PC 134/2 Annex 1: Updated results framework 2022-25

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 and agrifood systems in a changing climate and environment

SDG Indicators of Impact	2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size 2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture 6.4.1 (custodian) Change in water-use efficiency over time 6.4.2 (custodian) Level of water stress: freshwater withdrawal as a proportion of available freshwater resources 14.6.1 (custodian) Degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing 14.7.1 (custodian) Sustainable fisheries as a proportion of GDP in SIDS, LDC 14.b.1 (custodian) Degree of application of a legal/regulatory/ policy/institutional framework which recognizes and protects access rights for small-scale fisheries 15.2.1 (custodian) Progress towards sustainable forest management.
BP1: Innovation for Sustainable Agriculture Production	
BP2: Blue Transformation	
BP3: One Health	
BP4: Small-Scale Producers' Equitable Access to Resources	
BP5: Digital Agriculture	

	BP1: Innovation for Sustainable Agriculture Production
Gap	Global agricultural production must increase by at least 40 percent by 2050 with limited resources to cover expected food needs; yet, current agricultural production systems lack integration, optimization, diversification and innovation, while relying on intensive use of agricultural inputs and natural resources. Current systems are thus on an unsustainable trajectory for meeting future food, fibre and fuel demands while maintaining natural resources and, at the same time, they fall well short of their potential for economic and livelihood opportunities
Outcome	Sustainable crop, livestock and forestry production systems that are productive, resilient, innovative and competitive, and create integrated entrepreneurial and business opportunities inclusive of small scale and vulnerable producers, supported through enabling technologies and policies
SDG targets	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 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 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

	BP1: Innovation for Sustainable Agriculture Production
	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
SDG Indicators	2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size 2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status 2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture 6.4.1 (custodian) Change in water-use efficiency over time 6.4.2 (custodian) Level of water stress: freshwater withdrawal as a proportion of available freshwater resources 15.2.1 (custodian) Progress towards sustainable forest management
Accelerators	**Technology:** Technological innovations for increased up-scaling and use of productivity-enhancing sustainable agriculture innovations (e.g. high-quality seeds, breeds, feeds, environmental fertilizers, energy, water and resilient crop and livestock health), as well as cropping, livestock and forestry systems in support of climate resilience, adaptation and mitigation and sustainable protection technologies and delivery tools **Innovation:** Optimize crop production systems, improve the efficient use of resources as crops and livestock, and strengthen the management of soils, water, forests and agroforestry systems **Data:** Collection, analysis and dissemination of relevant data/information at disaggregated territorial level for crops, livestock and forestry with linkage to the Hand-in-Hand Initiative (HIH) geospatial platform **Complements:** Promote evidence-based policy dialogue and governance (institutional and political economy) analysis that incentivize uptake of sustainable agriculture innovations, set sustainability standards, and develop markets for sustainable products; this includes improved access to enabling environments for innovators to access knowledge, financial services, markets and opportunities for value addition and investments; leverage HIH Platform and employ tools for analyzing policy interactions and trade-offs
Key thematic components	• Sustainable production innovation: sustainable production systems and practices, agricultural inputs and more sustainable, productive processes • Sustainable transformation support through integration, demonstration and dissemination • Sustainable policies for an enabling environment: policy formulation and enabling environments for implementation of sustainable agriculture innovation • Enhance crop production and protection systems (e.g. tropical, drylands and urban/peri-urban agriculture) with high quality, productivity, efficiency and diversity through sustainable agricultural innovations • Improve resource use efficiency in livestock (including insect) production and health through sustainable agricultural innovations • Optimize the sustainable use of forests for agricultural productivity and income generation
Normative aspects	• Second Global Plan of Action (Second GPA) for Plant Genetic Resources for Food and Agriculture (PGRFA) • Global Programme on Sustainable Dryland Agriculture • 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) • International Plant Protection Convention (IPPC) • Global Action for Fall Armyworm Control • Global assessment of the contribution of livestock to food security, sustainable agrifood systems, nutrition and healthy diets • Secretariat of the Advisory Committee on Sustainable Forest-based Industries
Core function strategy	• Transforming data and intelligence systems, including statistics and data collection on agricultural production, land use and tenure, resource use, and rural/urban household livelihood profiles, as well as their linkage to the HIH Platform for advanced geospatial modelling and analytics • Norms and standards through intergovernmental forums (e.g. Committee on World Food Security (CFS), Committee on Agriculture (COAG) and its Sub-Committee on Livestock) • Governance and policy dialogue will play a central role in creating an enabling environment and scaling up sustainable agricultural innovations

	BP1: Innovation for Sustainable Agriculture Production
	• Capacity development for upscaling sustainable production practices and integrated approaches • Partnerships and catalysing coalitions to put sustainable agricultural innovations and strategies in practice for improved productivity • Practices and technologies tailored to smallholders, including digital tools
Output Indicators	1. Number of CPFs/countries where FAO has supported enabling technologies and policies that address SDG targets to ensure sustainable crop, livestock and forestry production systems that are productive, resilient, innovative and competitive and create integrated entrepreneurial and business opportunities inclusive of small scale and vulnerable producers 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	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 environmental sustainability
Risk/mitigation	**⚠ Risks:** 1. Insufficient resources and uptake of appropriate technologies and innovations due to limited accessibility, organizational capacity and economic incentives 2. Limited market demand for sustainable technologies, also due to conflictual food and agricultural incentives and subsidies **Mitigation:** 1. Identify and engage relevant stakeholders at all stages, to ensure buy in and capacity development, and support business risk management 2. Work with governments and other partners to develop appropriate policy support and incentive schemes

	BP2: Blue Transformation
Gap	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 (e.g. for aquaculture and post-harvest) or threatened (e.g. for sustainable fisheries)
Outcome	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
SDG targets	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 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 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 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 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 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 as reflected in UNCLOS,[1] 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
SDG Indicators	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) 2.2.2 Prevalence of malnutrition 14.2.1 Number of countries using ecosystem-based approaches to managing marine areas 14.4.1 (custodian) Proportion of fish stocks within biologically sustainable levels 14.6.1 (custodian) Degree of implementation of international instruments aiming to combat IUU fishing 14.7.1 (custodian) Sustainable fisheries as a proportion of GDP in SIDS, LDCs 14.b.1 (custodian) Legal frameworks which recognizes and protects access rights for small-scale fisheries 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

[1] United Nations Convention on the Law of the Sea (UNCLOS)

	BP2: Blue Transformation
Accelerators	**Technology:** Technical innovations for productivity and ecosystem protection throughout value chains, including capture, production and food processing **Innovation:** Innovative policies and practices, including digital solutions for production, market transparency and enhancement of consumer information systems and integrated planning of aquatic-based economic sectors **Data:** Enhanced disaggregated data collection with multidimensional fishery and aquaculture--related data available through the Hand-in-Hand Initiative geospatial platform, other alternative sources and existing data systems **Complements:** Capacity development for data-poor management systems, including climate change adaptations; break the technological divide through extension services and South-South and Triangular Cooperation; enhance value chains through policy coherence and capacity support
Key thematic components	• Component 1: ensure a growing contribution of aquaculture to sustainable agrifood systems, alleviates poverty and generates income for farmers, including youth • Component 2: transform and upgrade fish value chains to reduce loss and waste, promote transparency, stimulate sustainability, increase benefits and food distribution • Component 3: build transformative and innovative fisheries management systems through an Ecosystems Approach to Fisheries, particularly in data-poor regions
Normative aspects	• Code of Conduct for Responsible Fisheries and related technical guidelines • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • Port State Measures Agreement (PSMA), UN Fish Stocks Agreement, Compliance Agreement • Ecosystem Approach to Fisheries (EAF) and Aquaculture (EAA) • FAO Strategy on Biodiversity Mainstreaming across Agricultural Sectors • Vision and Strategy for FAO's Work in Nutrition • Addressing the Climate Change and Poverty Nexus • UN Decade on Ecosystem Restoration, UN Decade of Ocean Science, International Year of Artisanal Fisheries and Aquaculture • Regional fisheries bodies; Regional fisheries management organisations
Core function strategy	• Statistical services: collection, curation and analysis of aggregated and disaggregated production, consumption and trade data for aquatic systems; assessment and analysis of food security and nutrition trends and impacts on communities and households • Lead policy dialogues and processes with FAO Members and regional organizations, private sector and civil society to implement or develop normative instruments, particularly the Code of Conduct for Responsible Fisheries and associated instruments, including PSMA, SSF Guidelines, VGCDS,[2] VGGT and others • Capacity development for data-poor management methodologies and data collection systems, novel management practices, ecosystems-based approaches, integrated planning of aquatic-based economic sectors, extension services to facilitate technology and knowledge transfer, and stakeholder participation in decision-making • Establish partnerships and catalyse coalitions, including with civil society, the private sector and investment partners to escalate transformation • Advocacy that highlights and promotes socio-economic and environmental benefits from sustainable production of food from aquatic systems
Output Indicators	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 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)

[2] Voluntary Guidelines for Catch Documentation Schemes (VGCDS)

	BP2: Blue Transformation
Trade-Offs	Sustainable food production requires management 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 (e.g. energy and tourism), between aquatic and land based agrifood systems (e.g. agriculture), 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
Risk/mitigation	**Risks:** 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 2. Climate change impacts and ecosystem degradation restrict production capacity. Climate change impacts reduce sustainability of stocks; ecosystem restoration and targeted protection fails to improve ecosystem status **Mitigation:** 1. Support regulatory frameworks and monitoring programmes as well as development of capacity feasible technologies specific to country realities 2. Apply climate-adapted Ecosystem Approaches focused on flexible and proactive management arrangements that foster social-ecological and environmental resilience

	BP3: One Health
Gap	Increasing losses to production and adverse health effects caused by the spread of biological threats, including zoonotic infections of pandemic potential and antimicrobial resistance (AMR) in the crop, animal and aquaculture sectors
Outcome	Strengthened and better performing national and international integrated One Health systems for human, animal, plant and environmental health achieved through improved pest and disease prevention, early warning and management of national and global health risks, including AMR
SDG targets	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
SDG Indicators	1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies 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
Accelerators	**Technology:** Accelerating uptake of technical innovations and biosecurity guidance to curb pest and disease losses **Innovation:** Innovative, digital solutions for expansive scaling-up of engagement, addressing inequalities in health systems through an integrated One Health approach **Data:** Multiple-source surveillance information system at the territorial level, integrated with the Hand-in-Hand Initiative geospatial platform to better target actions and support user-level decisions **Complements:** Governance (institutional and political economy) analysis to improve One Health governance, global to national; improved food chain monitoring for health and safety; systems-based training and focused capacity development; enhanced science-policy interface
Key thematic components	• Integrated information systems (on animal and plant pests and diseases) • One Health and biosecurity human capital and resilience building • Preventing the next pandemic through a One Health approach • Emergency operations against transboundary plant pests and animal diseases • Transforming access to biosecurity and best-practice guidance • Health systems performance in sanitary and phytosanitary measures (SPS) standards for better trade and food security • Antimicrobial resistance: addressing AMR in the agriculture, fisheries and environment sectors
Normative aspects	• Joint FAO-OIE-WHO[3] Global Early Warning and Response System (GLEWS) for Major Animal Diseases, including Zoonoses, FAO Desert Locust Information Service (DLIS), FAO-WHO International Food Safety Authorities Network (INFOSAN) • Rotterdam Convention • International Plant Protection Convention (IPPC), Codex Alimentarius ("Food Code" for food safety) • Global Action Plan on Antimicrobial Resistance, and Tripartite Zoonoses Guide • FAO-OIE Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs) • FAO Good Emergency Management Practices (GEMP)

[3] World Organisation for Animal Health (OIE); World Health Organization (WHO)

	BP3: One Health
Core function strategy	• Data services for One Health decision-making: global pest, disease and health data systems on animal and plant pests and diseases for epidemic management and investment decisions in national health systems • Norms and standards development in SPS areas, biosecurity and health security systems (with SPS performance, including plant health) • Governance (including arrangements with the UN system, as well as non-UN partnerships) in the One Health/ecosystem services and biodiversity interface, and 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) • Capacity development for One Health and biosecurity implementation, through digital tools and partnerships, with innovative extension and adult learning for national human capital development • Policy development: implementation of the global strategies for major animal and plant pests and diseases, including *Peste des Petits Ruminants* (PPR), African Swine Fever (ASF), fall armyworm, locust management, Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs), Global Action Plan on AMR • Lead policy dialogues and processes with FAO Members and regional organizations, the private sector and civil society
Output Indicators	1. Number of CPFs/countries where FAO has supported SDG targets to achieve strengthened and better performing national and international integrated One Health systems for human, animal, plant and environmental health through improved pest and disease prevention, early warning and management of national and global health risks, including AMR 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	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; and stringency of biosecurity in international movements for trade *vis-à-vis* access and participation of small holders in markets; and in wildlife harvesting and health security
Risk/mitigation	⚠ **Risks:** 1. Reduced public expenditures on prevention, due to impact of COVID-19 on budgets and priorities, may reduce manageability and increase impact of Animal and Plant Pests and Diseases (APPDs) 2. National UN system programming priorities do not include agricultural biosecurity **Mitigation:** 1. Focus on an all-hazards approach within FAO programming and support resilience building and small farmer and producer level through advocacy and policy change 2. Extend the One Health approach to embrace all sectors (APPDs and AMR under biosecurity programmes)

	BP4: Small-Scale Producers' Equitable Access to Resources
Gap	Small-scale producers are responsible for a large share of food production and are custodians of natural resource and biodiversity management; yet they lack equitable access to resources and participation in policy and decision-making processes
Outcome	Enhanced equitable access of small-scale producers and family farmers to economic and natural resources, markets, services, information, education and technologies ensured through improved policies, strategies and programmes
SDG targets	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 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 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 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
SDG Indicators	1.4.1 Proportion of population living in households with access to basic services 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 2.3.1 (custodian) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size 2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status 2.4.1 (custodian) proportion of agricultural area under productive and sustainable agriculture 9.3.2 Proportion of small-scale industries with a loan or line of credit
Accelerators	**Technology:** Technological innovations for productivity increase through best practices, labour efficiency and supporting food storage and processing **Innovation:** Inclusive and adapted innovative technologies including digitalization for sustainable production and improved market access; development of digital capacity **Data:** More comprehensive small-scale food producer data disaggregated by gender across the food system available on the FAO Database and the Hand-in-Hand Initiative geospatial platform **Complements:** Level- and context-specific governance analysis to identify critical institutional, human capital and political economy bottlenecks to small-scale producers' access to productive resources; development of scenario-based analysis of alternative strategies for policy and institutional change
Key thematic components	• Access to economic resources, infrastructure and natural resources; and promoting best practice • Ensure secure tenure rights to land, water bodies, forests and grazing lands • Access to extension, information, services and training, technologies and innovations, and digitalization • Scale up and enhance social protection in increasing productivity; support small-scale producers to manage risks better • Promote local agrifood systems, emphasizing integrated production systems and food diversification • Respect and promote Indigenous Peoples' agrifood systems

BP4: Small-Scale Producers' Equitable Access to Resources	
Normative aspects	• Transforming food and agriculture to achieve the Sustainable Development Goals • Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) • Improving Governance of Pastoral Lands • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • FAO Policy on Gender Equality • FAO's Framework on Rural Extreme Poverty; FAO Social Protection Framework • The Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • Addressing the climate change and poverty nexus
Core function strategy	• Promoting small-scale producers practices and technologies adapted to local conditions with focus on increasing productivity, efficiency and sustainability, including digital and labour-saving solutions, tools and machinery • Gathering and analysing statistics on rural households, their make up (i.e. gender and age group), income status, contribution to economic growth, production profiles, food security and nutrition, consumption patterns, and gender-disaggregated work burden • Capacity development for small-scale producers with focus on young rural women and men fostering more sustainable food production, processing, marketing and consumption • Establishing partnerships and catalysing coalitions, including South-South and Triangular Cooperation, to agree on a common vision • Engaging with development banks and the private sector to mobilize investment in small-scale producer programmes • Inclusive policy dialogue and processes strengthening cross-ministerial linkages to consider benefits and trade-offs, including rural–urban linkages and supporting implementation of normative work and standard-setting • Advocacy for small-scale producer inclusion in decision-making and for inclusive governance models and policies
Output Indicators	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 and family farmers to economic and natural resources, markets, services, information, education and technologies 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	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)
Risk/mitigation	⚠ **Risks:** 1. Increasing pressure on already scarce natural and economic resources, exacerbated by the current disruption due to ongoing COVID-19 pandemic and new unexpected shocks 2. Exclusion of extreme poor and most vulnerable groups **Mitigation:** 1. Coordinate activities within FAO and with external partners to increase resilience of production systems and value chains 2. Strengthen small-scale producers through building cooperatives to ensure better negotiation and bargaining power, and support adequate expansion and configuration of social protection programmes to support small-scale producers and extreme rural poor and proper inclusion of women, youth and Indigenous Peoples

	BP5: Digital Agriculture
Gap	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
Outcome	Accessible digital ICT[4] technologies 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
SDG targets	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
SDG Indicators	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
Accelerators	**Technology:** Digital innovations for *better production*, post-harvest operations and integration in shortened and global value chains **Innovation:** Innovative policies and best practices, including digital solutions for increased production and transparent value chains **Data:** Enhanced disaggregated data collection and dissemination on and for the uptake of digital technologies in agriculture available through the FAO Database, the Hand-in-Hand Initiative geospatial platform and FAO Digital Services **Complements:** 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; address scale-neutrality and access issues
Key thematic components	• Increase the access, amount, timeliness and quality of digital solutions (data, information, knowledge and technology) available to the poor • Promote digital learning, which itself enhances technology adoption among farmers • Increase the transformative and innovative use of digital technologies to facilitate access to financial services and increase resilience
Normative aspects	• International Platform for Digital Food and Agriculture • Rome Call for AI[5] Ethics • Principles for Digital Development • UN Secretary-General's Roadmap for Digital Cooperation • E-agriculture Strategy Guide

[4] Information and communications technologies (ICT)
[5] Artificial Intelligence (AI)

	BP5: Digital Agriculture
Core function strategy	• Statistical services: collection, curation and analysis of aggregated and disaggregated data; assessment and analysis of food security and nutrition trends and impacts on communities and households (e.g. Food Insecurity Experience Scale, FIES) • 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 • 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 • Establish partnerships and catalysing coalitions, including with civil society, the private sector and investment partners to escalate digital transformation in food and agriculture • Advocacy that highlights and promotes socio-economic and environmental benefits from better use of scarce resources through Digital Agriculture; Usable, Useful and Used Data, Information and Knowledge; FAO advocates for the 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
Output Indicators	1. Number of CPFs/countries where FAO has supported SDG targets that ensure integration of accessible digital ICT technologies 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 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Digital technologies can deliver significant benefits to food and agriculture, but also entail risks and challenges, e.g. 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
Risk/mitigation	⚠ **Risks:** 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 **Mitigation:** Promote collaboration between all stakeholders and contribute to further development of the regulatory framework for digital technology for food and agriculture. Identify barriers and propose solutions to ensure transparent and inclusive application of digital technologies

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)

SDG Indicators of Impact	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 2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight) 2.2.3 prevalence of anaemia in women aged 15 to 49 2.c.1 (custodian) Indicator of food price anomalies 3.1.1 Maternal mortality ratio 3.2.1 Under-5 mortality rate 3.2.2 Neonatal mortality rate 3.3.4 Hepatitis B incidence per 100 000 population 3.4.1: Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease 12.3.1 (custodian) (a) Food loss index and (b) food waste index
BN1: Healthy Diets for All	
BN2: Nutrition for the Most Vulnerable	
BN3: Safe Food for Everyone	
BN4: Reducing Food Loss and Waste	
BN5: Transparent Markets and Trade	

	BN1: Healthy Diets for All
Gap	Lack of availability and accessibility of affordable nutritious foods is a driver of hunger and all forms of malnutrition that currently affect one of three individuals and every country in the world; in addition, consumers are often not informed, empowered or incentivized to consume healthy diets
Outcome	The right to adequate food established, and transition towards healthy diets for national populations prioritized in integrated institutional, policy and legal environments that ensure and incentivize engagement of consumers and the private sector
SDG targets	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 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 3.1 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, 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 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

	BN1: Healthy Diets for All
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development 14.b Provide access for small-scale artisanal fishers to marine resources and markets
SDG Indicators	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 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 2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight) 2.2.3 prevalence of anaemia in women aged 15 to 49 3.1.1 Maternal mortality ratio 3.2.1 Under-5 mortality rate 3.2.2 Neonatal mortality rate 3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease 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 14.b.1 (custodian) Degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries
Accelerators	**Technology:** Use of available state-of-the-art technology to improve data collection and analysis, the sustainability of agrifood systems and access to and affordability of healthy diets **Innovation:** Innovation on knowledge sharing and on policy instruments and advice to increase access to and affordability of healthy diets and sustainable agrifood systems **Data:** Harmonized dietary data from individual food consumption surveys, household consumption surveys and supply utilization accounts, together with a global indicator for diet quality (e.g. Minimum Dietary Diversity for Women, MDD-W) **Complements:** Enhanced food and nutrition governance analysis and strengthening to 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
Key thematic components	• Support agrifood system reforms for improving access to and affordability of healthy diets from sustainable agrifood systems • Influence consumer desire for healthy diets and the engagement of food chain actors to produce, label and market nutritious foods • Shape the policies, strategies, legislations and support institutional coordination and programmes to mainstream nutrition across sector policies • Support the education, information, capacities and awareness-raising of stakeholders and consumers
Normative aspects	• SOCO, SOFA, SOFI[6] • Committees on World Food Security (CFS), on Agriculture (COAG), on Commodity Problems (CCP), on Fisheries (COFI), on Forestry (COFO) • Products from economic, socio-political and legal analysis • FAO/WHO Global Individual Food consumption data Tool (GIFT), Codex Alimentarius Commission guidelines and standards

[6] 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);

	BN1: Healthy Diets for All
Core function strategy	• Further development, dissemination and implementation of nutrition and dietary guidelines and standards, and provision of policy guidance and support to national implementation of intergovernmental instruments such as the Voluntary Guidelines on Food Systems and Nutrition (CFS), for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security (CFS), and to support the Progressive Realization of the Right to Food in the context of national food security, and follow-up process of the UN Food Systems Summit • Improved availability and analysis of data to link policy and legislative action to changes in agrifood system operations, empowerment and sustainability in order to improve evidence-based decisions for agrifood systems transformation • Production of evidence-based policy and legal advice for more sustainable agrifood systems from production, processing and marketing to consumption, improved nutrition education and awareness and price measures to make healthy foods more affordable • Fostering partnerships with civil society, the private sector, and the UN system to pool evidence, coordinate advocacy and raise awareness, promote investments to transform agrifood systems to deliver healthy, affordable food for all
Output Indicators	1. Number of CPFs/countries where FAO has supported integrated institutional, policy and legal environments that ensure and incentivize engagement of consumers and the private sector to address SDG targets for establishing the right to adequate food and transitioning towards healthy diets 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Focusing on healthy foods could lead to trade-offs in sustainability and the cost of diet; however, benefits to a reduction in non-communicable diseases can 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
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 **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. Support advocacy and awareness raising on the benefits of healthy diets and supportive policies to drive behavioral change on the part of consumers and private sector through robust evidence

	BN2: Nutrition for the Most Vulnerable
Gap	Undernutrition is an underlying cause for approximately 45 percent of all child deaths, while – despite common perception – only one in four children with undernutrition is experiencing a humanitarian crisis. Furthermore, in all contexts children, women and indigenous people and minorities are at higher risk of hunger and all forms of malnutrition. Yet optimal data, targeting, policies and programmes to reach and respond to their needs is lacking
Outcome	Identifying and ending food insecurity and malnutrition for the most vulnerable individuals in all contexts made the specific focus of targeted policies, strategies and programmes developed and implemented by countries
SDG targets	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 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 3.1 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, 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
SDG Indicators	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 2.1.1 (custodian) prevalence of undernourishment 2.1.2 (custodian) prevalence of moderate or severe food insecurity in the population (FIES) 2.2.1 prevalence of stunting 2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight) 2.2.3 prevalence of anaemia in women aged 15 to 49 3.1.1 Maternal mortality ratio 3.2.1 Under-5 mortality rate 3.2.2 Neonatal mortality rate
Accelerators	**Technology:** Geographic Information Systems (GIS) and mobile technologies to map and monitor the vulnerable and reach the remotest of places for data collection and actions **Innovation:** Innovation combined with technology for creative and flexible solutions to identify the most vulnerable, their needs and leave no one behind **Data:** Geo-localized and digital technology will be used to identify and map vulnerable populations and collect data for groups where data are non-existent **Complements:** 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
Key thematic components	• Enabling environment for ensuring food security and nutrition including targeting drivers that increase risks for individuals most affected by hunger and malnutrition in all contexts • Design, develop and strengthen food, dietary, and nutrition monitoring systems and support the integration of data monitoring into surveillance systems • Scale-up new methods and technologies for data collection, its management and dissemination • Integrate food and nutrition needs into social protection/safety-net programmes and improve targeting • Support policies to incorporate food security and nutrition in disaster risk monitoring, surveillance and early warning and develop recovery programmes to prevent future burdens of malnutrition • Support assistance focused on prevention of hunger and malnutrition to mitigate future risks of malnutrition and address food security and nutrition needs of the most vulnerable, including through implementing the Global Action Plan for Child Wasting

	BN2: Nutrition for the Most Vulnerable
Normative aspects	• SOFI • 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Integrated Food Security Phase Classification (IPC) work • Codex Alimentarius Commission guidelines and standards • Other reports (and guidance) on fragile, conflict and disaster-affected states
Core function strategy	Monitoring and improving access to data is a critical core function and allows to: • Ensure that the most vulnerable individuals and their needs, risks, drivers and potential solutions to ensure food security and nutrition are identified • Inform how we build partnerships and coalitions for collective action that reaches the most vulnerable individuals • Focus normative work on guidance to support specific needs of the most vulnerable in any context • Advocate for those needs and the use of normative products • Develop and strengthen capacities for evidence-informed responses
Output Indicators	1. 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 most vulnerable individuals in all contexts 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
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, 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, including flexible and innovative funding mechanisms that facilitate overcoming the humanitarian-development divide

	BN3: Safe Food for Everyone
Gap	Each year worldwide, unsafe food causes 600 million cases of food-borne diseases and 420 000 deaths (of which 143 000 are children under 5 years of age)
Outcome	Integrated, multi-sectoral 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
SDG targets	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
SDG Indicators	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 (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age 2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) 3.2.1 Under-5 mortality rate 3.2.2 Neonatal mortality rate
Accelerators	**Technology:** Technological solutions and data-driven optimization of agrifood systems are critical to enable safer food for all **Innovation:** Innovation in food testing, processing and in agricultural production will fuel food systems to produce safer food and in sufficient quantities **Data:** Data on regulatory alignment, regulatory performance, surveillance and the capability of launching risk-based food safety responses and for tracking timely and credible national food safety indicators **Complements:** Strengthen national food safety incentives and capacities across all agrifood value chains to improve health, ensure inclusive access to markets, and protect incomes. Improve transparency and public awareness to increase trust among consumers and public and global trading partners
Key thematic components	• Food safety regulatory frameworks • Food safety governance and food control systems • Enhancing food safety capacity of value chain operators • Enhancing food safety awareness of consumers • Increase foresight, resilience and emergency response capacity • Strengthen and extend partnerships for food safety
Normative aspects	• FAO-led or co-led work on chemical, microbiological and nutritional risk assessments (JECFA, JEMRA, JMPR, and JEMNU)[7] • The FAO/WHO Codex Alimentarius Commission

[7] Joint FAO/WHO: Expert Committee on Food Additives (JECFA); Expert Meetings on Microbiological Risk Assessment (JEMRA); Meeting on Pesticide Residues (JMPR); Expert Meetings on Nutrition (JEMNU)

	BN3: Safe Food for Everyone
Core function strategy	• FAO has a wide network for collecting data and information on food and agriculture to assess the need for science and standards • FAO, jointly with WHO, has the expertise for food safety science, risk assessment, and scientific advice (through JECFA, JEMRA, JMPR and JEMNU) to define evidence-based standards • FAO, jointly with WHO, is accepted as a neutral platform, convener and facilitator and has created the normative flagship for risk management, Codex Alimentarius • FAO is globally present to deliver capacity development, advice and support to Members to assess their needs and to assist them in implementation of evidence-based approached to ensure food safety for all
Output Indicators	1. Number of CPFs/countries where FAO has supported SDG targets that promote adoption and implementation of integrated, multi-sectoral food safety policies and legislation across national agrifood systems and enhanced capacities and awareness of value chain operators and consumers 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Risks stemming from the efforts of other programmes may impact on food safety, e.g. reducing food loss and waste or promoting minimally processed foods as parts of healthy diets could increase risks to food safety if not managed appropriately
Risk/mitigation	⚠ **Risks:** 1. Pandemic control measures can cause disruptions in food chain operations and increase the risk of food insecurity 2. Lack of political will to embrace the systems approach required to ensure safe food for all can delay or prevent the adoption of necessary measures 3. Climate change, including adverse and extreme weather events, will pose new risks to food safety **Mitigation:** 1. Develop and disseminate risk-based resource distribution and innovative electronic tools (e.g. remote inspection) 2. Organize public high-level multi-sectorial food safety events with decision makers to drive sustained commitments 3. Policy, programmes, and partnerships will need to integrate flexibly to respond to new challenges

	BN4: Reducing Food Loss and Waste
Gap	Fourteen percent of all food produced is lost up to but excluding retail, and another non-negligible percentage is wasted from retail; food loss and waste (FLW) disproportionally affects high-value perishable foods needed for a healthy diet, thus contributing to malnutrition that affects one of three people globally
Outcome	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
SDG targets	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
SDG Indicators	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 (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age 2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) 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
Accelerators	**Technology:** Blockchain and artificial intelligence (AI) approaches to track food that is being lost or wasted along a supply chain and use that information to find alternative uses for that food **Innovation:** Innovative solutions to resolving causes of FLW, and innovation on data collection approaches and media channels to reach consumers of all ages will be at the core of FAO strategies to accelerate FLW reduction **Data:** FLW data collection for all stages of value chains within countries to inform policy, programme and individual decisions for reducing FLW **Complements:** 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
Key thematic components	• Overcome the data deficit to support achievement of SDG 12.3 • Identify simple business cases for reducing FLW • Contribute to regulatory frameworks on FLW • Improve access to technologies and support innovations for more efficient and resilient harvest, storage, processing, packaging and logistics • Invest in human capital through education and training • Enable the implementation of the Voluntary Code of Conduct for FLW Reduction • Raise consumer awareness and empowerment • Safely and effectively recover food and redistribute it
Normative aspects	• Voluntary Codes of Conduct for FLW Reduction • State of Food and Agriculture (SOFA) 2019 -Moving forward on FLW reduction • FAO Technical Platform on the Measurement and Reduction of FLW

	BN4: Reducing Food Loss and Waste
Core function strategy	• Inform policy and decision-making by providing data on FLW through FAO's custodianship of the relevant SDG indicator 12.3.1 • Capacity development of country-led institutions for FLW data management methodologies and data collection systems • Establish partnerships and coalitions with country-led institutions in support of Members' efforts to reduce FLW • 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 • Advocacy and communication that highlights and promotes FLW reduction, including preparing material for information campaigns, education and training
Output Indicators	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 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	There is risk to food safety in the efforts to reduce food losses and waste 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. The processing of foods to reduce losses and waste potentially introduces a reduction in quality of food (i.e. through introduction of salt or other substances) that could challenge the ability to ensure healthy diets and thus processing should be done in a nutrition-sensitive manner
Risk/mitigation	**Risks:** 1. Identifying the 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 **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, in order to ensure that measures to reduce FLW are coherent with broader environmental, food security and nutrition benefits for society

	BN5: Transparent Markets and Trade
Gap	Lack of timely and credible market information contributes to policies that exacerbate market shock impacts and price volatility, with negative impacts on food security and nutrition; weak institutional capacities to negotiate trade agreements and put in place trade-related policy measures and digital solutions limit inclusivity and benefits of trade for consumers and small-scale actors
Outcome	Improved market transparency and equitable participation in markets, global value chains and international trade achieved through policy coordination and human and institutional capacities for evidence-based decision-making
SDG targets	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
SDG Indicators	2.b.1 Agricultural export subsidies 2.c.1 (custodian agency) 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
Accelerators	**Technology:** Promote wide uptake of FAO systems and tools through leveraging new technology and innovation **Innovation:** 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) **Data:** Timely and credible data on markets and prices; harmonized trade data in nutrient equivalents; sex-disaggregated data on value chain participation **Complements:** • Leverage AMIS,[8] CCP and the IGGs[9] to provide mechanisms and neutral forums to enhance market transparency and promote trade policy responses • Develop tools and e-training to increase human capital and institutional capacity at country and regional levels
Key thematic components	• Establish market intelligence and early warning systems at country and regional levels to collect and analyse market and trade data • Assist countries in developing human capital and institutional capacities for formulating, negotiating and implementing multilateral and regional trade agreements • Support innovative policy and technical approaches, and novel business models promoting and facilitating the integration of small-scale actors into markets and value chains • Strengthen multi-stakeholder regional networks to advance regulatory cooperation on trade facilitation measures, including on SPS-related issues • Promote the adoption of ICT and digital solutions to simplify trade processes, facilitate market integration and increase the potential for consumers and small-scale actors to reap benefits from trade

[8] Agricultural Market Information System (AMIS)
[9] FAO Intergovernmental Group (IGG)

	BN5: Transparent Markets and Trade
Normative aspects	• SOCO, SOFIA, SOFO • Products from Global Information and Early Warning System (GIEWS) • OECD[10]-FAO Agricultural Outlook
Core function strategy	• Collection, monitoring and dissemination of agricultural market and trade data to promote access to timely and credible information, enabling evidence-based policy decision-making • Establish knowledge and evidence on policies affecting agricultural markets, trade and negotiations for evidence-based policy recommendations and promote of knowledge sharing • 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 • 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 • Organization of policy dialogues and multi-stakeholder governance mechanisms to promote policy coordination, advance regulatory cooperation, and advocate for a fair and equitable multilateral trading system
Output Indicators	1. Number of CPFs/countries where FAO has supported 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 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	The programme aims for markets and trade to contribute more to global food security and nutrition through enhanced transparency and inclusivity. Markets and trade cannot alone ensure equal distribution of benefits and can also lead to intensification, therefore trade-offs can result with programmes under *better life* and *better environment*. Policies to minimize the trade-offs on distributional effects will be assessed and implemented
Risk/mitigation	⚠ **Risks:** 1. Developing countries participation in markets is not increased 2. Policies that lead to non-distorted and properly functioning markets are not implemented 3. Novel technologies and innovative approaches are not adopted **Mitigation:** 1. Prioritize partnerships and support to multi-sectoral food security and nutrition governance, linking programmes, within FAO, so that synergies are developed 2. Promote regional collaboration, support the creation of international coalitions, facilitate multi-stakeholder and multi-sectoral dialogues at the national and international levels 3. Partner with other organizations working on similar technical areas, to pool resources and investments to achieve impacts at scale and sustain the benefits

[10] Organisation for Economic Co-operation 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

SDG Indicators of Impact	2.5.1 (custodian) Number of plant and 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 12.2.1 Material footprint, material footprint per capita, and material footprint per GDP 12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP 12.4.2 Hazardous waste generated per capita and 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 15.3.1 (contributing) Proportion of land that is degraded over total land area 15.4.2 (custodian) Mountain Green Cover Index)
BE1: Climate Change Mitigating and Adapted Agrifood Systems	2 ZERO HUNGER, 13 CLIMATE ACTION, 14 LIFE BELOW WATER
BE2: Bioeconomy for Sustainable Food and Agriculture	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
BE3: Biodiversity and Ecosystem Services for Food and Agriculture	2 ZERO HUNGER, 14 LIFE BELOW WATER, 15 LIFE ON LAND
BE4: Achieving Sustainable Urban Food Systems	1 NO POVERTY, 2 ZERO HUNGER, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Title	BE1: Climate Change Mitigating and Adapted Agrifood Systems
Gap	Without tackling climate change, agrifood systems remain unsustainable and vulnerable to climate impacts; yet current global climate actions are insufficient, and countries are inadequately supported in their ambitions and actions towards innovative agrifood system solutions that address climate adaptation, mitigation and resilience
Outcome	Transformation and resilience of agrifood systems to achieve sustainability and Paris Agreement goals enabled through the establishment and implementation of agricultural practices, policies and programmes in support of climate resilience, adaptation and mitigation
SDG targets	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 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.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 14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels

Title	BE1: Climate Change Mitigating and Adapted Agrifood Systems
SDG Indicators	2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture 13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications 13.2.2 Total greenhouse gas emissions per year 13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities 14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations
Accelerators	**Technology:** 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 **Innovation:** Innovative practices, tools and digital innovations in agrifood systems for climate change mitigation, adaptation and resilience **Data:** Additional disaggregated climate-related data at national level, with geospatial platform linkage to support uptake of innovative technologies and policies in support of climate resilience, adaptation and mitigation; data collection and dissemination on climate-related disaster impacts on agriculture and changes in farming practices for improved climate adaptation and mitigation **Complements:** Strengthen national and institutional capacities to develop, assess tradeoffs, implement and sustain policies and strategies for climate action. Enhance country support for climate finance from GEF,[11] GCF,[12] the Adaptation Fund and bilateral donors
Key thematic components	• Enhance Members' capacities to generate agrifood related responses to climate-change mitigation and adaptation • Integrate agrifood responses in the international climate debate, including implementation of the Paris Agreement and the Koronivia Joint Work on Agriculture • Strengthen the coordination and delivery of FAO's work on climate-change mitigation and adaptation, including higher access to climate finance • Enhance opportunities for youth and women to engage in climate-action activities and climate-related knowledge events
Normative aspects	• Koronivia Joint Work on Agriculture • FAO Strategy on Climate Change • FAO's contribution to the Capacity-building Initiative for Transparency (CBIT) • Addressing the climate change and poverty nexus (Publication) • FAO's work under the Paris Agreement • FAO Voluntary Guidelines for Sustainable Soil Management of the Global Soil Partnership (GSP) • Collaborative Partnership on Forests
Core function strategy	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: • Ensuring FAO's global visibility and leadership in climate action, including engagement in policy dialogue and country support • Linking the Climate Action programme to post-COVID response and sustainable recovery plans • Supporting access to climate data, finance and tools to strengthen countries' capacities and actions • Expanding partnerships and advancing outreach and communication to disseminate knowledge to wider audiences and increase impacts

[11] Global Environment Facility (GEF)
[12] Green Climate Fund (GCF)

Title	BE1: Climate Change Mitigating and Adapted Agrifood Systems
Output Indicators	1. Number of CPFs/countries where FAO has supported establishment and implementation of agricultural practices, policies and programmes in support of climate resilience, adaptation and mitigation to address SDG targets that enable transformation and resilience of agrifood systems to achieve sustainability and Paris Agreement goals 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	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 *four betters*. For example, trade-offs on cost of healthy diets, on water, soils, 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 not pose additional risks
Risk/mitigation	**Risks:** 1. Low priority of climate action in the country programming and recovery programs due to economic crisis and lack of understanding of the urgency 2. Koronivia Joint Work on Agriculture is not extended or followed up in 2021 during the COP26[13] and the importance of agrifood systems is getting lower in the climate agenda 3. Re-programming climate financing for agrifood systems to other topics under the funding priorities and policies **Mitigation:** 1. Advocacy on the climate crisis and the urgency of action in order to avoid negative changes in the agrifood systems which may become irreversible, working with external partners to design concrete measures 2. Actively participate in the UNFCCC[14] and Paris Agreement processes and continue engagement in technical and political debates to voice agrifood concerns, in collaboration with countries and other key stakeholders 3. Engage with bilateral donors and investors to raise the profile of food security and agriculture while addressing sustainability issues

[13] 26th UN Climate Change Conference of the Parties (COP26)
[14] United Nations Framework Convention on Climate Change (UNFCCC)

Title	BE2: Bioeconomy for Sustainable Food and Agriculture
Gap	Food systems are "broken", causing high rates of biodiversity loss, climate change, water contamination and air pollution, and resulting in unsustainable use of biological resources
Outcome	A bioeconomy that balances economic value and social welfare with environmental sustainability promoted through formulation and implementation of integrated evidence-based policies and practices in micro and macro environments, using technological, organizational and social innovations
SDG targets	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
SDG Indicators	12.2.1 Material footprint, material footprint per capita, and material footprint per GDP 12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment 12.5.1 National recycling rate, tons of material recycled
Accelerators	**Technology:** Scientifically validated biological, digital and engineering solutions to strengthen the resilience of local and regional food production and supplies contributing to circularity and sustainable use of natural resources **Innovation:** Bio-based innovations are important to increase productivity, address health issues and preserve natural ecosystems **Data:** Monitoring sustainable bioeconomies using a globally harmonized set of indicators and methods, including by fully implementing the natural capital accounting framework for agriculture, forestry and fisheries and the wider economy, as a tool to measure changes in natural capital stocks at various territorial levels and account for ecosystem services value **Complements:** Strengthen institutions and capacities for analysis of impacts and trade-offs among policy and investment decisions, increase public investment and partnerships in research and innovation, and promote inclusive infrastructure and education for bioeconomy
Key thematic components	• Access to data, information and knowledge on environmental and social costs in agrifood systems • Integrating sustainability benefits and trade-offs into policies, strategies, and normative and standard setting instruments related to sustainable circular bioeconomy • Linking research and development (R&D) to agrifood industries • Partnerships and knowledge -sharing between governments, development partners, civil society and the private sector at global, regional and national levels and communication on sustainable circular bioeconomy for food and agriculture • Consumer awareness of market incentives for the bioeconomy • Limitation of pollution from and promotion of sustainable waste management in agrifood systems
Normative aspects	• Cartagena Protocol on Biosafety to the Convention on Biological Diversity • International Code of Conduct on Pesticide Management • International Plant Protection Convention (IPPC) • International Code of Conduct for the Sustainable Use and Management of Fertilizers • Basel, Rotterdam and Stockholm Conventions in their relation to agrifood systems sustainability • Aspirational Principles and Criteria for Sustainable Bioeconomy

Title	BE2: Bioeconomy for Sustainable Food and Agriculture
Core function strategy	• Assemble, analyse, monitor and improve access to data and information on benefits and risks to inform the development of bioeconomy policies, strategies and plans and monitor its performance against Aspirational Sustainability Principles and Criteria • Facilitate, promote and support policy dialogue and formulation at global, regional and country levels, to build partnerships on sustainable, circular bioeconomy for food security and nutrition between governments, development partners, civil society/consumers and the private sector at global (ISBWG, IACGB),[15] regional (EU Green Deal, IBF[16]) and national levels • 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 ocean as an integral part of sustainable production and consumption priorities of bioeconomy policies, strategies and plans • Develop capacities at country and regional level to participate in global R&D programmes in a few breakthrough areas (e.g. novel foods, sustainable urban agriculture and sustainable aquaculture) • Assemble, disseminate and improve the uptake of knowledge, technologies and good practices of sustainable circular bioeconomies with a focus on agrifood systems by supporting countries in establishing favorable enabling environment for disruptive technologies transfer • Facilitate development of public-private partnerships for food security and nutrition, agriculture and rural development with an emphasis on bioeconomy, to prevent and manage environmental contaminants, including agricultural plastics • Advocate and communicate at national, regional and global levels to create a common understanding and shared goals around bioeconomy among consumers
Output Indicators	1. Number of CPFs/countries where FAO has supported formulation and implementation of integrated evidence-based policies and practices in micro and macro environments, using technological, organizational and social innovations to address SDG targets that promote a bioeconomy that balances economic value and social welfare with environmental sustainability 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	The concept of bioeconomy seeks to apply biological knowledge, science, innovation and technologies with the goal to enhance synergies and reduce 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
Risk/mitigation	**Risks:** 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 2. Weak market uptake, low consumer awareness and inadequate diffusion, transparency and adoption of research and innovation will hamper circular bioeconomy development 3. Innovative bioeconomy practices are developed without due account of interests of the extreme poor and most vulnerable groups, who are further disadvantaged **Mitigation:** 1. Generate a strong analytical case and organize specific awareness and communication activities targeted at the governments of participating countries to disseminate 2. Share with decision makers lessons learnt from other countries and business ventures to encourage potential models 3. Ensure adequate expansion and configuration of social protection programmes in R&D and support for women and youth entrepreneurship in bioeconomy

[15] International Sustainable Bioeconomy Working Group (ISBWG); International Advisory Council on Global Bioeconomy (IACGB)

[16] International Bioeconomy Forum (IBF)

Title	BE3: Biodiversity and Ecosystem Services for Food and Agriculture
Gap	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, Agenda 2030 and FAO Members' Global Goals
Outcome	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
SDG targets	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 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 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 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 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 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
SDG Indicators	2.5.1 (custodian) Number of plant and 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 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 15.3.1 (contributor) Proportion of land that is degraded over total land area 15.4.2 (custodian) Mountain Green Cover Index 15.6.1 (contributor) Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits
Accelerators	**Technology:** Accelerate the use of geospatial information based on state-of-the-art technologies to monitor progress and interactive platforms for knowledge dissemination **Innovation:** Innovation based on locally adapted biodiversity-friendly agricultural practices **Data:** Data collection and dissemination of more regular and disaggregated data through FAO databases, geospatial platforms and flagship publications; new biodiversity and ecosystem restoration monitoring framework **Complements:** Provide data, analysis, policy guidance and normative instruments needed to scale up integrated actions at all levels; build individual and collective capacities, capitalizing on FAO's farmer field schools, multi-stakeholder partnerships and other collective action approaches
Key thematic components	• Maintain genetic resources and biodiversity for food and agriculture • Ensure the sustainable use and conservation of natural resources for food and livelihoods • Transform agrifood systems to prevent loss of biodiversity and degradation of ecosystems • Restore degraded marine and terrestrial ecosystems to increase food and agricultural productivity and enhance rural livelihoods • Support countries' efforts to mobilize finance to mainstream biodiversity and ecosystem restoration in national planning and implementation

Title	BE3: Biodiversity and Ecosystem Services for Food and Agriculture
Normative aspects	• FAO Strategy on Mainstreaming Biodiversity Across Agricultural Sectors and its Action Plan • Global plans of action on genetic resources for food and agriculture • 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 • Global Forest Resources Assessment • Codes of Conduct, e.g. on Pesticides, Fertilizers, Responsible Fisheries • Guidelines on sustainable management of forests, agriculture, fisheries, soil and water, and restoration of drylands • Commission on Genetic Resources for Food and Agriculture (CGRFA) • International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA); agreements concluded under Article 15
Core function strategy	• Data and information on the socio–economic benefits of biodiversity and ecosystem restoration • Normative and standards setting: continue engagement with CBD[17] and on BBNJ[18] • Governance and policy: further enhance the political will and commitments to improve the enabling environment for food and agricultural systems transformation to maintain biodiversity, and prevent and reverse ecosystems degradation • Capacity development: provision of technical knowledge and guidance needed to scale up actions on the ground • Partnerships and coalitions: capitalize on and develop synergies between the three UN Decades on Ecosystem Restoration, Ocean Science for Sustainable Development and Family Farming • Advocacy and communications: Develop and implement a communication and outreach strategy on biodiversity and ecosystem services for food and agriculture, and create a global movement (#GenerationRestoration)
Output Indicators	1. Number of CPFs/countries where FAO has supported adoption of targeted policies and practices to address SDG targets that maintain biodiversity for food and agriculture and promote sustainable use, conservation and restoration of marine, terrestrial and freshwater ecosystems and their services 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Trade-offs may occur between the need to increase agricultural productivity and safeguarding the environment. Efforts will be made for mainstreaming 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
Risk/mitigation	⚠ **Risks:** 1. Insufficient political commitment at national level, worsened by the economic crisis linked to COVID-19, and insufficient engagement of private companies, farmers, pastoralists, fishers and forest users 2. Lack of secure tenure and good governance 3. Lack of access to finance, investments, incentives and markets **Mitigation:** 1. Collect evidence and create awareness and urgency through a communication and outreach strategy of the economic benefits of ecosystem restoration and sustainable management of biodiversity 2. Continue FAO's work to promote the VGGT and legal and sustainable agricultural value chains 3. In addition to actions above, further engage with likeminded partners (e.g. Global Environment Facility Trust Fund (GEF-8), European Green Deal), the private sector and investment banks

[17] Convention on Biological Diversity (CBD)
[18] Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)

Title	BE4: Achieving Sustainable Urban Food Systems
Gap	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, local governments and other local actors in agrifood systems are insufficiently recognized as key players in the transformation towards robust, inclusive and sustainable urban and peri-urban agrifood systems
Outcome	More efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, food insecurity and malnutrition, enables healthy diets and catalyses inclusive and sustainable rural transformation while safeguarding the underlying natural resources base, promoted through the adoption of supportive policies and programmes, and the initiation and scaling-up of actions and investments by national and local stakeholders
SDG targets	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day 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 11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning 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
SDG Indicators	1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) 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) 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 12.1.1 Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production
Accelerators	**Technology:** Technical innovations to shorten and/or simplify the supply chain and reduce food loss and waste; GIS technology for urban agrifood systems analysis **Innovation:** Institutional innovation to build a network of cities and city-to-city exchange; virtual learning and digital capacity development; stakeholder engagement and participation as entry point to promote innovation **Data:** Hand-in-Hand Initiative geospatial platform populated with survey data from agrifood system projects and administrative data from local governments food system projects and administrative data from local governments **Complements:** Innovative, evidence-based urban food systems governance mechanisms for transparent monitoring, multi-sectoral coordination and inclusive decision-making; technical capacity to assist city and national governments in agrifood systems planning and identifying and addressing multi-dimensional risks, triggers and institutional responses
Key thematic components	• Support better understanding of the drivers and structure of urban agrifood systems including inequality in access to food; food environment and food supply chain; urban-rural linkages and territorial dimensions; risks and vulnerabilities to shocks and stresses • Strengthen capacities of local and national governments for mainstreaming urban agrifood systems development and nutrition in urban policy and national and local legislative, regulatory and planning frameworks • Facilitate the establishment of food and nutrition governance and coordination mechanisms (e.g. Food Policy Councils)

Title	BE4: Achieving Sustainable Urban Food Systems
	• Technical support for promoting innovation, sustainable technologies and investments across the food supply chain, including urban and peri-urban agriculture, food environments, food public procurement and food waste reduction and management, applying gender transformative approaches • Support city-to-city exchanges on urban food policy, planning and actions including South-South and Triangular Cooperation
Normative aspects	• Urban Food Agenda and Urban Food Actions Platform • FAO Framework for the Urban Food Agenda • Milan Urban Food Policy Pact (MUFPP) Indicator framework • Rapid Urban Food Systems Appraisal Tool (RUFSAT)[19] • City Region Food Systems Toolkit • FAO training module on integrating food into urban planning[20] • Policy Briefs: Urban Food Systems and COVID-19 Pandemic
Core function strategy	• Data, indicators and information on urban agrifood systems (production, analysis, dissemination and proper disaggregation) • Inclusive policy dialogue for raising the voice of local governments and bridging the national-local governance gaps • Capacity development of stakeholders at subnational level to mainstream sustainable agrifood systems in local policies, programmes, plans and actions • Establishing partnerships and catalysing coalitions, including UN-Habitat, international city networks, and the Milan Urban Food Policy Pact • Local government-friendly technologies (e.g. urban agrifood systems geospatial platform) • Engaging with development banks and the private sector to mobilize investment • Promote urban agrifood systems and the potential of local governments though a variety of communication products
Output Indicators	1. Number of CPFs/countries where FAO has promoted adoption of supportive policies and programmes, and the initiation and scaling-up of actions and investments by national and local stakeholders that support SDG targets for more efficient, inclusive, resilient and sustainable urban and peri-urban agrifood systems transformation that addresses urban poverty, food insecurity and malnutrition, enables healthy diets and catalyses inclusive and sustainable rural transformation 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Trade-offs (including inter-temporal) 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
Risk/mitigation	**⚠ Risks:** 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 **Mitigation:** 1. Ensure early inclusion, dialogue and consensus building among relevant national and local stakeholders in the programme design using strategic communication, choice of champions and forming of alliances with multiple actors 2. Engage in strategic communication, identify champions and form alliances with multiple actors

[19] To be published
[20] Under development

Chapter 4: Better Life

BETTER LIFE

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

SDG Indicators of Impact	1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) 1.2.1 Proportion of population living below the national poverty line, by sex and age 1.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people 1.5.2 (contributing) Direct economic loss attributed to disasters in relation to global gross domestic product (GDP) 2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status 2.a.1 (custodian) The agriculture orientation index for government expenditures 5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location 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 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 10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population 10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities 16.1.2 Conflict-related deaths per 100,000 population, by sex, age and cause
BL1: Gender Equality and Rural Women's Empowerment	
BL2: Inclusive Rural Transformation	
BL3: Agriculture and Food Emergencies	
BL4: Resilient Agrifood Systems	
BL5: Hand-in-Hand (HIH) Initiative	
BL6: Scaling up Investment	

Title	BL1: Gender Equality and Rural Women's Empowerment
Gap	Rural women play a critical role in agriculture, rural transformation and resilience-building, yet they encounter greater obstacles than men in accessing and benefiting from productive resources, assets, services, technologies, markets, decent work and social protection; excessive work burdens due to multiple productive, household and community roles; and discriminatory social norms limiting their participation in public life and freedom of choice and mobility
Outcome	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 policies, strategies, programmes and legal frameworks

Title	BL1: Gender Equality and Rural Women's Empowerment
SDG targets	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 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 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 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
SDG Indicators	2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status, 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 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 5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment 5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location
Accelerators	**Technology:** Promote digital technologies and other ICTs to empower women economically, politically and socially **Innovation**: Institutional and social innovations promoting gender equality and women's empowerment, taking into account their specific needs and priorities **Data:** Increasing availability of gender statistics for evidence-based policy-making in areas such as women's access to and control over natural and productive resources, women's empowerment, gender differences in rural employment, access to services, and time use **Complements:** Strengthen governance analysis to identify institutional and political economy road blocks, as well as policy reforms and coalition-building strategies to promote and sustain inclusive, gender-equitable rural transformation
Key thematic components	• Promote rural women's economic empowerment through decent work and access to markets • Enhance women's voice, leadership, and decision-making in rural institutions and organizations • Promote equal rights, access to and control over natural and productive resources • Reduce women's work burden • Promote the uptake of gender-transformative approaches in rural, peri-urban and urban agrifood systems
Normative aspects	• Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) • Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines) • Developing gender-sensitive value chains – a guiding framework (FAO publication, 2016) • FAO Policy on Gender Equality; FAO Corporate Framework on Rural Extreme Poverty • Convention on the Elimination of All Forms of Discrimination against Women (CEDAW): General Recommendation 34 on the rights of rural women • UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW) • CFS Voluntary Guidelines on Gender Equality and Women's Empowerment

Title	BL1: Gender Equality and Rural Women's Empowerment
Core function strategy	• Evidence, knowledge, and sex-disaggregated data to identify gender gaps, inform policy and programmatic actions and measure results • Policy and technical support for gender-responsive policy, legal and investment frameworks governing the agricultural sector • Capacity development to enhance women's technical, business and entrepreneurial skills; promote women-friendly and labour-saving agricultural technologies and practices; strengthen rural women's leadership and participation; and improve capacities of institutions and organizations for gender-responsive action • Partnerships with national stakeholders and other development actors to strengthen Programme impact and foster uptake of approaches for rural women's socio-economic empowerment • Advocacy and communication to promote gender equality and women's empowerment, and influence debates about women's role in sustainable agriculture and rural transformation
Output Indicators	1. Number of CPFs/countries where FAO has supported gender-responsive 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 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Trade-offs can be expected depending on the context, e.g. 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
Risk/mitigation	**Risks:** 1. Lack of political commitment to gender equality and weak national capacity and expertise on gender 2. Women's economic empowerment may lead to gender-based violence 3. Women are further marginalized due to shocks associated with economic fluctuations, climate change, natural disasters, pandemics or conflicts **Mitigation:** 1. Advocate for gender equality with civil society and non-governmental organizations and strengthen capacities in formulating, implementing, monitoring and evaluating gender-responsive policies and programmes at country level 2. Promote gender transformative approaches and engage with men, boys, and norm-holders to mitigate against GBV[21] and establish feedback and complaint mechanisms 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

[21] Gender-Based Violence (GBV)

Title	BL2: Inclusive Rural Transformation
Gap	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
Outcome	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
SDG targets	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day 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 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 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, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies 14.b Provide access for small-scale artisanal fishers to marine resources and markets
SDG Indicators	1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) 8.3.1 Proportion of informal employment in total employment, by sector and sex 8.5.1 Average hourly earnings of employees, by sex, age, occupation and persons with disabilities 8.5.2 Unemployment rate, by sex, age and persons with disabilities 10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population 10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities 10.7.2 Number of countries that have implemented well-managed migration policies 14.b.1 (custodian) Degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries
Accelerators	**Technology:** Addressing the constraints to access and adoption of technologies faced by poor, marginalized and vulnerable people can spur inclusive rural transformation **Innovation:** Tools, platforms, and capacity development for institutional and social innovation to promote inclusivity, empowerment; access to innovation for poor and vulnerable people; and innovation to inspire youth participation in food and agriculture **Data:** Production and analysis of agroclimatic, environmental, economic, and demographic data, relevant to the rural areas, to identify constraints, barriers and outcomes to promote inclusive rural development **Complements:** 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

Title	BL2: Inclusive Rural Transformation
Key thematic components	• Render agrifood systems and rural areas attractive to youth • Foster multisectoral and territorial approaches to anti-poverty, anti-hunger, and rural development policies and programmes • Promote collective action and participation and inclusive institutions and organizations • Support agripreneurship, agri-MSMEs,[22] responsible investments and inclusive agrifood value chain development • Facilitate income diversification and decent work along agricultural value chains • Improve and expand access to social protection
Normative aspects	• Committee on World Food Security Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) • FAO Voluntary Guidelines (e.g. Responsible Governance of Tenure of Land, Fisheries and Forests; Securing Sustainable Small-Scale Fisheries); Code of Conduct for Responsible Fisheries • 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 • FAO Policies on Gender Equality; and Indigenous and Tribal Peoples • FAO's Participatory and Negotiated Territorial Development (PNTD) approach • UN Decade of Family Farming 2019-2028 Global Action Plan
Core function strategy	• Design and implementation of multisectoral anti-poverty, anti-hunger and environmentally sustainable rural development policies, strategies, programmes and governance structures, and ensuring participatory, multi-stakeholder policy dialogue • Availability and use of data and statistics to improve understanding of the livelihoods of the rural poor, the constraints, barriers and vulnerabilities they face, and the functioning of labour markets and value chains • Capacity development for rural people, particularly young women and men, to improve skills and facilitate better engagement in, and benefit from, sustainable agrifood systems • Through partnerships, bring stakeholders together to achieve inclusive rural transformation jointly, based on specific context and needs
Output Indicators	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 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Measuring trade-offs resulting from the implementation of policies and investments will require balancing between business formalization, consolidation and specialization; labour-intensive, labour-saving, and productivity-enhancing practices, such as digitalization and automation, with economic inclusion of the poor and vulnerable

[22] Micro, small and medium-sized enterprise (MSME)

Title	BL2: Inclusive Rural Transformation
Risk/mitigation	**Risks:** 1. Unfavourable changes in government policy priorities, budget allocations and financial constraints and a poor enabling environment for opportunities in agrifood value chains 2. Slow buy-in of value chain stakeholders and investors 3. Health-related pandemic, conflicts, ecosystem degradation and natural disasters/climate change **Mitigation:** 1. Communicate the business case for social protection, decent work and responsible investments for poverty reduction, socio-political stability and sustainable growth; advocate for government commitment to necessary rural infrastructure, services, and governance and institutional mechanisms; and engage private sector and producer organizations to promote business and market orientation 2. Promote commercially viable and market-oriented approaches, bolstering public-private collaboration; facilitate the sharing of best practices convey message that responsible business conduct reduces companies' risks 3. Adopt risk reduction and mitigation plans, integrating climate change adaptation and mitigation measures, including social protection

Title	BL3: Agriculture and Food Emergencies
Gap	In 2019, 135 million people in 55 countries were acutely food-insecure and around 183 million were at risk of slipping into crises or worse, populations in acute food insecurity need urgent food, livelihood and nutrition assistance as a result of conflict, weather extremes, transboundary animal and plant pests and diseases, economic shocks, or a combination of these drivers
Outcome	Countries facing or at risk of acute food insecurity provided with urgent livelihood and nutrition assistance and, adopting a humanitarian-development nexus and its contribution to peace approach, their populations equipped with appropriate capacities to better withstand and manage future shocks and risks
SDG targets	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 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 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 16.1 Significantly reduce all forms of violence and related death rates everywhere
SDG Indicators	1.5.1 Number of deaths, missing persons and persons affected by disaster per 100 000 people 1.5.2 (contributor) Direct economic loss attributed to disasters in relation to global gross domestic product (GDP) 1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies 1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction 2.1.1 (custodian) prevalence of undernourishment 2.1.2 (custodian) prevalence of moderate or severe food insecurity in the population (FIES) 2.2.1 prevalence of stunting 2.2.2 prevalence of malnutrition among children under 5 years of age by type (wasting and overweight) 2.3.2 (custodian) Average income of small-scale food producers, by sex and indigenous status 16.1.2 Conflict-related deaths per 100 000 population, by sex, age and cause
Accelerators	**Technology:** Enhance speed and quality of the response in humanitarian contexts using state of the art digital technologies **Innovation:** Innovate in combining risk information, sustainable recovery and scaling-up tools to boost timely response for recovery **Data:** Timely production and analysis of data along the agrifood system to inform preparedness, early warning, anticipatory action and emergency response **Complements:** Promote timely, efficient and sustainable emergency response by identifying and building up existing capacities and promoting localization through human capital development and institutional strengthening of local delivery mechanisms
Key thematic components	• Preparedness measures developed in advance of potential risks and hazards • Inclusive and equitable anticipatory action built on forecasting information and forward planning • Effective local, national and international emergency response to assist affected populations • Contributing to sustained peace and conflict prevention at local level in humanitarian contexts • Embedding longer-term resilience building within humanitarian activities to withstand future shocks, reduce future risks and protect development gains

Title	BL3: Agriculture and Food Emergencies
Normative aspects	• Global Network Against Food Crisis: 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Early warning analysis of acute food insecurity hotspots (FAO–WFP publication, 2020) • Applying an inclusive and equitable approach to anticipatory action (FAO publication, 2020) • The Programme Clinic: designing conflict-sensitive interventions (FAO publication, 2019) • Practitioner's Guide for Seed Security Assessments (FAO publication, 2015) • Fisheries and aquaculture emergency response guidance (FAO publication, 2014) • Livestock Emergency Guidelines and Standards (FAO publication, 2015) • Social protection and resilience: supporting livelihoods in protracted crises and in fragile and humanitarian contexts (FAO position paper, 2017) • FAO and Cash+ How to maximize the impacts of cash transfers (FAO publication, 2018)
Core function strategy	• Implement emergency interventions benefiting from the latest knowledge, technologies or good practices • Produce data and information on crisis contexts and impacts to support evidence-based emergency responses • Advocate and communicate food and agriculture needs within the context of the global food security cluster in support of humanitarian appeal processes and FAO's emergency response • Develop capacity for evidence-based emergency preparedness and response interventions, enhancing localization and inclusivity, with dedicated attention to women empowerment • Facilitate partnerships to implement effective emergency response, promoting a humanitarian-development nexus and its contribution to peace approach • Foster policy dialogue at global, regional and country levels, as through the Global Network Against Food Crises • Promote and further develop technical norms or flagship reports ensuring effective food and agriculture emergency response • Support effective humanitarian response through the co-leadership (with WFP) of the Inter-Agency Standing Committee (IASC) Global Food Security Cluster
Output Indicators	1. Number of CPFs/countries facing or at risk of acute food insecurity where FAO has supported SDG targets through urgent livelihood and nutrition assistance and, adopting a humanitarian-development nexus and its contribution to peace approach, equipped their populations with appropriate capacities to better withstand and manage future shocks and risks 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Trade-offs can be expected as a result of increasing needs, with a level and degree of response depending on timely, multi-year, flexible and reliable funding. To minimize trade-offs, the Programme will address and work on the underlying causes of vulnerability through transformative change, working across the social, economic and environmental dimensions of humanitarian relief and sustainable development in an inclusive and equitable manner. Emergency interventions need to ensure the involvement of communities and local institutions with thorough knowledge of the specific contexts to understand the magnitude of trade-offs and optimize synergies

Title	BL3: Agriculture and Food Emergencies
Risk/mitigation	**Risks:** 1. Lack of timely and stable finance in the medium- and long-term reduces capacity to scale up response 2. Inability to access hard-to-reach areas 3. Inadequate participation of the most vulnerable and at-risk men and women in programme implementation, such as indigenous people, elderly people and people with disabilities **Mitigation:** 1. Active engagement with partners to advocate for and secure multi-year, flexible and reliable funding to ensure sustainable impact toward building resilience 2. Sustain long-term in-country presence enabling FAO to have a deep understanding of the context and interact with all actors 3. Work across the social, economic and environmental dimensions of humanitarian relief and sustainable development in an inclusive and equitable manner, involving communities and local institutions with knowledge of the specific contexts

Title	BL4: Resilient Agrifood Systems
Gap	Household livelihoods of approximately 4.5 billion people depend on agrifood systems exposed to multiple shocks and stressors; in 2019, 8.9 percent of the world population were hungry and some 135 million were facing acute food insecurity, and the COVID-19 pandemic may have added between 83 and 132 million people to the total number of undernourished in the world in 2020
Outcome	Resilience of agrifood systems and livelihoods to socio-economic and environmental shocks and stresses strengthened through improved multi-risk understanding and effective governance mechanisms for implementation of vulnerability reduction measures
SDG targets	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, social 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
SDG Indicators	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 people 1.5.2 (contributor) Direct disaster economic loss in relation to global GDP (=11.5.2) 1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies 1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction 2.4.1 (custodian) Proportion of agricultural area under productive and sustainable agriculture
Accelerators	**Technology:** Technology applied in the context of resilience, both for primary producers but also along food value chains, to reduce the risk of shocks and stressors; technology on instruments to measure risk and uncertainty will be used **Innovation:** Innovate in operationalizing the resilience concept, taking an agrifood system perspective, and deliver timely quality information to manage risk and reduce vulnerabilities **Data:** Analyse acute and chronic food insecurity, and to develop indicators for vulnerability/resilience measurement at the domestic network level and for the overall functioning of the agrifood system at the national level to inform policies and decision making **Complements:** Improve human capital and institutional capacity for identifying risks and development of policies, strategies and plans to manage risks along social, economic and environmental dimensions of agrifood systems
Key thematic components	Working across interlinked agrifood system layers - i.e. (i) individual producers and agrifood workers on and off-farm; (ii) businesses; (iii) workers on and off-farm; (iv) food supply chains; (v) domestic food networks; (vi) consumers (with focus on access to healthy diets); and (vii) agrifood systems - and in line with the humanitarian-food systems and the ecosystem that support those systems, will imply strengthening multi-risks understanding at these different levels, enhancing resilience of agrifood systems and the ecosystem that support those systems to inform multiple risk governance and decision-making for the implementation of vulnerability reduction measures

Title	BL4: Resilient Agrifood Systems
Normative aspects	• State of Food and Agriculture (SOFA) 2018, 2020 • State of Food Security and Nutrition in the World (SOFI) 2017, 2018 • 2020 Global Report on Food Crises • Impact of Disasters and Crises on Agriculture and Food Security report • Managing Climate Risks through Social Protection - Reducing Rural Poverty and Building Resilient Agricultural Livelihoods (Publication by FAO-International Red Cross and Red Crescent Movement's Climate Centre, 2019) • Programme Clinic: Designing Conflict-Sensitive Interventions (FAO Facilitation Guide, 2019) • Guidelines for Increasing Access of Small-Scale Fisheries to Insurance Services in Asia - A Handbook for Insurance and Fisheries Stakeholders (FAO publication, 2019) • CGIAR Consortium of International Agricultural Research Centres • FAO Corporate Framework to support sustainable peace in the context of the Agenda 2030
Core function strategy	• Data collection in collaboration with country-led institutions to enhance multiple risk understanding and reduce agrifood system vulnerabilities, and contribute to improved resilience of the poor and in vulnerable situations • Capacity development focus on transitioning from a reactive management of shocks to a proactive approach based on enhanced understanding of agrifood system vulnerabilities and risks • Partnership and coalition dimensions bring together different actors along agrifood systems and sectors, fostering policy dialogue at all levels and supporting uptake of knowledge, technologies and good practices • Normative guidance on regulatory frameworks, investment strategies, and ways of targeting resources to achieve SDG targets 1.5 and 2.4 at a national level for Members • Advocacy and communication contribute to enhance resilience-thinking in terms of "resilience to what, of what, and for what" as a way of framing risk
Output Indicators	1. Number of CPFs/countries where FAO has supported SDG targets to promote improved multi-risk understanding and effective governance mechanisms for implementation of vulnerability reduction measures for strengthened resilience of agrifood systems and livelihoods to socio-economic and environmental shocks and stresses 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	Advocate for targeted action based on comprehensive evidence on return-of-investment and cost-benefit analyses and measuring of trade-offs resulting from investments. These will be addressed through multi-disciplinary work, stakeholder dialogue, quality assurance and safeguard policies/regulations based on FAO's normative work, as appropriate
Risk/mitigation	⚠ **Risks:** 1. Lack of timely, predictable and flexible financing in the medium and long term to address underlying agrifood system vulnerabilities and needs of the most vulnerable communities 2. Enabling environment and political will, as well as multi-stakeholder commitment not guaranteed across different levels of an agrifood system 3. Communities and local institutions and organizations are not appropriately involved **Mitigation:** 1. Actively engage with partners to advocate for multi-year, flexible and reliable funding to ensure sustainable impact toward sustaining resilience and allocate resources to the countries and communities most at risk based on evidence 2. Identify "bottlenecks" among the entry points that most impact ability of the vulnerable to face shocks and stressors and advocate for targeted action based on comprehensive evidence on return of investment and cost-benefit analyses 3. Sustain long-term in-country presence enabling deep understanding of context and interact with all actors and facilitate access to finance at local level for community-led resilience building

Title	BL5: Hand-in-Hand (HIH) Initiative
Gap	In most low-income countries and those in food crises, livelihoods are constrained by persistently low levels of productivity in agrifood production systems and access to markets, weak capacities to manage complex processes of agricultural and rural transformation, and limited ability to cope with complex, evolving markets and accelerating climate change
Outcome	Agricultural transformation and sustainable rural development accelerated through targeting the poorest and the hungry, differentiating territories and strategies, and bringing together all relevant dimensions of agrifood systems through analysis and partnerships
SDG targets	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD 1.25 a day 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 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 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 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, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
SDG Indicators	1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) 1.2.1 Proportion of population living below the national poverty line, by sex and age 2.1.1 (custodian) Prevalence of undernourishment 2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age 2.a.1 (custodian) The agriculture orientation index for government expenditures 2.a.2 Total official flows (official development assistance plus other official flows) to the agriculture sector 10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population 10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities
Accelerators	**Technology:** Deliver new technologies and adapt existing ones to local stakeholder needs and capacities; ensure quality control and monitor impact through data collection and analysis **Innovation:** Catalyse change, such as new business models, institutional development and new market entry, by leveraging innovative partner matchmaking **Data:** Foster the use of data science, geospatial data and non-conventional sources (e.g. Big Data) to fill data gaps at disaggregated subnational levels; introduce model-based analytics on drivers that determine productivity gaps **Complements:** Strengthen individual and institutional knowledge to identify and address capacity gaps for improved agency and collective action, ensuring inclusive and beneficial participation at all stages in agrifood production systems and markets
Key thematic components	• Stochastic profitability frontier analysis and governance technical analysis • Donor/partner mapping to accelerate learning and improve transparency • HIH Member Country-led Executive Round Tables to improve inclusive decision-making • Partner matchmaking to promote development-oriented innovation • A comprehensive HIH Programme Investment Plan (PIP) to guide multi-partner collaboration • Robust HIH programme dashboards to facilitate partner coordination and communications • Mobilization of “whole of FAO” as a method for improving programme integration
	• International treaties, whether negotiated under FAO auspices or in other authoritative forums

Title	BL5: Hand-in-Hand (HIH) Initiative
Normative aspects	• Voluntary guidelines and policy guidance endorsed by the Committee on World Food Security (CFS) and FAO Governing Bodies • Authoritative policy decisions of multi-stakeholder bodies such as Codex Alimentarius • UN-endorsed rights-based obligations • Flagship publications such as SOCO, SOFA, SOFI, SOFIA, SOFO, SOLAW and SoW-BFA[23]
Core function strategy	• Develop a platform to provide data and analytics to differentiate agro-economic potential at territorial level and an evidence base for stakeholder consultations, improved decision-making and impact evaluation • Facilitate and support governments and relevant stakeholders in the utilization of FAO normative instruments to promote sustainable and inclusive agricultural and rural transformation • Strengthen multi-stakeholder and inter-sectoral policy dialogue through HIH Member Country-led Executive Round Tables to develop comprehensive programme investment plans • Support institutional capacity development, including on the use of the HIH Platform and Dashboards for improved evidence-based policy development, implementation and coordination • Facilitate access to vital "means of implementation" for sustainable development through the innovative, requirement-focused HIH matchmaking approach to partnership development • Improve transparency and facilitate advocacy and communications among partners and stakeholders through the deployment of information technology enabled dashboards
Output Indicators	1. Number of CPFs/countries where FAO has supported SDG targets to accelerate agricultural transformation and sustainable rural development through targeting the poorest and the hungry, differentiating territories and strategies, and bringing together all relevant dimensions of agrifood systems through analysis and partnerships % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	The Hand-in-Hand Initiative uses advanced modelling and 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 modeling 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

[23] *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)

Title	BL5: Hand-in-Hand (HIH) Initiative
Risk/mitigation	**Risks:** 1. The complex and vulnerable natural and social environments in HIH countries challenge sustainability of progress 2. Climate crisis and open market dynamics complicate the achievement of sustainable agrifood system improvements in HIH countries 3. FAO and its Members cannot mobilize the resources on the scale necessary to meet the programmatic needs identified in each investment plan 4. Changes in governments lead to shifting priorities and therefore a de-prioritization politically and financially within a country **Mitigation:** 1. Enhance 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; strengthen national capacities, institutional efficacy, inclusion and legitimacy 2. Advance use of data, modelling and analytics to address and manage technical complexity, while introducing innovative uses of information systems to facilitate and ensure national ownership over more complex partnership arrangements 3. Ongoing communication and advocacy throughout the programme to sustain commitment and enable necessary adjustments in response to unforeseen developments 4. 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

Title	BL6: Scaling up Investment
Gap	Delivering on the Sustainable Development Goals requires substantially more and better public and private investments
Outcome	Transformation towards sustainable agrifood systems with large-scale impacts on reducing inequalities and eradicating poverty and hunger accelerated through increased public and private investment, and improved capacities to leverage future investments
SDG targets	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 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 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, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 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 17.5 Adopt and implement investment promotion regimes for least developed countries
SDG Indicators	1.b.1 Pro-poor public social spending 2.a.1 (custodian) The agriculture orientation index for government expenditures 2.a.2 Total official flows (official development assistance plus other official flows) to the agriculture sector 10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population 10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities 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) 17.5.1 Number of countries that adopt and implement investment promotion regimes for least developed countries
Accelerators	**Technology:** Digital solutions for better decision-making; mobile banking and geodata-based financial tools for risk management; sustainable food and agricultural practices **Innovation:** Innovative digital finance; blended finance; broadened partnerships and platforms; reimbursable technical assistance; sustainable and nature-based food and agricultural solutions **Data:** Collection of 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) **Complements:** Data-based decision-support and capacity development of subnational/national/ regional/international organizations and institutions to improve pro-poor targeting of investments
Key thematic components	• Support strategic investment planning in sustainable agrifood systems transformation and in fostering enabling policies • Increase support to public and private investment in sustainable agrifood systems, including sustainable investment • Develop more knowledge and innovation-intensive investment solutions and better capacity for investment • Share investment-related information and knowledge, through effective communication

Title	BL6: Scaling up Investment
Normative aspects	• CFS-RAI, VGGT, Farmer Field Schools, FAO EX-ACT tool, GLEAM-I,[24] LPIS,[25] RuralInvest and Collect Mobile toolkits, Earth Map, AquaCrop and CropWat models • FAO's work on carbon neutrality, Geographical Indication, and water harvesting investments • SOFA, SOFI, SOLAW
Core function strategy	• Advocacy and communication to mobilize investments with development banks and private sector • Partnerships to leverage resources and provide high-level technical support that responds to countries' needs • Inclusive policy dialogue to create an enabling environment for inclusive and responsible public and private investment in resilient agrifood systems • Capacity development at national level to design, implement and evaluate public investment projects and to catalyse private investment to achieve large-scale sustainable impacts on the improvement of people's lives • 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
Output Indicators	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 sustainable agrifood systems with large-scale impacts on reducing inequalities and eradicating poverty and hunger 2. % Stakeholders' appreciation of FAO's work; relevance, innovative nature, partnerships, normative contribution, leveraging resources for impact; (parameters to be determined in collaboration with countries, PPA leads, technical units)
Trade-Offs	The Programme has a strong functional, operational and country focus, with trade-offs between economic, social and environmental objectives as a result of the scaling up of 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
Risk/mitigation	⚠ **Risks:** 1. FAO and its partners are unable to meet the demand for quality investment support 2. Countries' capacity development for investment is not prioritized or correctly identified 3. Disruptions due to COVID-19 or new emergencies (and ensuing economic crises) may shift policy priorities and investment decisions away from agrifood systems **Mitigation:** 1. Expand partnership arrangements that enable development of capacity. Develop a strategic plan to build capacity in investment support at all levels by linking effectively with universities and research centres 2. Advocate for capacity development for investment support to build commitment at national level and among donors, and provide relevant services 3. Raise awareness among country stakeholders about the economic, social and environmental benefits of investments in agrifood systems for governments, communities and investors. Maintain strong networks and partnerships with IFIs and resource partners to increase agrifood systems resilience

[24] Global Livestock Environmental Assessment Model - Interactive (GLEAM-i)
[25] Land Parcel Identification System (LPIS)

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

Result level	Accountability and measurement		
Scope of work	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		
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
Outcome 5.1: Quality and integrity of the technical and normative work of the Organization	5.1.A Quality of technical and normative work of the Organization, measured through surveys to relevant stakeholders	75%	77%
Outputs			
5.1.1 Ensure compliance with technical policies, technical integrity and coherence of FAO's interventions across disciplines and geographical boundaries			
5.1.2 Provide capacity to respond to emerging issues, support to exploring new approaches and innovations to adapt solutions to a changing environment, and contribute to resolving challenges through collaborative efforts using the multidisciplinary fund			
5.1.3 Advance fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees (COFI, COFO, COAG, CCP)			
5.1.4 Ensure preparation of flagship publications on the "State of" food insecurity, agriculture, fisheries and aquaculture, forestry, and on global perspectives of food and agriculture			
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
Outcome 5.2: Availability, quality and access to FAO statistics and data to support evidence-based decision-making	5.2.A Proportion of SDG indicators under FAO custodianship reported at (a) national level and (b) with relevant level of data disaggregation in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1)	(a) 60% (b) 45%	(a) 66% (b) 50%
	5.2.B Increase in the average response rate to FAO statistics questionnaires	+5%	+10%
	5.2.C Proportion of FAO statistical processes and data outputs of good quality on the basis of the relevant FAO Quality Assurance Framework	75%	80%
Outputs			
5.2.1 Methods and standards for the collection, processing, dissemination, and use of food and agriculture data and statistics, including the 21 SDG indicators for which FAO is custodian, developed and shared			
5.2.2 Support provided to strengthen the capacity of national agricultural 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, including the 21 SDG indicators for which FAO is custodian, are disseminated by FAO and accessed by the international community			
5.2.4 FAO data and statistics governance and coordination strengthened in order to improve harmonization, quality, and consistency of data and statistical activities across the Organization			
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
Outcome 5.3: Cross-cutting areas: Gender, Youth, Inclusion	5.3.A Number of gender mainstreaming minimum standards implemented	14	15
	5.3.B Number of performance standards of revised UN SWAP on gender met or exceeded by FAO	14	15
	5.3.C Percentage of FAO units and decentralized offices contributing to the Rural Youth Action Plan (RYAP)	75%	80%
	5.3.D Level of FAO's work targeting inclusion as a prominent objective	15%	20%

Outputs
5.3.1 Members are supported 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 address youth
5.3.4 Institutional mechanisms and staff capacities are established or strengthened to address inclusivity

Outcome	KPIs	Targets 2023	Targets 2025
Outcome 5.4: Accelerators: Technology, Innovation, Data and Complements (governance, human capital, institutions)	5.4.A Number of good quality FAO products to advance appropriate technologies for sustainable agrifood systems to strengthen countries' capacities to make decisions for the adoption of these technologies	20	25
	5.4.B Number of good quality and coherent 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 resilient and sustainable agrifood systems	20	25
	5.4.C Number of significant data sets or information systems created or updated, and being utilized to provide more relevant evidence and support for FAO's programmatic interventions	50	75
	5.4.D Number of mechanisms for leveraging Governance, Institutions and Human Capital in FAO programmes at national, regional and global levels	10	15

Outputs
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, are developed and communicated
5.4.2 Capacity building to Members is provided, supporting informed decisions on the selection and use of appropriate technology that minimizes trade-offs based on science and evidence
5.4.3 Integrated innovative technologies, approaches, tools, methods and social processes in FAO's programmatic interventions to maximize impacts while minimizing trade-offs towards strengthening the capacity of Members are promoted
5.4.4 Innovative institutional mechanisms, enabling policy processes and financial innovations through FAO's programmatic interventions to strengthen the capacity of Members to access and scale-up relevant innovations by leveraging emerging opportunities at global, regional and national levels, are promoted
5.4.5 Data to accelerate the implementation of the PPAs are identified, collected, processed, disseminated and used
5.4.6 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)
5.4.7 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)

Chapter 6: Technical Cooperation Programme

Result level	Accountability and measurement		
Outcome Statement	The Technical Cooperation Programme (TCP) delivered in full alignment with the objectives of the FAO Strategic Framework, regional and country-specific priorities.		
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
6.1: TCP management and support	6.1.A Approval rate of TCP resources against 2022-23/2024-25 appropriation	100%	100%
	6.1.B Delivery rate of TCP projects against 2020-21/2022-23 appropriation	100%	100%
	6.1.C Percent of projects approved against 2022-23/2024-25 appropriation that are gender sensitive/or contribute to gender equality	60%[26]	70%

[26] Baseline 2021 54%

Functional Objective 7: Outreach

Result level	Accountability and measurement		
Outcome Statement	Delivery of FAO's objectives is supported by diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management.		
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
7.1: Partnerships, advocacy and capacity development including South-South and Triangular Cooperation	7.1.A Number of strategic partnerships, alliances, networks and platforms with State and non-state actors brokered, established and sustained	+17	+17
	7.1.B Number of initiatives developed and implemented with UN Agencies, Funds and Programmes, including Rome-based Agencies, in support of UN reform and repositioning	+5	+10
	7.1.C Number of applied capacity development instruments and rural communication strategies and services developed and distributed	+42	+42
Outputs			
7.1.1 Strategic partnerships and collaborations promoted, strengthened and expanded, in support of sharing of knowledge, sustainable practices, solutions and technologies			
7.1.2 Multi-stakeholder initiatives promoted and implemented			
7.1.3 FAO's engagement and adherence to the UN development system repositioning promoted and strengthened at all levels			
7.1.4 Advice and support provided for enhanced capacity development, rural communications services, and access to scientific information to support FAO's Strategic Framework and the SDGs			
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
7.2: Communications	7.2.A Increased level of media presence (triennial average number of hits)	+5%	+5% vs 2023
	7.2.B User traffic to FAO.org (number of users)	5.1 million	7.4 million
	7.2.C Aggregate number of followers of FAO's social media accounts	8.5 million	10 million
Outputs			
7.2.1 Expanded relationships with global, regional and national media forged for dynamic FAO's positioning at all levels			
7.2.2 Increased Organization's worldwide web and social media presence for enhanced awareness of FAO's work			
7.2.3 Effective delivery of communication products, tools and methodologies on knowledge dissemination contributing to the Organization's objectives and priorities			
7.2.4 Enhanced organizational capacity for communication and outreach in regional, liaison and national offices			
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
7.3: Increased resource mobilization and expanded partnership base with the private sector[27]	7.3.A Biennial level of voluntary contributions mobilized and sustained	USD 2.25 billion	USD 2.25 billion
	7.3.B Number of FAO staff with increased capacity working on private sector partnerships	300	TBD[28]
	7.3.C Percentage of projects that are in a condition[29] that requires management action	5%	5%
Outputs			
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, that target expanded donor visibility/recognition, and a greater interest among a more diversified base of resource partners (geographic, thematic and by type), with special emphasis on emerging partners and modalities			
7.3.2 Roll out of the FAO Strategy for Private Sector Engagement and associated tools to partners			
7.3.3 Enhanced organizational capacities to perform due diligence and risk assessment, including in decentralized offices			
7.3.4 Voluntary contributions mobilized, utilized and accounted for, consistent with FAO policies and effective project/programme cycle management			

[27] In view of the recent adoption of the Strategy for Private Sector Engagement by Council in December 2020, KPIs and targets relating to diversified and balanced resource partnerships and strategic engagements with private sector are still under finalization.
[28] To be established based on the assessed needs of training in the workforce once the first round of training has been completed in the biennium 2022/2023
[29] Based on defined parameters for low delivery, budget overspend, call for funds required, late closure and late reporting

Functional Objective 8: Information and Communications Technology (ICT)

Result level	Accountability and measurement		
Outcome Statement	Delivery of FAO's work is accelerated through the establishment of a global digital environment, bringing forward technology opportunities and delivering transformative digital capabilities.		
Outcome	KPIs	Targets 2023	Targets 2025
8.1: ICT solutions and services	8.1.A Number of strategic platforms implemented for the delivery of global public goods	3	5
	8.1.B Percentage of digital assets effectively managed through established cybersecurity framework	80%	85%
	8.1.C Percentage of Service Level Objectives met for services delivered internally or through contractual arrangements with service providers	75%	85%
Outputs			
8.1.1 Globally available geospatial and data platforms, digital services and tools, including support to Hand-in-Hand and other strategic initiatives			
8.1.2 An FAO Digital Workplace that enables an agile and collaborative and efficient workforce through improved business process automation, set-up of a paperless office and related initiatives			
8.1.3 Efficient, effective and secure global IT Services through the use of modern technologies, innovation and strategic sourcing			
8.1.4 An environment enabling the use of digital innovation in FAO programmes and implementation of scalable digital solutions through an established organizational framework			

Functional Objective 9: FAO governance, oversight and direction

Result level	Accountability and measurement		
Outcome Statement	Effective direction of the Organization through enhanced political commitment and collaboration with Members, strategic management and oversight.		
Outcome	KPIs	Targets 2023	Targets 2025
9.1: FAO Governance	9.1.A Documents for the Conference, the Council and Council Committees are published in all FAO languages according to prescribed deadlines	100%	100%
	9.1.B Efficient and satisfactory support to Governing Bodies meetings	75%	90%
Outputs			
9.1.1 Efficient and satisfactory servicing of Governing Bodies, including in relation to documentation, conduct of meetings and language services enables Members to discharge effectively governance responsibilities			
Outcome	KPIs	Targets 2023	Targets 2025
9.2: Oversight	9.2.A Number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme and other major programme evaluations	13	13
	9.2.B Percentage of high-risk assignments in internal audit workplan	70%	80%
	9.2.C Percentage of investigations completed within timeline	100%	100%
	9.2.D FAO Management and Oversight Advisory Committee satisfaction with the effectiveness of OIG's work and communication on oversight and integrity matters	80%	90%
	9.2.E Percentage of FAO units with regularly updated risk logs and fraud prevention plans	90%	95%
Outputs			
9.2.1 Strategic and programme evaluations carried out and recommendations made to enhance FAO's strategic relevance and programme effectiveness			
9.2.2 Risk based internal audit workplan prepared and delivered			
9.2.3 Investigations completed with the issuance of either an investigation report, investigation memo or closure memo			
9.2.4 Strengthened elements of FAO's accountability, internal controls and fiduciary frameworks delivered			
Outcome	KPIs	Targets 2023	Targets 2025
9.3: Direction	9.3.A Percentage of recommendations of strategic evaluations where the agreed Management Response has been completed by the due date	100%	100%
	9.3.B Percentage of high-risk audit agreed actions completed on time[30]	70%	75%
	9.3.C Percentage of long-outstanding audit agreed actions	Less than 8%	Less than 7%
	9.3.D Percentage of staff that have completed e-learning on prevention of harassment, sexual harassment and abuse of authority and on protection from sexual exploitation and abuse	93%	93%

[30] Due to the change in the method of measurement of this indicator, the data from previous reporting period is not comparable.

Outcome	KPIs	Targets 2023	Targets 2025
	9.3.E Percentage of employees who agree that FAO has effective policies, processes and procedures to address harassment and other unacceptable behaviour	70%	TBD[31]
	9.3.F Number of *prima facie* reviews under the Whistleblower Protection Policy completed within timeline	100%	100%
Outputs			
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 Establishment of an enduring ethical culture in the Organization characterized by trust, transparency and accountability			

[31] To be determined based on outcome of 2022 Employee Satisfaction Survey.

Functional Objective 10: Efficient and effective administration

Result level	Accountability and measurement		
Outcome Statement	Maximize effectiveness and work towards ensuring best value-for-money in supporting delivery, fulfilling fiduciary, policy setting and monitoring and control functions.		
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
10.1: Efficient and effective management of human resources	10.1.A Time required to recruit staff	120 days	120 days
	10.1.B Percentage of Member Nations that are equitably represented	75%	75%
	10.1.C Gender parity at professional level, and for senior positions	Professional: parity D1 and above: 41% female staff	Professional: parity D1 and above: parity
Outputs			
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			
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
10.2: Efficient and effective management of financial resources	10.2.A FAO receives an unmodified opinion on its financial statements, which include its statements on internal control	Unmodified external audit opinion (annual)	Unmodified external audit opinion (annual)
Outputs			
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			
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
10.3: Efficient and effective administrative services and enabling functions	10.3.A Level of client satisfaction with the quality of services and guidance provided by CSL business and policy owners to all FAO units (measured through survey)	80%	90%
	10.3.B Percentage of annual CO2e emissions reduced from facilities and duty travel	-18.7%	-27.2%
	10.3.C Percentage of offices globally using e-tendering platform	80%	95%
	10.3.D Number of country offices fulfilling conditions for and implementing increased delegation of authority in procurement of goods and services	80%	95%
	10.3.E Number of initiatives on health risks prevention, mental health, wellbeing and safety	35	45
	10.3.F Percentage of country offices with up-to-date Business Continuity Plans (BCP)	97%	97%
Outputs			
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			

Chapter 12: Capital Expenditure

Result level	Accountability and measurement		
Outcome Statement	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.		
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
12.1: Capital Expenditure	12.1.A Percentage of CAPEX allocated to initiatives with defined benefits realization plan	100%	100%
	12.1.B Percentage of CAPEX projects that are delivered on time,[32] and within budget	85%	85%
Outputs			
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			

[32] Including formally approved extensions

Chapter 13: Security Expenditure

Result level	Accountability and measurement		
Outcome Statement	FAO personnel are able to carry out their functions safely and securely in all locations where the Organization operates.		
Outcome	**KPIs**	**Targets 2023**	**Targets 2025**
13.1: Safe and secure operating environment for headquarters programme delivery	13.1.A Number of successful fire drills completed at headquarters	12/year[33]	12/year
	13.1.B Notification of alerts/information to all FAO personnel within 24 hours through the Emergency Notification System (ENS), in case of relevant safety and security related issues	6/year	6/year
Outcome	KPIs	Target 2023	Target 2025
13.2: Safe and secure operating environment for worldwide programme delivery	13.2.A Percentage of decentralized offices that comply with Security Risk Management (SRM) measures, in accordance with standing UN security management system policies	90%	100%
	13.2.B Percentage of international staff at decentralized offices who comply with Residential Security Measures (RSM)	95%	100%
Outputs			
13.1.1 Safe and secure operating environment for headquarters programme delivery is ensured			
13.2.1 Safe and secure operating environment for worldwide programme delivery is ensured			

[33] Twice a year for each of the 6 buildings