

165th Session of Council
Outline of the Strategic Framework 2022-31 and Outline of Medium Term Plan 2022-25
(CL 165/3)

Thank you Independent Chairperson of the Council for giving me the floor.

Distinguished delegates good morning, I have the pleasure to be here today to illustrate the development of the new Strategic Framework for the period 2022-31.

The Strategic Framework is being developed through an inclusive and transparent process involving extensive internal and external consultations, Governing Body meetings and informal consultations.

In 2020-2021, FAO will produce the following Governing Body documents:

- (a) Provisional outline of the Strategic Framework 2022-31 for the Programme Committee (June, 2020) and Council (July, 2020)
- (b) Outline of the Strategic Framework and outline of the MTP (Regional and Technical Priorities) for the Joint Meeting of PC/FC and Programme Committee (November, 2020) and this 165th session of the Council (November/December, 2020)
- (c) Strategic Framework 2022-31, MTP 2022-25, PWB 2022-23 for the Programme and Finance Committees (March, 2021) and the 166th session of the Council (March/April, 2021) to be approved by Conference (2021)

FAO has held consultations with Members both formal and informal since September and these are expected to continue until March 2021. The formal processes include the round of Regional Conferences, now completed, and the Technical Committees which will be completed in early March 2021. Informal consultations include meetings and briefings with all Regional Groups and Permanent Representatives. And of course we will continue with more informal consultations along the way.

The Outline of the Strategic Framework builds on the momentum and transformations already taking place in the Organization, including FAO's new modular and flexible structure at headquarters to ensure tangible, impactful, and visible results to its Members as One-FAO.

FAO is also increasing efficiency and effectiveness by breaking silos, reducing bureaucracy and improving flexibility to respond to emerging needs and priorities. We are using innovative approaches and strengthening partnerships with all stakeholders, especially with UN agencies and RBAs.

The Framework is developed in close alignment with other major activities, including the Hand-in-Hand Initiative and FAO's COVID-19 Response and Recovery Programme. The Hand-in-Hand Initiative offers state-of-the-art tools and technologies for countries to benefit from a ready-made coordination structure.

Synergies and complementarities with concomitant work for the Food Systems Summit 2021 is also being taken in consideration.

FAO's normative work is a major comparative strength of FAO as a UN specialized agency. The visibility of normative work will be increased through full integration in the FAO results framework monitoring and reporting system.

The Outline of the Strategic Framework was developed mindful of a world facing escalating threats which demands the need to act without delay to safeguard livelihoods, transform our food systems to future-proof our planet and lock in sustainable outcomes. The 2030 Agenda is there to guide us.

Supporting the development of the Strategic Framework is FAO's Corporate Strategic Foresight Exercise (CSFE), which aims to accelerate strategic thinking to increase preparedness and effectiveness in providing support to achieve Agenda 2030, and to share knowledge regarding challenges, threats and opportunities.

The document also includes an outline of FAO's Change Management Strategy, which focuses on FAO as an agile enabler of change, transparent, inclusive, innovative, effective and impactful, and that serves its Members to achieve the "four betters".

The strategic narrative guiding the development of the new Strategic Framework is that FAO will work to support the achievement of the 2030 Agenda and three Global Goals of Members by promoting food systems to meet our aspiration of Leaving No One Behind through sustainable, inclusive and resilient food systems for the "four betters": *better production, better nutrition, a better environment, and a better life*. FAO's vision and the Three Global Goals of Members remain the same.

In order to accelerate our progress and maximize our efforts in meeting the SDGs and to realize our aspirations – the four betters - FAO will apply four cross-cutting/cross-sectional "accelerators" in all our programmatic interventions: (1) *technology*, (2) *innovation*, (3) *data* and (4) *complements (governance, human capital, and institutions)*.

The new Strategic Framework places the 2030 Agenda at its centre, grouped by the four betters, and guided by the lens of SDG 1 No poverty, SDG 2 No hunger, and SDG 10 Reduced inequalities. Beyond this lens, the Framework highlights the importance of all SDGs in achieving FAO's overall vision, with for example SDG 14 spanning all four betters, given the importance of Life below water. Key SDGs and their indicators are used to promote focus and track progress.

The next step in the process is the development of Programme Priority Areas which will guide the programmes that FAO will implement 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.

In light of guidance provided by the Joint Meeting and the 129th Session of the Programme Committee, the Council is requested to consider the Outline of the Strategic Framework 2022-31 and Outline of the Medium Term Plan 2022-25 and invited to provide any guidance as deemed appropriate.

Thank you, Independent Chairperson of the Council and distinguished delegates. The Core Leadership is here together with me to answer any questions on this matter.