

**42nd Session of the Conference
(14-18 June 2021)**

Agenda Item 18: Strategic Framework 2022-31 (C 2021/7)

1. As called for in the Basic Texts, since 2010 all of FAO's work is guided by a Strategic Framework prepared for a period of ten to fifteen years, reviewed every four years.¹ The Strategic Framework is a Conference document presented by the Director-General. It is considered by Conference following recommendations from the Council at its 166th Session.
2. The Strategic Framework is guided by FAO's vision and the three Global Goals of Members. FAO's vision is *a world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner*. The three Global Goals of Members are 1) the eradication of hunger; 2) the elimination of poverty; and 3) the sustainable management and utilization of natural resources.
3. The Strategic Framework 2022-31 sets out a new direction for the Organization over the next decade with a firm anchoring in the Agenda 2030 and the Global Goals of Members. At its centre is the strategic narrative of supporting the 2030 Agenda through the transformation to **MORE efficient, inclusive, resilient and sustainable agri-food² systems for better production, better nutrition, a better environment, and a better life, leaving no one behind**.
4. The Council in April 2021 reviewed the Strategic Framework 2022-31 and welcomed the strategic narrative supporting the 2030 Agenda and the three Global Goals of Members. The Council appreciated that the Strategic Framework 2022-31 built on the momentum and harmonized transformations already taking place in the Organization including for increased efficiency, streamlining, and innovative approaches.
5. Council also appreciated the extensive, inclusive and transparent consultation process - both internal and external, and formal and informal - which was followed in the development of the Strategic Framework. It noted that the resulting framework reflected the guidance and priorities stemming from the Regional Conferences and Technical Committees.
6. The internal process for development of the framework,³ which ran from January 2020 to March 2021, comprised two phases with inclusive and intensive participation of a large number of Senior Managers from across the Organization. The first phase focused on the development of the Framework and included an extensive review of background documentation to identify key areas and develop these further. The second phase aimed to further clarify and define the programme content (Programme Priority Areas, cross-cutting themes) from a technical point of view and to develop the results frameworks and the SDGs to be supported by FAO.
7. In the framework, the *four betters* constitute the organising principle around which FAO plans to contribute directly to SDG 1 (No poverty), SDG 2 (Zero hunger), and SDG 10 (Reduced inequalities) and to support achievement of the broader SDG agenda. The *four betters* reflect the interconnectedness of the three pillars of sustainable development (economic, social and environmental) in agri-food systems and Council emphasized the importance of their balance.

¹ Basic Texts, Volume II, Chapter F, Article 1.(a)

² The agri-food system covers the journey of food from farm to table - including when it is grown, fished, harvested, processed, packaged, transported, distributed, traded, bought, prepared, eaten and disposed of. It also encompasses non-food products that also constitute livelihoods and all of the people as well as the activities, investments and choices that play a part in getting us these food and agricultural products. In the FAO Constitution, the term "agriculture" and its derivatives include fisheries, marine products, forestry and primary forestry products.

³ For further information on the internal process please refer to: <http://www.fao.org/3/nf567en/nf567en.pdf>

8. The Council supported the twenty proposed Programme Priority Areas (PPAs) to guide FAO on filling critical gaps and putting in place the conditions needed to drive the changes that will ultimately contribute to the achievement of the selected SDG targets, and encouraged more balance in the number and budget of the PPAs. They represent FAO's comparative advantage as a UN specialized agency in contributing to the 2030 Agenda, bringing together FAO's breadth and depth of technical expertise and knowledge.

9. Council also supported the four cross-cutting/cross-sectional "accelerators": (i) technology, (ii) innovation, (iii) data, and (iv) complements (governance, human capital, and institutions) to be applied in all programmatic interventions to accelerate impact while minimizing trade-offs.

10. Further observations from the Council included:⁴ the consideration in a neutral, balanced, science- and evidence-based manner, of all the available approaches, systems, and tools to leverage FAO's comparative advantages to promote working at scale for greater sustainability and long-term impact in response to Members' needs; the consideration of expected outcomes of key events like the Food Systems Summit 2021 and the Tokyo Nutrition for Growth Summit; further showcasing of FAO's work, within its mandate, on commodity markets and trade; the importance of the One Health approach, of smallholder and family farmers, in particular rural women, indigenous peoples and local communities, as well as FAO's alignment with the repositioning of the UN development system and Country Programming Frameworks in the strategic results framework.

11. The Conference is invited to endorse the Strategic Framework 2022-31, as recommended by the Council at its 166th Session in April 2021.

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⁴ Council's full guidance and observations are included in document C 2021/LIM/4 which also reflects Council guidance in the reading of tables and annexes of document C 2021/7 Strategic Framework 2022-31.