisheries and aquaculture data, with a special focus on consumption statistics and nutritional values.
 - g) Promoting gender equality and youth empowerment: Increasing opportunities for women and young people in the sector.
 - h) Strengthening resilience: Improving the sector's ability to respond to crises and emergencies.

76th Session of the Committee on Commodity Problems (CCP)

27. In addressing a range of critical issues affecting global agricultural commodity markets, CCP emphasized the ongoing vulnerability of markets to various shocks, including logistical disruptions, climate-related events, economic setbacks, and conflicts. It underscored the importance of maintaining open trade in food, agricultural products and fertilizers, to support global food security and nutrition, consistent with the provisions of the World Trade Organization (WTO).

28. Regarding FAO's Programme of Work in commodity markets and trade under the Strategic Framework 2022-31, the Committee appreciated the achievements in the 2022-23 biennium and endorsed the identified priorities for future work, specifically: commodity market monitoring and outlook, food security assessment and early warning, food and agricultural trade analysis, promotion of responsible global value chains, and support to governance and intergovernmental processes.

29. Recognizing FAO's global leadership in enhancing market transparency, the CCP emphasized a number of key priorities, including:

- a) The provision of timely, reliable information in guiding policy decisions, market monitoring and assessment.
- b) Continued strengthening of FAO's market intelligence work and the Agricultural Market Information System.
- c) Expansion of analytical scope to cover additional commodities and development of new tools, such as a fertilizer price index.
- d) Research and capacity building to address the complex linkages between food trade and nutrition.

30. CCP urged FAO to ensure regional balance in its work, calling for increased support to developing countries, and to consider in future work challenges and opportunities in least developed countries (LDCs), Land Locked Developing Country (LLDCs) and Small Island Developing States (SIDS) to implement measures to support resilient and sustainable agrifood systems.

29th Session of the Committee on Agriculture (COAG)

31. COAG reaffirmed nutrition as a core priority and recommended to enhance work on mainstreaming nutrition across all its activities, including support to Members in accelerating policies and actions for enabling healthy diets, grounding nutrition principles in food-based dietary guidelines with agriculture and food systems considerations, contextualized to local needs and priorities, culture and eating habits.

32. The Committee took note of the programmatic priorities and acknowledged that they fully contribute to the FAO Strategic Framework 2022-31, aligning with the global trends and developments identified by FAO. COAG also highlighted the following priorities for FAO's work in the coming years:

- a) Scaling up the One Health approach, through developing and implementing a Policy Framework on One Health in Agrifood Systems for Global Health and Food Security, and mechanisms for engaging in support to Antimicrobial Resistance.
- b) Continued integration of technologies and innovations, while addressing potential risks and creating enabling environments for their adoption, particularly by small-scale producers.
- c) Further explore the potential of neglected and underutilized species in diversifying and strengthening agrifood systems, especially in the context of climate change adaptation.
- d) Work on sustainable bioeconomy for agrifood systems, scaling up technical and policy support for the climate change, biodiversity, food security and nutrition nexus approach.

V. Updates to the results framework

33. The FAO results framework is firmly anchored in the 2030 Agenda, prioritizes SDG targets and indicators, and includes 20 Programme Priority Areas, cross-cutting themes and accelerators. It guides the planning of FAO's work during the two-year Programme of Work and Budget and provides the basis for reporting on delivery of results and financial resources. With country programming fully integrated within the Strategic Framework, the biennial plan addresses country priorities, as agreed with Members in the Country Programming Frameworks and the UN joint programming processes from which they are derived.

34. Changes to the FAO results frameworks respond to Governing Body requests for adjustments, reflect the evolution of global trends and challenges and developments in the global agenda, address external expert advice, incorporate updates to promote more effective and efficient internal processes and include refinements for increased clarity in measurement methodologies. Changes pertain equally to the *four betters* (Chapters 1-4 of FAO's Programme of Work), Objective 5, Functional Objectives and Special Chapters. In parallel with the strategic thinking process to adjust programmatic priorities under the *four betters* and 20 PPAs, FAO has also put in place a fit-for-purpose process for the business units and units responsible for mainstreaming the accelerators and cross cutting themes. This process will identify priorities for increased emphasis to strengthen key services and better enable headquarters technical units, regions and Country Offices to deliver more effectively. The results framework presented in the MTP 2026-29 and PWB 2026-27 will capture this aim of continuous improvement.

35. FAO will strengthen its performance management framework and the Organization's overall accountability under the *four betters* by introducing baselines and milestones for the PPA output indicators. Under Objective 5, Functional Objectives and Special Chapters, FAO will introduce refinements to the results frameworks, including new key performance indicators (KPIs) to better quantify outcomes of the Ethics Office and Ombudsman Office,¹⁰ the timeliness of implementation of critical audit recommendations, and providing a more comprehensive assessment of the management of financial resources.

36. Initial amendments in line with the adjustments described above have been incorporated in *Annex 1* to the present document, as follows:

¹⁰ CL 175/REP, paragraph 25.c)

- a) baselines for the PPA output indicators, to improve accountability and more effectively gauge performance in contributing to PPA Outcomes and related SDG targets, as requested by Council.¹¹ With the first biennium of implementation of the FAO Strategic Framework 2022-31 having come to a close, output indicator data was collected (2022-23 actuals) and will serve as baseline for the second Medium Term Plan programming cycle of 2026-29;
- b) updates to SDG indicator formulations, in line with the annual refinements to the official indicator list submitted by the UN Secretary-General to the UN Economic and Social Council;
- c) information on actual performance in the last biennium against the KPIs under Objective 5, Functional Objectives and Special Chapters, following Council guidance;¹² and technical and editorial amendments to KPIs to clarify, refine and harmonize monitoring and reporting.

37. Additional refinements to the results framework will be presented in the MTP 2026-29 and PWB 2026-27 documents, including to results formulations and milestones, as further described below.

VI. Other elements of the planning documents

38. In this section FAO Management aims to flag the additional elements to be integrated into the Organization's planning documents. These areas emanate largely from the ongoing dialogue in the Governing Bodies and related requests, and other areas of operational or strategic importance:

- a) *Grounding the FAO Strategic Framework in countries*: Recognizing that SDG achievement will ultimately be at country level, the Medium Term Plan 2026-29 will provide an update to Members on FAO's plans to deepen the embedding of agrifood systems transformation in the UNDS repositioning processes, ensuring a systems approach and promoting policy coherence. Improved grounding of the FAO Strategic Framework in countries ensures a more robust basis for harnessing the bottom-up inputs that are crucial to inform overall corporate priorities under the PPAs, including normative and standard-setting work.
- b) *Results framework milestones*: As requested by Council, in addition to the baselines included in *Annex 1* to the present document, the PPA results framework presented in the Medium Term Plan 2026-29 and Programme of Work and Budget 2026-27 will also include milestones to improve accountability and more effectively gauge FAO's performance in contributing to PPA Outcomes and related SDG targets. Due to the near completion of the rollout of the new generation of UNSDCF's and agreements with Members on the FAO Country Programming Frameworks derived from the UN joint programming processes, it is now possible to meaningfully include them in the upcoming MTP cycle.
- c) *Improved ways of working*: In line with the need for improved efficient, effective and innovative ways of working to rise to the future challenges facing agrifood systems in the context of the 2030 Agenda, the Medium Term Plan 2026-29 will provide updates on the Organization's plans in the areas of transformative partnerships, innovating funding and financing, working better as One FAO, and risk management.
- d) *Areas of emphasis and de-emphasis*: Areas of programmatic emphasis and deemphasis will be presented in the Programme of Work and Budget 2026-27 following the structure of the *four betters*.
- e) *Efficiency gains and savings*: A section providing an update on the Organization's efforts and achievements on efficiency gains and savings will be included in the PWB 2026-27, in line with the guidance of Conference.¹³

¹¹ CL 175/REP, paragraph 8.j)

¹² CL 175/REP, paragraph 25.f)

¹³ C 2023/REP, paragraph 60

- f) *Integrated funding*: The PWB 2026-27 will include information on the latest forecasts of extrabudgetary resource mobilization and their application, as requested by Council.^{14,15}
- g) *Potential high impact areas and resource needs*: In addition to providing an integrated view of proposed Regular Budget resources and expected voluntary contributions, the MTP 2026-29 and PWB 2026-27 will, for the first time, also present to Members a set of work areas with high potential for transformative impact that could benefit from additional funding, as well as possible vehicles for strengthening the Organization's overall Programme of Work.
- h) *FAO Technical Capacity Assessment*: FAO has enlisted the services of an expert consultancy to undertake an assessment of the Organization's current technical capacity to identify gaps and transition pathways to optimize FAO's technical readiness to meet the future trends and challenges facing agrifood systems. This process will be linked to the ongoing strategic thinking process. An update on the status of the assessment will be provided in the PWB 2026-27.
- i) *Country Offices Network*: FAO will update Members on progress on the way forward under the Country Offices Network following guidance from the Council at its 175th Session¹⁶ to ensure budget neutrality and preserve technical capacity at headquarters, regional and subregional offices.
- j) *Additional budgetary details*: Responding to the guidance of the 175th Session of the FAO Council,¹⁷ with the PWB 2026-27, FAO will provide information to Members on the distribution of the budget by category and item of expenditure and a staffing table showing the distribution of posts by grade.

¹⁴ CL 175/REP, paragraph 8.d)

¹⁵ It is recalled that Members can access real-time information on FAO's extra-budgetary and TCP projects in the Project Dashboard of the Transparency Portal, which provides a wealth of information and is searchable by region, country, resource partner, PPA and SDG, and which also provides brief fact sheets for completed projects.

¹⁶ CL 175/REP, paragraph 24.e)

¹⁷ CL 175/REP, paragraph 25.f)