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# PROGRAMME COMMITTEE

**Hundred and Thirty-ninth Session**

**Rome, 11-15 November 2024**

**Update of the Vision and Strategy for FAO's Work in Nutrition**

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### EXECUTIVE SUMMARY

- A number of updates in data and evidence and other factors have evolved over the 3 years since the development of the *Vision and Strategy for FAO's Work in Nutrition*, which continues to hold relevance, as evidenced by its alignment with the FAO Strategic Framework 2022-31. The evolving global situation in hunger and malnutrition, however, necessitates some further reflections to ensure that FAO can realize its full potential to contribute to nutrition outcomes. Specifically, to support the process for setting priorities and related resource allocation in an efficient and effective manner to maximize its potential to realize that contribution, and to identify and track progress towards impact, moving beyond activity and output focused indicators.
- Under the FAO Strategic Framework 2022-31, the document title will now be updated as the *Vision and Approach for FAO's work in Nutrition (VAN)*.
- VAN will draw on the results from several existing and ongoing external reviews of several aspects of FAO's work on nutrition, ongoing review of the FAO Strategic Framework and planned strategic reflection activities, and additional targeted internal and external consultative processes.
- The final outputs to be included in VAN will be defined during the process, but it is anticipated that, at minimum, it may include 1) reflections on current and upcoming priorities for which FAO is strategically well-positioned to address, 2) a revised theory of change and related results framework, fully aligned with the FAO Strategic Framework and corporate monitoring systems, 3) reflections on resource implications.

### GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

- The Programme Committee is invited to review the document and provide guidance to inform the scope and process for the update, and to provide input on priority topics and desired results that should be emphasized as part of this update.

#### Draft Advice

##### **The Committee:**

- **noted that as per PC 130/5 Rev.1, the Vision and Strategy for FAO's Work in Nutrition is a living document to be improved and adjusted during the course of its implementation;**
- **appreciated the effort to explicitly link the Vision and Strategy for FAO's Work in Nutrition to the FAO Strategic Framework 2022-31, taking into account both Better Nutrition pillar of the Strategic Framework and the cross-cutting nature of the work of FAO in nutrition;**
- **welcomed the brief justification of the nutrition issues that have and must continue to inform the process of priority setting for nutrition actions across FAO;**
- **noted the name as of this update will be the Vision and Approach for FAO's Work in Nutrition; and**
- **appreciated the reflections on the current progress, and the proposed scope, process, and outputs for its update.**

## I. The Vision and Strategy for FAO's Work in Nutrition

### A. Brief overview of process and content

1. The 126th session of the Programme Committee of the Food and Agriculture Organization of the United Nations (FAO), in March 2019, when discussing the Evaluation of the *Strategy and Vision for FAO's Work in Nutrition*, recommended an update of the vision and strategy. After an inclusive consultation process, FAO presented to the Programme Committee, at its 130th Session, the updated *Vision and Strategy for FAO's Work in Nutrition*<sup>1</sup> including its accountability framework and implementation plan, which was welcomed by the Committee and adopted at the 166th Session of the Council. It is important to highlight that the FAO Strategic Framework was in development but had not yet been approved by the FAO Governing Bodies when the updated *Vision and Strategy for FAO's Work in Nutrition* was adopted.
2. FAO's vision for nutrition is a world where all people are eating healthy diets from efficient, inclusive, resilient and sustainable agrifood systems. FAO's mission in nutrition is to tackle malnutrition in all its forms by accelerating impactful policies and actions across agrifood systems to enable healthy diets for all.
3. In order to complete this mission and contribute to the vision, the updated *Vision and Strategy for FAO's Work in Nutrition* describes five action areas that FAO will undertake and five outcomes as results of FAO actions. The actions and outcomes focus on data, evidence, policy coherence and collective action, capacity, and advocacy and commitment for healthy diets.
4. This document reports on progress in the implementation of the FAO Nutrition Strategy and the justification and proposed process for its update.

### B. Advances: accountability framework

#### **Outcome 1. DATA: Decision makers are using more and better data to guide the selection, design and implementation of impactful policies and actions across agrifood systems for healthy diets.**

5. The FAO Strategic Framework 2022-31 defined statistics as a catalyst for generating change. Therefore, to expedite the impact of policies and actions across agrifood systems that promote healthy diets, FAO increased the amount of high-quality nutrition-relevant data on various dissemination platforms, including the FAO/WHO GIFT platform<sup>2</sup>. FAO also launched the Food and Diet Domain on FAOSTAT, facilitating access to and interpretation of data and statistics from national, household and individual level food and diet data sources. In 2023, 136 countries reported that they engaged in the collection, harmonization, understanding, and use of data and metrics on nutrition-related topics, with FAO's support.

#### **Outcome 2. EVIDENCE: Decision makers are using a larger body of evidence to guide the selection, design and implementation of impactful and coherent policies and actions across agrifood systems for healthy diets.**

6. FAO's flagship annual report, *The State of Food Security and Nutrition in the World (SOFI)*, provides up-to-date information on progress toward ending hunger, achieving food security, and improving nutrition, along with in-depth analysis and evidence-informed recommendations for response options. FAO expanded the evidence base available to decision-makers to craft and execute impactful and cohesive policies and actions within agrifood systems for promoting healthy diets. Specific interventions include sustainable public food procurement and healthy school meals<sup>3</sup>. In 2023, 113 FAO Country Offices reported their support to governments in leveraging knowledge

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<sup>1</sup> [PC130/5 Rev.1 \(English only\)](#)

<sup>2</sup> [Better data, better policies, better diets \(fao.org\)](#)

<sup>3</sup> FAO. 2024. Connect Portal. [Cited 10 September 2024]. <https://www.fao.org/connect-private-sector/search/detail/en/c/1655180/>

products on promising practices that foster healthy diets. Between 2021 and 2023, FAO doubled its strategic academic and research partnerships examining the impact of policies on healthy diets and nutrition. As a result, 112 countries utilized FAO-supported knowledge products to elaborate their policies and actions across agrifood systems in 2023.

**Outcome 3. POLICY COHERENCE AND COLLECTIVE ACTION: Greater coherence exists between policies designed to achieve nutrition, social, economic and environmental outcomes of agrifood systems and greater collective action on healthy diets.**

7. Leveraging its convening power and mandate to achieve policy coherence and coordinated, collective multistakeholder action for healthy diets, FAO considerably increased its participation and hosting of dialogues to stimulate policy coherence and collective action across agrifood systems to promote healthy diets. Key initiatives included the launch of the Coalition of Action on Healthy Diets from Sustainable Food Systems for Children and All (HDSFS) to translate UN Food Systems Summit commitments into action and bring together Members, UN agencies, civil society organizations, academic institutions, and social movements. FAO, in collaboration with the French agricultural research and international cooperation organization (CIRAD), also organized the International Conference on Geographical Indications in 2022, which gathered participants from 47 countries. Additionally, FAO co-hosted the global observance of the International Day of Awareness of Food Loss and Waste with the United Nations Environment Programme (UNEP), calling for actions from public and private entities to reduce food loss and waste.

8. FAO also engaged in innovative cooperation with the private sector. In 2023, FAO worked at high-level with private sector actors to push forward explicit actions and investments with the objective of enabling healthy diets. For example, FAO established a collaboration with Banco Nacional de Desenvolvimento Econômico e Social (BNDES) to advance shared goals in preserving Amazonia and other biomes, with a focus on supporting food and nutrition security, sustainable agricultural systems, forest bioeconomy, and biodiversity conservation<sup>3</sup>. A growing number of countries participated in collective action, tackling malnutrition under the auspices of the United Nations Decade of Action on Nutrition, particularly through the Global Action Network on Sustainable Food from the Oceans and Inland Waters for Food Security and Nutrition. By the end of 2023, 55 countries actively engaged in the action networks, up from 47 in 2021.

**Outcome 4. CAPACITY: FAO Members and global, regional, national and local stakeholders are implementing policies, laws, practices, investments and innovative actions at scale across agrifood systems to enable healthy diets.**

9. Since the adoption of the *Vision and Strategy for FAO's Work in Nutrition*, FAO continued to work with a diversity of stakeholders to strengthen technical and policy capacity needed for designing, implementing and scaling up impactful solutions to enable healthy diets. With FAO-supported policy, investment and technical assistance, 125 countries including national-level civil society, academia, rural advisory and agricultural extension services and schools have strengthened their capacity to make tailored interventions, as exemplified by the increased dissemination and adoption of training materials, food-based dietary guidelines and food and nutrition programmes for schools.

**Outcome 5. ADVOCACY AND COMMITMENT: Global, regional and national bodies have a stronger commitment to healthy diets.**

10. FAO advocated for the commitment to healthy diets as a priority goal for the governance of nutrition and agrifood systems. Leading by example, FAO has aligned the majority of its own policies and initiatives to include support for healthy diets as a strategic priority. From 2021 to 2023, FAO also expanded its engagement significantly with nutrition governance platforms at all levels to ensure effective nutrition governance at the local, regional and global levels.

*C. Advances: Implementation Plan*

11. As requested by Members, the updated *Vision and Strategy for FAO's Work in Nutrition* included an implementation plan to foster the enabling environment necessary to complete its mission

in nutrition. The key performance indicators reflect the areas of corporate readiness for change<sup>4</sup>, namely people, culture and processes.

**Component 1 – People. Needs for nutrition awareness, knowledge and expertise in headquarters and decentralized offices are met.**

12. FAO undertook several activities to enhance internal knowledge and capacities on a variety of themes relevant for nutrition. FAO is working to raise nutrition awareness and knowledge among its employees through expansion and strategic utilization of the FAO Technical Network on Nutrition. Subscribers to the Technical Network on Nutrition reached approximately 1200 in 2023, expanding nearly twenty-fold since 2021. Examples of activities undertaken through Technical Network on Nutrition include webinars and meetings to raise nutrition awareness and knowledge for personnel at headquarters and across decentralized offices. Brief surveys and meetings with subscribers have been used to identify priority topics. Further work is ongoing to expand and enhance the internal web-based communications channel, creating further opportunities for dialogue and engagement across FAO on topics of relevance for work in nutrition.

13. FAO has institutionalized Nutrition Focal Points at the country office level and 98 countries have registered their focal point in the FAO Country Office Information Network (COIN) platform. Nonetheless, there remains a recognized gap in nutrition expertise at the country level, with roughly half of all country offices reporting they would like greater nutrition expertise in their office, which may constrain further progress.

**Component 2 – Culture. FAO communicates continuously on nutrition and leads by example.**

14. FAO promoted healthy diets for its employees and visitors through diverse initiatives such as communications campaigns, special healthy menus, office backyard gardens, etc. At FAO headquarters, an innovative behavioural science pilot study<sup>5</sup> focused on promoting healthy food choices in the FAO canteens and some positive results on availability, presentation, and placement of healthy options have been implemented permanently in the canteens.

15. FAO launched the Healthy Food Environment Checklist to guide offices in enabling the food environment to be supportive of healthy diets. In 2023, 82 percent of offices completed the Healthy Food Environment Checklist, an increase over 71 percent that was reported in the first year (2022).

**Component 3 – Processes. FAO monitoring systems can capture the extent to which nutrition is integrated into FAO's Programme of Work and Budget.**

16. Since the adoption of the *Vision and Strategy for FAO's Work in Nutrition*, FAO has significantly enhanced corporate monitoring systems to capture aspects of FAO's work in nutrition across its portfolio. FAO is undertaking a variety of activities to enhance the quality of monitoring of nutrition in projects and programmes via the FAO nutrition policy marker and exploring ways to utilize these data for internal and external communications purposes.

17. FAO successfully deployed the nutrition module as part of the FAO Representations Country Annual Report (CAR), and a nutrition dashboard is embedded in the Country Office Management and Monitoring Indicators Tool (COMMIT). This dashboard provides information in three key areas: areas of FAO support to enable healthy diets, availability of nutrition expertise, and active nutrition-sensitive projects.

18. Additional related information is provided in documents COAG/2024/13 and the *Vision and Strategy for FAO's Work in Nutrition – accountability framework and implementation plan 2022–23 progress report*<sup>6</sup>.

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<sup>4</sup> D. Cohen. 2005. The heart of change field guide. Harvard Business Review Press.

<sup>5</sup> [Corporate Environmental Responsibility at Fao 2022 Annual Report](#)

<sup>6</sup> [COAG/2024/13, and 2022-23 progress report](#)

## II. Motivation for the update

### *D. Alignment of the Vision and Strategy for FAO's Work in Nutrition with the FAO Strategic Framework 2022-31*

19. As noted in paragraph 1, while the *Vision and Strategy for FAO's Work Nutrition* (2021) was finalized before the FAO Strategic Framework 2022-31, it is fully aligned with regards to guiding principles, action areas and outcomes.
20. In the FAO Strategic Framework 2022-31, FAO Members called for more action to reach the ambitious goals of 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. Thus, recognizing that better nutrition is one core mandated purpose of the Organization<sup>7</sup> and its realization contributes to achieving the Sustainable Development Goals (SDGs) by addressing the interconnected economic, social and environmental dimensions of agrifood systems as articulated in the pathway to impact of the *Vision and Strategy for FAO's Work in Nutrition*. Both the FAO Strategic Framework and the *Vision and Strategy for FAO's Work in Nutrition* address SDGs 1, 2, and 10, with additional contributions to influence SDGs 3, 12, 14 and 17.
21. The FAO Strategic Framework 2022-31 also notes that nutrition is among a number of key technical themes of a cross-cutting nature (e.g. climate change, biodiversity) that are explicitly visible in the Programme Priority Areas (PPAs) and have dedicated cross-organizational strategies requested by the Governing Bodies with specific accountability to Members<sup>8</sup>.
22. The FAO Strategic Framework 2022-31 encourages a strategic and systems approach within all FAO's interventions while FAO's mission in nutrition (*tackle malnutrition in all its forms by accelerating impactful policies and actions across agrifood systems to enable healthy diets for all*) articulates FAO's comparative advantage in support to nutrition through an agrifood systems approach and thus places FAO's work strategically within the eco-system of multisectoral, multistakeholder support to improving nutrition.
23. The FAO Strategic Framework 2022-31 sets out a reinvigorated, fit-for-purpose business model aiming to ensure an inclusive and agile Organization including working under a unified vision (One FAO) and embracing efficient and innovative approaches. This is reflected in the Implementation Plan of the *Vision and Strategy for FAO's Work in Nutrition* and the eight guiding principles<sup>9</sup> that reinforce the fundamentals of the Charter of the United Nations and orient the work to enable healthy diets in the context of implementation of the FAO Strategic Framework 2022-31.

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<sup>7</sup> [Basic texts of the Food and Agriculture Organization of the United Nations. Vol. I and II. 2017 edition. Rome.](#)

<sup>8</sup> [FAO Strategic Framework 2022-31, Para 72](#)

<sup>9</sup> [Guiding Principles](#)

*E. Justification for a mid-course update and renaming of the Vision and Strategy for FAO's Work in Nutrition*

24. To provide clarity to FAO personnel and partners, the *Vision and Strategy for FAO's Work in Nutrition* will, through this update, be reframed as the *Vision and Approach for FAO's Work in Nutrition* (VAN). This framing is well-aligned with the substantive content, focused on priorities, results and ways of working, aligned with and supportive of the FAO Strategic Framework 2022-31.

25. A number of updates in data and evidence and other factors have evolved over the past three years. FAO believes that the current framing and action areas within FAO's work in nutrition continue to hold relevance, as evidenced by its alignment with the FAO Strategic Framework 2022-31 noted above. The evolving situation, however, necessitates further reflections to ensure that FAO can most effectively realize its full potential to contribute to nutrition. Specifically, to support the process for setting priorities in an efficient and effective manner, and to identify and track progress towards impact, moving beyond activity and output-focused indicators.

26. Evolving factors include (but are not necessarily limited to): a) the data and evidence and central focus on linkages between climate change and agrifood systems, and the potential implications of this for healthy diets and nutrition now and in the future; b) the central importance of healthy diets and nutrition on the political and related development agendas, resulting in a crowded space of interested stakeholders providing evidence and technical assistance in a variety of manners; and c) the resulting high demand for FAO's voice and support to efforts related to healthy diets and nutrition in countries and globally alike, leading to high demand for FAO's expertise, also to new areas of potential collaboration, and increased need to coordination in some areas with other UN agencies and beyond.

Climate change and malnutrition are two of the greatest challenges facing humanity today. Although climate change and malnutrition have traditionally been addressed separately, their interconnectedness presents an opportunity to tackle both challenges in an integrated manner, contributing to the achievement of SDGs 2 and 13 and creating synergies with other SDGs<sup>10</sup>. Solutions can be mutually reinforcing across systems that are fundamental to good nutrition – agrifood, water, social protection and health systems. To advance this agenda, FAO launched a technical report entitled *Climate action and nutrition: pathways to impact*<sup>11</sup> at the 51st plenary of the Committee on World Food Security<sup>12</sup>, highlighting the evidence-based response options with potential positive benefits to climate and nutrition simultaneously, and launched the *Global Roadmap for Achieving Sustainable Development Goal 2 (SDG2) without Breaching the 1.5°C Threshold*<sup>13</sup>. FAO continues to demonstrate strong leadership in advancing the integration of climate and nutrition including providing key support to the COP 27 Global Flagship Initiative on Climate Action and Nutrition (I-CAN). At COP 27 and COP 28, FAO facilitated high-level engagement, advocating for nutrition and exploring opportunities to scale up innovative, integrated actions within agrifood systems that deliver benefits for both climate change mitigation or adaptation and improved nutrition outcomes<sup>14,15</sup>. FAO also expanded global access to dietary data through the *FAO/WHO Global Individual Food Consumption Data Tool* which now includes indicators on environmental impacts of current dietary patterns<sup>16</sup>. To support countries to develop or update their dietary guidelines in support of both people and planet, a new methodology to guide the development and implementation of dietary guidelines with a food systems approach that

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<sup>10</sup> [UNFCCC. 2023. Technical dialogue of the first global stocktake. Synthesis report by the co-facilitators on the technical dialogue](#)

<sup>11</sup> [FAO. 2023. Climate action and nutrition – Pathways to impact. Rome](#)

<sup>12</sup> [CFS. 2023. Summary Note Side event Integrating Climate and Nutrition: an essential action for zero hunger](#)

<sup>13</sup> [FAO. 2023. Achieving SDG 2 without breaching the 1.5 °C threshold: A global roadmap, Part 1. Rome](#)

<sup>14</sup> [FAO. 2022. COP27: FAO highlighted the importance of transforming agrifood systems as part of the solution to the climate crisis. \[Cited 10 September 2024\]](#)

<sup>15</sup> [FAO. 2023. COP28: At climate summit's first-ever Health Day, FAO highlights interconnected challenges of malnutrition and climate change. \[Cited 10 September 2024\]](#)

<sup>16</sup> [FAO. 2024. FAO/WHO GIFT | Global Individual Food Consumption Data Tool. \[Cited 10 September 2024\]](#)



considers nutritional value and sustainability was developed by FAO<sup>17</sup>. Furthermore, to actively engage with climate financing mechanisms, FAO has developed a guidance note to enhance nutrition sensitivity in Global Environment Facility (GEF) investments and programming<sup>18</sup>. FAO is also taking a co-leadership role in consolidating evidence gaps related to climate change and nutrition, aiming to prioritize the filling of evidence gaps, directly relevant for policy making. The scope and scale of requests with relevance for the nutrition and climate agendas require strategic reflection within VAN. The central role of diets in the prevention and management of all forms of malnutrition is now globally recognized. FAO has also demonstrated that healthy diets are not currently affordable for over 2.8 billion people globally<sup>19</sup>, while true cost accounting has demonstrated the enormous environmental, social, health and economic costs but also benefits generated by agrifood systems<sup>20</sup>. This global focus has brought extensive attention to the issues of agrifood systems transformation to enable healthy diets, with shifts in the focus of research, investments, policies and actions across multiple sectors. The topic of agrifood systems and implications for nutrition is now central to the strategies of many UN agencies not previously engaged in the agrifood sector. This provides enormous opportunities for collaboration for FAO, but also competition for leadership and resources.

27. FAO's strategic focus on transformation of agrifood systems implies that a large part of the work of FAO could contribute to FAO's mission in nutrition, should appropriate considerations be brought to bear at programme design and implementation phases. The corporate mission for FAO work in Nutrition articulates this broad ambition, and the five action areas (data, evidence, policy coherence and collective action, capacity, advocacy and commitment) reflect the Organization's core functions, a strength of FAO's priorities for nutrition. Additional guidance on concrete priority areas of work, and specific high-impact potential approaches across the five action areas, aligned with and in support of the *four betters* and 20 PPAs could support efforts to strengthen FAO's nutrition programming. FAO also recognizes that the current focus on activity and output-level indicators in the accountability framework of the updated *Vision and Strategy for FAO's Work in Nutrition* may limit FAO's ability to track progress towards the achievement of its mission and vision for nutrition. As a time-bound document articulating strategic priorities for the Organization, these represent important opportunities to further strengthen the utility of VAN.

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<sup>17</sup> [FAO. 2024. Food systems-based dietary guidelines: An overview](#)

<sup>18</sup> [FAO. 2023. A guidance note to enhance nutrition sensitivity in Global Environment Facility \(GEF\) investments and programming. Rome](#)

<sup>19</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>20</sup> [FAO. 2023. The State of Food and Agriculture 2023 – Revealing the true cost of food to transform agrifood systems. Rome](#)



### III. Proposed scope and process for the update to the Vision and Approach for FAO's Work in Nutrition (2025-2030)

#### *F. Scope and focus of the update*

28. The 2021 *Vision and Strategy for FAO's Work in Nutrition* was guided by a [2019 Evaluation](#) of the previous strategy, and the [Management Response](#).

29. While clearly articulating actions aligned with FAO's competencies and defining FAO's comparative advantage in support to tackling malnutrition in all its forms, FAO recognizes that the evolving evidence, the global and national policy landscape, and the changing panorama of stakeholders working in the field requires continual reflection and prioritization of FAO's work in nutrition to support to identification of the **highest priority issues**. **Forward-looking analyses and reflections** on are also critical at this time to ensure FAO is equipped to respond to demands for its work in nutrition as the deadline for the 2030 Agenda for Sustainable Development rapidly approaches, and planning for the post SDG era may begin.

30. Several important advances have been made in tracking results relevant to FAO's mission and vision for nutrition. The accountability framework and implementation plan have been successfully deployed within FAO and corporate monitoring mechanisms and have tracked a variety of process-focused indicators that provide valuable information (see Section I, B and C). In addition, lessons from the 2022-23 biennium have shown that there is also the opportunity to streamline a significant number of activities and output-focused indicators as well as the need to identify and incorporate others that can more effectively track progress towards results and better inform needs for course correction.

#### *G. Process for the update to become the Vision and Approach for Nutrition*

31. The thorough and inclusive process of development of the updated *Vision and Strategy for FAO's Work in Nutrition* adopted in 2021 permits a more streamlined and focused process for its update. VAN will draw on the results from several existing and ongoing external reviews of several aspects of FAO's work on nutrition, ongoing review of the FAO Strategic Framework and other planned strategic reflection activities, and additional targeted internal and external consultative processes.

32. The update will be led by the Food and Nutrition Division (ESN), under the supervision of the FAO Chief Economist, in close consultation with all technical divisions in headquarters, Regional Offices, and Country Office representatives. The broad Technical Network on Nutrition consisting of colleagues from across disciplines and headquarters, Decentralized Offices will provide a platform for broad internal consultation. Several external reviews of FAO's work in nutrition will inform potential gaps and priorities. A series of internal consultative processes will be complemented by consultations with external stakeholders.

33. In the spirit of continual learning and improvement, FAO has commissioned a consolidation of lessons learnt on nutrition mainstreaming from a variety of other organizations. The review will be used to develop a time-bound action plan for mainstreaming nutrition across FAO's core areas of work, with a focus on global- and country-level actions.

34. Several ongoing and planned activities will provide critical inputs for the review and the update. In 2024, FAO is undertaking a strategic programming exercise to reflect and review progress on implementation of the FAO Strategic Framework 2022-31. As part of this process, each PPA will undergo a review process to assess progress and opportunities for course correction. ESN, for example, convened a 2-day workshop, including staff from headquarters and Decentralized Offices to review progress and opportunities for BN1 (Healthy diets for all) and BN2 (Nutrition for the most vulnerable). Results from the reflective processes of all PPAs will be reviewed to identify information that may be relevant for the update, including areas for improved linkages of FAO's work in nutrition with other *betters*.

35. FAO will review lessons learned, results from monitoring and several reviews, and seek input from across the Organization to formulate suggested modifications and priority actions for the updated. An iterative consultative process with Members, core leadership, technical divisions and regional and country personnel will provide inputs for its modification and improvement.

36. The final outputs to be included in the update will be defined during the process, but it is anticipated that to include 1) reflections on current and upcoming priorities for which FAO is strategically well-positioned to address, 2) a revised/ theory of change and accountability framework fully aligned with the FAO Strategic Framework and corporate monitoring systems, with indicators to assess progress towards achievement of outcomes and impact, 3) reflections on resource implications.

37. Given that many of the activities mentioned above are already in progress, many recommendations should be ready in time to reflect as needed for 2025, with full implementation of VAN for the next biennium planning process.